

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FIVE HUNDRED AND TWELFTH
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, July 26 and August 17-19, 2021

The Board of Trustees and its committees met in Bricker Hall in Columbus, Ohio, and virtually over Zoom, on July 26, 2021, and in the Longaberger Alumni House in Columbus, Ohio, and virtually over Zoom, on August 17-19, 2021, pursuant to adjournment.

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Minutes of the last meetings were approved.

NOTE: The Degrees and Certificates that were approved at the May 20, 2021 meeting of the Board of Trustees are reflected here in the attached summer commencement bulletin for the ceremony that took place on August 8, 2021.

(See Appendix I for background information, page 55)

TALENT COMPENSATION & GOVERNANCE COMMITTEE EXECUTIVE SESSION

Committee Chair Hiroyuki Fujita called the meeting of the Talent, Compensation & Governance Committee to order Monday, July 26, 2021, at 2:31 p.m. in person in Bricker Hall on the Columbus campus and virtually over Zoom.

Members Present: Hiroyuki Fujita, Lewis Von Thaeer, Brent R. Porteus, Alexander R. Fischer, John W. Zeiger, Elizabeth P. Kessler, Gary R. Heminger

Members Present via Zoom: Abigail S. Wexner

Members Absent: N/A

It was moved by Dr. Fujita, and seconded by Mr. Von Thaeer, that the committee recess into executive session to discuss 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 in-person and voting: Dr. Fujita, Mr. Von Thaeer, Mr. Porteus, Mr. Fischer, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mrs. Wexner was not eligible to vote because she joined virtually.

The committee entered executive session at 2:32 p.m. and adjourned at 5:42 p.m.

WEXNER MEDICAL CENTER BOARD MEETING

Board Secretary Jessica Eveland called the meeting of the Wexner Medical Center Board to order on Tuesday, August 17, 2021, at 1:00 p.m.

Members Present: Erin P. Hoeflinger, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Cindy Hilsheimer, Gary R. Heminger (ex officio), Kristina M. Johnson (ex officio), Harold L. Paz (ex officio), Melissa L. Gilliam (ex officio), Michael Papadakis (ex officio)

Members Present via Zoom: Abigail S. Wexner, Carly G. Sobol, W.G. Jurgensen, Amy Chronis

Members Absent: Leslie H. Wexner, Stephen D. Steinour, Robert H. Schottenstein

(See Appendix II for Summary of Actions Taken, page 91)

FULL-BOARD EXECUTIVE SESSION

Board Chair Gary Heminger called the meeting of the Board of Trustees to order on Wednesday, August 18 at 8:05 a.m.

Members Present: Gary R. Heminger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer (late), Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thaer (late), Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Tom B. Mitevski

Members Present via Zoom: Abigail S. Wexner, Carly G. Sobol

Members Absent: Tanner R. Hunt

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 Mr. Porteus, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees: Mr. Heminger, Mr. Porteus, Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Mitevski. Mr. Fischer and Mr. Von Thaer were not present for this vote.

The meeting entered executive session at 8:07 a.m. and adjourned at 11:07 a.m.

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, August 18, 2021, at 11:13 a.m.

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

Members Present via Zoom: Abigail S. Wexner

Members Absent: Brent R. Porteus (*joined late, left early*)

(See Appendix III for Summary of Actions Taken, page 270)

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, August 18, 2021, at 1:30 p.m.

Members Present: Lewis Von Thaer, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Reginald A. Wilkinson, Gary R. Heminger (ex officio)

Members Present via Zoom: Carly G. Sobol

Members Absent: N/A

(See Appendix IV for Summary of Actions Taken, page 308)

ACADEMIC AFFAIRS & STUDENT LIFE COMMITTEE MEETING

Committee Vice Chair Jeff Kaplan called the meeting of the Academic Affairs and Student Life Committee of the Board of Trustees to order on Wednesday, August 18, 2021, at 3:30 p.m.

Members Present: Jeff M.S. Kaplan, Elizabeth P. Kessler, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Tom B. Mitevski, Susan Olesik, Gary R. Heminger (ex officio)

Members Present via Zoom: Abigail S. Wexner

Members Absent: Brent R. Porteus, Tanner R. Hunt

(See Appendix V for Summary of Actions Taken, page 349)

MASTER PLANNING & FACILITIES COMMITTEE MEETING

Committee Chair Alex Fischer called the meeting of the Master Planning and Facilities Committee of the Board of Trustees to order on Thursday, August 19, 2021, at 7:58 a.m.

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

Members Absent: Brent R. Porteus, Tanner R. Hunt

(See Appendix VI for Summary of Actions Taken, page 382)

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, August 19, 2021, at 10:00 a.m.

Members Present: John W. Zeiger, Erin P. Hoeflinger, Lewis Von Thaer, Jeff M.S. Kaplan, Michael Kiggin, Tom B. Mitevski, James D. Klingbeil, Kent M. Stahl, Gary R. Heminger (ex officio)

Members Present via Zoom: Amy Chronis

Members Absent: Carly G. Sobol

(See Appendix VII for Summary of Actions Taken, page 418)

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

Members Present: Elizabeth P. Kessler, Alan A. Stockmeister, Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Tom B. Mitevski, Gary R. Heminger (ex officio)

Members Present via Zoom: Tanner D. Hunt

Members Absent: N/A

(See Appendix VIII for Summary of Actions Taken, page 535)

RECONVENING OF THE BOARD

Board Chairman Gary R. Heminger reconvened The Ohio State University Board of Trustees on Thursday, August 19, 2021, at 3:30 p.m.

Members Present: Gary R. Heminger, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thaer, Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Tom B. Mitevski

Members Present via Zoom: Abigail S. Wexner, Carly G. Sobol

Members Absent: Brent R. Porteus, Tanner R. Hunt

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.

I want to start today by recognizing Governor DeWine's appointment of our newest undergraduate student trustee, Tanner Hunt of Westerville. Tanner is currently working toward a Bachelor of Science in Health Information Management and Systems with a minor in Business. His ultimate goal is to pursue a career in the health care industry that will allow him to improve quality of care

while also making care more affordable. Very noble goals indeed. He is currently on a research trip in Alaska, so he has had difficulty today trying to make communications.

APPROVAL OF MINUTES

Mr. Heminger:

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

INTRODUCTION OF PROVOST MELISSA GILLIAM AND DISTINGUISHED UNIVERSITY PROFESSORS

Mr. Heminger:

Now, we have a very special presentation today. Every year, the Board looks forward to hearing about the impressive scholarship of Ohio State's Distinguished University Professors. We are thrilled to have this year's honorees with us in person. And to make it even more special, our honorees will be introduced by the university's new Executive Vice President and Provost, Dr. Melissa Gilliam. This is, I believe, Dr. Gilliam's third week at Ohio State, and we feel very fortunate that she has decided to join the Buckeye family.

I know Dr. Gilliam has already been introduced during our Wexner Medical Center Board meeting, and again during our Academic Affairs and Student Life Committee meeting, so I will keep this brief. But I do want to acknowledge her exceptional accomplishments as a researcher, educator and higher education leader.

Dr. Gilliam came to Ohio State from the University of Chicago, where she made her mark in a variety of areas – from faculty development to graduate student mentoring to diversity and inclusion. She is also a highly accomplished physician who has maintained a lifelong dedication to service. And we are very pleased to officially welcome her to The Ohio State University.

Dr. Gilliam, I will turn the floor over to you now so that you may introduce our Distinguished University Professors.

Provost Gilliam:

Thank you, Chairman Heminger. One of the great excitements for me and one of my first acts as Provost is to have the honor of introducing our Distinguished University Professors to the Board of Trustees and to the public. This title is the highest honor conferred on our faculty members. In fact, including today's honorees, only 68 faculty have received this distinction. So it is indeed a privilege to share this celebration with our honorees, Professor Martha Chamallas and Professor Umit Ozkan, and the special guests who are with them today.

The Distinguished University Professor award is the successor to the Presidential Professorship program and the University Professorship program, which were introduced in 1987 by Provost Myles Brand to honor preeminent faculty. The selection process is rigorous. Each August, the Office of Academic Affairs sends a call for nominations to recommend faculty members for this honor. Department chairs, school directors and faculty award committees forward their nominations to their college deans; deans develop a college review process, solicit support letters and forward their final nomination decisions to the Office of Academic Affairs. Helen Malone, who is a Vice Provost for Academic Policy and Faculty Resources, oversee this program.

The selection committee members were chosen from the President and Provost's Advisory Committee, and all four are Distinguished University Professors themselves. I would like to thank the committee co-chairs – Ruth Colker of the Moritz College of Law and Steven Ringel of the Department of Electrical and Computer Engineering – as well as the other members: Frederick Luis Aldama from the Department of English, and Yasuko Rikihisa from the Department of Veterinary Biosciences. Our new Distinguished University Professors will receive a one-time \$30,000 cash award to support their scholarly pursuits and will immediately become members of the President and Provost's Advisory Committee.

Members of the Board of Trustees, it is my honor to recommend two esteemed colleagues for the designation of Distinguished University Professor: Martha Chamallas, the Robert J. Lynn Chair at the Moritz College of Law, and Umit Ozkan, a College of Engineering Distinguished Professor and Chair of the William G. Lowrie Department of Chemical and Biomolecular Engineering.

To bring a bit more context, we will have two short videos about our Distinguished University Professors. And we will start with Dr. Chamallas. (*Video plays*)

President Johnson, I give you the honor of presenting Professor Chamallas with the Distinguished University Professor medallion. (*Ceremony pauses for medallion presentation*)

Professor Chamallas:

Thank you so much for that gracious introduction, Provost Gilliam. I want to start by saying just how thrilled I am to be honored today. I am so grateful to be named a Distinguished University Professor at a university that I have really come to love in the past 20 years that I have been a faculty member at the Moritz College of Law. I have been a law professor for over 40 years. I have taught at nearly a dozen law schools both in the United States and abroad, and I have experienced many different school cultures and environments, some quite good and some not so good. But as a lawyer, I can tell you that I would not hesitate to sign an affidavit swearing that Ohio State has been by far the most supportive institution of the lot. It has given me the opportunity to do my best work, no matter how long it took, and it has enriched my life immeasurably by surrounding me with brilliant colleagues and a never-ending supply of creative and energetic students. I will have a little more to say about that in a moment, but I want to tell you just a little about the nature of my work.

From the early stages of my career, I have taught in three different fields – tort and personal injury law, antidiscrimination law, and feminist and critical legal theory. Now, most lawyers and academics don't see much in common in these areas. Tort law is located on the private law side, while feminist theory and antidiscrimination are on the public law side. I am probably best known as a scholar who has tried to bring the two sides together to reveal the connection between civil rights and civil wrongs. As a scholar, I learned a lot from practicing lawyers, and I have tried to create theoretical models to fit the needs of injured persons who become litigants in a court case.

The most important example in my career of practice informing theory occurred when I was on a taskforce for gender and race bias in the judicial system for the state of Iowa. I discovered that lawyers and forensic experts would routinely take into account a person's gender and race to calculate damages in civil trials. For example, to determine lost future earnings of a female accident victim, the experts were in the habit of consulting gender-segregated statistical tables, which predicted that women on average would spend fewer years than men in the workplace based largely on a discriminatory history of women workers having to leave their jobs or interrupt their careers when they gave birth or engaged in child rearing. This difference in what is called work-life expectancy had a huge impact for damage awards, resulting in significantly lower awards for women than for similarly situated men with the very same injury. Likewise, the awards for African American men were devalued by relying on race-based statistics that predicted fewer years in the workplace based on higher levels of incarceration for their racial group.

I thought of this as an instance of explicit discrimination but being hidden in plain view through a maze of statistics and because personal injury lawyers were unfamiliar with the principles and

norms of civil rights law. So in my scholarship, I have tried to develop a theory of race and gender equity to demonstrate that such calculations are fundamentally biased and, I argued, unconstitutional. Over the years, I have worked with public interest groups, state legislators and members of Congress to help draft legislation to prohibit the use of bias tables.

And I have worked with forensic economists on the other side to develop new models of loss and appraisal that are truly race and gender neutral. It has been a slow, uneven process. Sometimes my proposals were adopted, perhaps most notably by Kenneth Feinberg in his administration of the September 11th Victim Compensation Fund and by the California legislature most recently. But there has been no comprehensive change on the federal level.

My work on damages set me on a very long path to investigate other tort doctrines which disadvantage women and minorities, scaling up my work to look at how the very basic building blocks of tort law often perpetuate systemic bias. But they can and should be reformed to promote social justice and could be given the flexibility of the common law system of civil justice. As I think about my career, I am amazed at how fortunate I have been. Timing is everything. I came into law teaching just when women were first being hired. When I was hired on the LSU faculty, I was only the third woman ever to have taught law in that school. And throughout my career, I have been part of a cadre of a growing number of feminist scholars. We first taught Women in the Law, then we called it Sexuality in the Law, and then we were bold enough to call it Feminist Legal Theory. We had to be creative because there was no established body of research to build upon. Sometimes my scholarship was marginalized. I didn't get wonderful awards in the start of my career. But I have always been fortunate and happy to teach and write about what I felt passionate about, and to build deep relationships with students who literally went on to change the world – becoming prosecutors, judges, activists and the next generation of feminist scholars.

I know that it is conventional wisdom that nurturing good scholarship takes time and money. And that is certainly true. At Moritz, I have taken advantage of every research opportunity leave that I have been given. But even more important than the leave time has been the culture of support, respect and opportunity that has made Moritz and Ohio State different and better than other educational institutions that I have been associated with. The law faculty is simply great. I have worked with so many faculty colleagues who make the college vibrant, intellectual and ever changing. I will also say that during my tenure, the leadership of the college has also been exceptional. I have served on the appointments committee so many times that I feel personally invested in our new faculty in a way that renews the spirit and pays dividends that last for decades.

And most importantly, I am grateful to my students who never seem to lose the capacity to instill hope in all of us, despite the Great Recession, bruising culture wars and a global pandemic.

Thank you so much.

Provost Gilliam:

Thank you, Professor Chamallas. I would like to complement your words with just a little more about your background. As you can tell, Professor Chamallas is a brilliant scholar and her theoretical insights have restructured the basic tenets of law. As you have heard, she was at the forefront of recognizing racial and gender biases in the way that courts calculate awards in tort cases. And as you have heard, she has been central to processes such as the 9/11 Compensation Fund. In 2000, Professor Chamallas was elected to the American Law Institute – the legal field's equivalent to the National Academies of Science, Engineering, and Medicine – and is a member of the governing board of the American Association of University Professors Legal Defense Fund. She joined Ohio State as a professor in 2002 and was named a University Distinguished Lecturer in 2006 and a University Distinguished Scholar in 2013.

She has written five books, taught as a visiting professor at Harvard, the University of Tennessee, Washington University, Tel Aviv University, and the University of Ghent, and has delivered scholarly papers around the world. So thank you very much.

Our next award goes to Professor Umit Ozkan. Can we please show the video? (*Video plays; ceremony pauses for medallion presentation*)

Professor Ozkan's career is truly exceptional. Professor Ozkan's career is truly exceptional. She is internationally recognized and highly cited in the field of heterogeneous catalysis and electrocatalysis, where her work focuses on unraveling the complex processes that mediate chemical and electrochemical reactions. Specifically, she is known for ground-breaking research that explores the nature of active sites on catalyst surfaces.

Her goal, ultimately, is to design catalysts with the desired molecular architecture for specific reactions. There are many applications. For example, in catalytic water treatment to decontaminate groundwater, and in the development of alternative electrocatalyst materials for cleaner, environmentally friendly fuel cells.

When Dr. Ozkan was hired in 1985 as an assistant professor, she was the first woman to join Ohio State's Chemical Engineering Department and she was the only woman on its faculty for 19 years. She was the first woman to serve as associate dean for research at the college and the first woman to serve as the chair of her department. She has received every major award the college offers. She has produced more than 200 refereed publications, seven patents, 15 books and book chapters, and over 140 keynote lectures to her credit.

She is a fellow of the American Chemical Society, American Institute of Chemical Engineers, the American Institute of Chemists and the American Association for the Advancement of Science and serves on the editorial boards for 10 of the top catalysis journals. Please join me in showing our appreciation for Distinguished University Professor Umit Ozkan.

Dr. Ozkan:

Thank you very much, Provost Gilliam, for that wonderful introduction. When I was thinking about where to start, I thought I would go back to my childhood years, going back all the way to Turkey. So, my story is an immigrant story. I grew up in Turkey as the youngest of three daughters in a middle-income family. We did not have a lot of material things, but there was a lot of love in our family. And maybe more importantly, there was a love of education and learning, which was instilled in us by our parents. My interest in math and science, which led me to choose chemical engineering as my major, was fully supported by my parents. They also supported me when I decided to fly away from the nest and pursue my graduate studies here in the United States. So, I will always be grateful to my parents for allowing me to pursue my dreams, even when it meant sending their youngest daughter to a far-away land more than four decades ago.

My journey at Ohio State started in 1985, when I joined the faculty in Chemical Engineering as a young assistant professor. I keep repeating the young part! I found that I could really fulfill both of my passions here – teaching and research. As a teacher, I taught thousands of undergraduate and graduate students. I believe I touched their lives, but more importantly they touched mine and enriched my life in more ways than I can possibly describe. The most gratifying part of this journey has been seeing these 18-19-20-year-olds grow to their full potential and become very successful professionals in their own right, among them CEOs, vice presidents, academicians, entrepreneurs, and policy makers. And it is the biggest gift to me when they return to Ohio State and talk about a difference I made in their lives, whether it was through a lecture in the classroom that either inspired them or explained a difficult concept, or perhaps through an after-class conversation that eased their self-doubt or encouraged them to stick with the program they were struggling in.

I also had the good fortune to do research in areas that impact our every-day lives. My research is in the areas of heterogeneous catalysis and electrocatalysis. Over the years, we worked on novel catalyst development for emission control, for hydrogen production from biomass, for treatment of water contaminated with chlorinated hydrocarbons or aromatics, both of which pose significant health hazards for millions of Americans. We developed novel electrocatalysts to

replace platinum as a catalyst in fuel cells. Our catalyst is about a fraction of cost of the platinum-based catalysts, but it has comparable catalytic activity.

And perhaps more importantly, this technology is licensed to a local company here in Columbus, Ohio, which was started by one of my former PhD students, who turned out to be a brilliant researcher and a brilliant entrepreneur. Another project we are working on is related to producing ammonia electrocatalytically. Ammonia is used in several industrial sectors including transportation, agriculture, pharmaceuticals, and even as a potential hydrogen storage medium for the energy sector. Currently, ammonia is produced through a very old technology, the Haber-Bosch process, which is very energy intensive. It requires high temperatures and high pressures and pure hydrogen. In our technology, if we are successful, we will be making ammonia out of water and nitrogen. And I am very excited about it. A more recent focus of our research is converting or upcycling end-of-life plastics to their original building blocks so they can be used again for several different chemical processes. So many interesting and really important research problems and research ideas, but so little time!

I was extremely fortunate to work with more than 100 extremely talented young men and women in my research group, including PhD students, post-doctoral fellows and undergraduate researchers, who came from all parts of the world. My research group is like a mini-United Nations. They are the ones who keep motivating me by their curiosity, their endless energy, their determination and their brilliant creativity. They taught me so much. Really, they did. Any research recognition I receive truly belongs to them. And I am very grateful that a few of them could be here today to share this special moment with me. They are sitting in the back!

On a more personal note, I would like to thank my husband of 38 years, who is also sitting in the back, whose love and unwavering support sustained me through good days and bad. I am so grateful to have a partner who takes such great pride in my accomplishments.

And finally, I would like to thank Ohio State, first for taking a chance in hiring me as the first woman in chemical engineering faculty, at a time when engineering was still considered "non-traditional" for women, and then for giving me the opportunity to grow both personally and professionally. I could not have picked a better career choice than what I have had at Ohio State, and I will always be grateful for that. I also want to thank my colleagues in the Department of Chemical and Biomolecular Engineering and the College of Engineering for all their support. I am extremely humbled by this recognition. I am a proud Buckeye, through and through, and I will always be. Thank you very much.

Provost Gilliam:

Thank you. Congratulations to you both. It has been a true honor to be part of the Distinguished University Professor ceremony today. Your accomplishments are outstanding and thank you so much for bringing your students as well as your family. Before I turn the podium back to you, Chairman Heminger, I just wanted to ask the members of the Board if they have any questions for our two professors.

Mrs. Hoeflinger:

Thank you so much. Hearing you speak and how proud you are to get this award – we are incredibly proud to have you as a part of The Ohio State University and as women leading these kinds of things. A couple things struck me. First, for both of you, incredible amounts of "firsts" as women and moving through everything that got in your way. Neither of you talked about the obstacles – you just talked about how great it was! Coming from Turkey, you didn't talk about the change and how difficult that must have been.

And then, your work is changing lives of other people. It is making sure that people get what is fair or finding ways to go through chemical engineering in ways I could not possibly understand, but I

am grateful you do. But thank you. It makes us incredibly proud to know that and how far we have come. We talk about STEM products and how we can help women move up through the ranks, and you are just an inspiration for all of us. So thank you.

Mr. Von Thaer:

Congratulations to both of you – truly outstanding. I have a question for Professor Ozkan. I started my career about the same time as you did. I was trained as an engineer, but they didn't teach us an awful lot, at least where I went to school, on program management or finance or all of these things you need to be a CEO or an entrepreneur, and you mentioned how a number of your students have succeeded. I'm just curious, with everything you have learned, is there any advice you give your students today who are engineers what they should study outside of their field to better prepare them for those types of outcomes?

Professor Ozkan:

I think being versatile, being multifaceted is very important. We try to teach our students how to solve problems. It is not a very prescriptive curriculum. They don't memorize a lot of things, but they learn how to look at a problem, formulate it, analyze it and then come up with a solution. This really serves them well. Also, many of our students go on to earn advanced degrees – MBAs or advanced degrees in law or medicine. This will sound like an advertisement for chemical engineering, but in general, I think engineering is a great starting point for many of those career options.

Mr. Von Thaer:

Thank you and congratulations, again.

Ms. Kessler:

I just want to echo the congratulations. This is incredibly inspiring. I feel comfortable speaking for all of the trustees in saying this is one of our favorite things that happens each year – to see the incredible talent and what you are providing to our students and the next generation. I just have a quick question for Professor Chamallas. You have dedicated your entire career to leveling the playing field for others through the power of law, and thanks to you I am certain that our students are going out into the world as better citizens, but what inspired you to become an academic?

Professor Chamallas:

I really was a product of my generation. When I came through college, there was a lot of activism and I remember thinking, I'm going to go into consumer protection because at that point Ralph Nader had come on the scene and there was really a wave of young people – and women were in that wave – who had what we would now call the social justice orientation to law. Which was pretty unusual. What I have found over the years is that I like the metaphor or waves, because I find that we are at another moment when people and students from all backgrounds come to law school. We have had a tremendous rise in applications, and it has been a result of wanting to see change and having a sense of urgency. So here we are again, and I think that is a very good place to be.

Mr. Heminger:

Any other questions? Well, thank you, Dr. Gilliam, for those introductions. What a wonderful tribute to two extraordinary individuals. Thank you both for your dedication to Ohio State. I think on behalf of the Board and all of the visitors with us today that we need one more round of applause for these two great individuals. *(applause)* Congratulations, again. Now, I will turn the floor over to President Johnson for her report.

PRESIDENT'S REPORT

President Johnson:

Thank you very much, Chairman Heminger. Good afternoon, everyone, and a special, warm Buckeye welcome to our new board members, Mr. Tom Mitevski and Mr. Tanner Hunt. I think we see Tanner on Zoom here all the way from Alaska. Thank you for joining us.

I would also like to officially welcome Dr. Gilliam to our Buckeye family. In her role as executive vice president and provost, Dr. Gilliam is the chief academic officer and focuses on our vibrant community of scholars that support the generation and sharing of knowledge. How appropriate it is that her first duty at one of our Board meetings would be to recognize our two Distinguished University Professors: Professors Ozkan and Chamallas. I would also like to thank Dr. Bruce McPherson who stepped down this month as provost to return to the faculty of his home college, CFAES. The university announced a number of additional new Buckeyes in the last few weeks.

Dr. Jeff Risinger has joined us as Ohio State's senior vice president of talent, culture and human resources, pending board approval today. Dr. Risinger brings a deep background shaping cultures and leading higher education, most recently from Texas A&M. And I would like to thank Mr. Paul Patton for his service over the past nine months as interim senior vice president for talent, culture and human resources. Pending board approval, Mrs. Cindy Leavitt, an accomplished IT leader with three decades of experience in higher education and corporate America, will become our next vice president and chief information officer. She comes to Ohio State from Temple University, where she also serves as CIO.

In our colleges, we are pleased to welcome a pair of new leaders. Dr. Carroll Ann Trotman is our new dean of the College of Dentistry, effective this week. We welcome her from Tufts University School of Dental Medicine. She will build on the accomplishments of Dr. Patrick Lloyd, who announced last year that he would step down. Dr. David G. Horn, associate executive dean for undergraduate education in the College of Arts and Sciences, has stepped into the role of the college's interim executive dean. Dr. Gretchen Ritter, who served as vice provost and executive dean since 2019, will become the chief academic officer, provost and vice chancellor at Syracuse University in October. We wish Dr. Ritter, and also Dr. Lloyd, all the best in their future endeavors. In terms of initiatives and partnerships, we are about to close a very busy summer of engagement with Buckeyes throughout the state, the nation and the world. I was thrilled to attend my first Ohio State Fair and ride in my first Pelotonia. Team Buckeye — which I was the honorary captain of — the super peloton, raised more than \$2 million for cancer-fighting research at The James. Overall, Pelotonia saw 10,500 participants who raised \$13 million. Our gratitude goes out to every rider, volunteer and donor. Congratulations!

Earlier this month, we celebrated our 2021 graduates at summer commencement — and we welcomed back our Class of 2020 to campus for an in-person graduation celebration at Ohio Stadium. Our thanks go to Nina Day and Coach Ryan Day, who spoke with passion and spirit about mental health and taking care of yourself and each other.

Speaking of athletics, a record 26 current, former and incoming student-athletes represented Buckeye Nation and their countries at the Summer Olympics in Tokyo. Buckeyes took home four medals overall, including two gold, one silver and one bronze. We are looking forward to cheering them on here in Ohio and at Ohio State this coming year.

That's also the same day as the start of our autumn semester classes which begin next Tuesday. As Buckeyes return to our campuses, we are committed to providing many traditional Buckeye experiences for our community, with the most up-to-date information as we move forward with regard to keeping everybody safe. Ohio State's "Welcome Week" will be an exciting return to the traditions that we have loved and missed. We will kick it off by inviting 13,000 students who are new to campus to convocation. Welcome Week will also include the Student Involvement Fair and the 24th-annual Community Commitment Day in Columbus.

We are looking forward to seeing all of our Buckeye student-athletes back in action as well, and tonight, women's soccer opens against BYU. And, continuing on Saturday, we'll be back in the 'Shoe with TBDBITL. We will continue to work closely with city, state and federal officials to monitor the virus and help ensure that we can return back to our college experience, in and out of the classroom, in and out of the 'Shoe, and all the other activities throughout the fall and beyond.

To that end, the university has been planning for months for the robust, in-person reactivation of our campuses. I'm proud to say that about 75% of our faculty, staff and returning students are fully or partially vaccinated against COVID-19. We are looking to provide opportunities in the community for people to get vaccinated through our "Buckeye Vaccinate Tailgate" tour in partnership with Kroger. It has made three stops in Mansfield, Newark and Piqua this month, providing Ohio State swag, selfies with Brutus and — most importantly — vaccination shots. I am especially proud of our team for pulling together these community events and delivering on our land-grant mission. In particular, I'd like to give a shout out to Senior Vice President Melissa Shivers, who organized, in concert with the rest of our community, these tailgates. I have a quick, short video that captures the spirit and excitement of these events, if we could play that video now.

(Video plays)

Thank you. I just want to let you know that our focus on safety extends to the physical and mental well-being of Buckeyes as well. Last month, I joined Governor Mike DeWine and presidents from Ohio's public universities at the statehouse to introduce a set of zero-tolerance, anti-hazing principles. These include automatic dismissal of any student convicted of criminal hazing and debarment from attending another Ohio public university in accordance with the law.

Earlier this summer, I asked Dr. Melissa Shivers, senior vice president for Student Life, and Dr. Bernadette Melnyk, chief wellness officer and dean of the College of Nursing, to co-chair a commission on how we can further promote mental health and well-being. I look forward to working with our Ohio State University Commission on Mental Health to enhance the support we offer our students, faculty and staff. If you or someone you know needs help, please call the suicide prevention hotline at 1-800-273-TALK or reach the crisis text line by texting 4HOPE to 741741. Additionally, Ohio State's wellness app is designed for students and offers tips and guidance useful for all members of our community. Ohio State is equally committed to the physical safety of our off-campus neighborhoods. We continue to make progress on the 15 recommendations from our Community Safety and Well-Being Task Force, with 13 fully or partially implemented.

I just want to say a few words to wrap-up in terms of excellence in academics, research and entrepreneurship. Ultimately, we want Ohio State to be the absolute model of what a land-grant university should be in the 21st century. Earlier, I mentioned that Dr. Gilliam will lead our efforts to significantly increase the number of net new tenure-track faculty. These new faculty members will be critical to maximizing the academic experience for our students as well as advancing our powerful research enterprise. We plan to recruit 350 net new, tenure-track faculty over the next decade. Dr. Gilliam will also be responsible for guiding our RAISE initiative — short for Race, Inclusion and Social Equity — led by Interim Director Dr. Trevon Logan. As part of this initiative, focused on hiring, retention and research, we will include new faculty whose work addresses social equity and racial disparities across disciplines including health care, STEM education, the arts, social justice and public safety, environment, resources and leadership.

At the same time, we are working with the Task Force on Racism and Racial Inequities to issue a summary of its findings and recommendations. And our cross-disciplinary teams of Ohio State scientists and scholars have already received funding through two rounds of our Seed Fund for Racial Justice, investigating new avenues and opportunities to address anti-racism education, stress and emotion management, infant mortality, and many, many more topics. We also want to applaud the Wexner Medical Center's Anti-Racism Action Plan, on which Chancellor Hal Paz reported during the Wexner Medical Center Board meeting earlier this week.

Ohio State continues to be at the vanguard of research and discovery. We are on track to set a new university record of over \$970 million in research expenditures this year. The work of our Enterprise for Research, Innovation and Knowledge is led by Dr. Grace Wang. As you know, we have an ambitious goal of doubling our research expenditures over the next decade. And, with Dr. Wang as our leader, I have no doubt we will accomplish that with all of the talented faculty, including our outstanding distinguished faculty we heard from today. Dr. Wang emceed the beam topping ceremony for our new Interdisciplinary Research Facility, a milestone for the university's Innovation District, and we were joined at that topping off ceremony by Governor DeWine, Lt. Governor Jon Husted, JobsOhio President and CEO JP Nauseef and other community partners. This extraordinary facility will help advance our convergent-research goals — and be co-located next to our Energy Advancement and Innovation Center.

In late July, we hit another milestone. We became a member and the first regional partner of the Chicago Quantum Exchange, based at the University of Chicago's Pritzker School of Molecular Engineering. That same day, we announced that Ohio State was awarded not one, but two of the 11 new National Science Foundation institutes focused on artificial intelligence research applied to the environment and edge computing. This will bring to The Ohio State University and our partners \$40 million over the next five years — and they're renewable. This exciting news helps supercharge the work of realizing AI's full potential, whether to improve personalized health care, boost smart mobility, enhance food security or augment the creative arts.

I also want to note a really outstanding thing that happened this summer, and that is an item that is on our consent agenda today: the Dr. Rattan Lal Endowed Professorship. In 2019, Dr. Lal became the first Ohio State scientist and the first soil scientist ever to win the Japan Prize. A year later, he won the prestigious World Food Prize, referred to as the "Nobel Prize in food and agriculture." Dr. Lal, as outstanding as he is as a scientist, is an even better human being. He donated his entire prize money for both awards to establish a \$1 million endowed professorship, which will be housed in Ohio State's College of Food, Agricultural, and Environmental Sciences. His generosity to our university and his commitment to agriculture on a global scale continues to inspire.

Just as important is our work to bring amazing Ohio State research to market and quickly make an impact. The university invested \$20 million in Rev1's Fund II, which aims to support high-growth companies in Ohio and beyond. Our corporate partnerships team also signed master research agreements with two companies: Chemical Abstracts Services and Kroger. These agreements, new for Ohio State, eliminate the need to negotiate a new agreement every time a new research project is envisioned.

Another great example of how we are moving with urgency and effectiveness is the establishment of the President's Research Excellence Program, which includes two types of grants. Accelerator grants of up to \$50,000 empower small teams at Ohio State to pursue novel, high-risk/high-reward research projects. The program was announced in late February and, by the first week of June, we awarded funding to the first 19 teams. I really want to give a big shout out to Dr. Grace Wang and Dr. Peter Mohler for your great work getting this program off the ground so quickly.

It's also an example of shared governance because this idea actually came from our President and Provost's Advisory Committee, which was referred to earlier, PPAC. So, we took that idea — it was a great idea — and we got it right into practice within six months. Additionally, we're excited about the news of three more Ohio State startups acquired in the past year. Cayuse LLC, an IP company; CareDx, a precision transplant medicine company that acquired TransChart, an Ohio-based provider of electronic health record software that was started by our own Dr. Ronald Ferguson, faculty emeritus in our College of Medicine.

Another keystone area of excellence comes in our service to those in the communities in which they live. One of the most important and fundamental ways we serve is to make an Ohio State education more accessible and affordable. We have committed to becoming the first university in

the nation to offer a zero-debt bachelor's degree at scale within this decade. This is especially vital for our low-income students, whose four-year graduation rate is 11% lower than our average.

We are confronting, head on, the barriers to equity in higher education. And, starting this fall, for example, due to the generosity of the Honda partnership, new \$5,000 scholarships are being awarded to students majoring in electrical and computer engineering who are active in the National Society of Black Engineers, the Society of Hispanic Professional Engineers and similar organizations. That's just one part of the recent expansion of our 20-year partnership with Honda, which also includes co-ops, internships and research. Affordability is very important to our graduate and professional students, too. We have increased the graduate student stipend by \$4,000 per year beginning this month. These steps comprise the next iteration of our founding mission to ensure the benefits of higher education can be shared by all.

And our mission extends beyond the borders of our campuses and into the clinical care we provide. Last month, we celebrated the opening of the Wexner Medical Center Outpatient Care at New Albany — an example of the university's longstanding commitment to provide Ohioans who live local, and maybe outside of Columbus as well, resources and expertise from our clinic. That same week, the "Best Hospitals" rankings were announced, with the Wexner Medical Center ranked in 10 out of 15 specialties. We are also recognized as high performing in 13 of 17 procedures and conditions. Providing this level of excellence to families in central Ohio is the reason we are expanding our reach through outpatient care — and expanding the breadth of our services in Columbus with the new inpatient hospital.

On Tuesday, we were joined by Congresswoman Joyce Beatty, Ohio Department of Higher Education Chancellor Randy Gardner and Columbus City Council President Pro Tempore Elizabeth Brown at the site of the new hospital tower. It is an inspiring vision. It is the biggest project ever undertaken by The Ohio State University, and it will bring together clinicians, researchers, students and families to be part of a national model for how we deliver transformative health care and training.

Supporting the university's successes across our academic, research and service missions, we also had another strong financial performance this past fiscal year that supports all three of these activities. We heard highlights from Senior Vice President and CFO Mike Papadakis in the Audit, Finance and Investment Committee, and our gratitude goes out to him and his team and the members of our committee for their careful and vital stewardship during these challenging times. FY21 outperformed FY20 and, driven by ever-more efficient work, continued positive momentum in the health system and our strong investment performance. The long-term investment pool increased by \$1.4 billion over last fiscal year, a 29% return, and outperformed the policy benchmarks. A thank you and appreciation to our new CIO, Vishnu Srinivasan, whose efforts, combined with the important time, talent and treasure of our alumni, friends and supporters, will help propel us to our aspirational vision for the future of Ohio State.

To close my report, I want to say once again that it is the dream of a lifetime to lead this storied institution. We have so much to look forward to — a return to the activities and traditions that we love on our campuses and the promise of even greater progress in pursuit of our shared aspirations. I am personally looking forward to my investiture in November. Planning is underway, and I appreciate the opportunity to further detail our vision and programs.

Finally, let me thank the members of this Board, not only for your service, advice and guidance over the last few days, but over the last year and for what you will do in the future — and to the entire Ohio State community, for all that you do. Go Buckeyes!

(See Appendix IX for background information, page 552)

CONSENT AGENDA

Mr. Heminger:

Thank you, President Johnson.

We have now arrived at our consent agenda. Please note that we have placed two (2) items for action directly on the consent agenda today – our Resolutions in Memoriam, which recognize the passing of emeritus faculty members, and our Distinguished Service Award. We have also included four hand-carry items. Copies of these four resolutions are available upon request from our media relations team. For the President's FY22 goals that we are considering, please note that the revised document includes the modifications that the Talent, Compensation and Governance Committee agreed to during our meeting yesterday.

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

President Johnson:

Thank you. We have 33 resolutions on the Consent Agenda. The university is seeking approval of the following:

RESOLUTIONS IN MEMORIAM

Resolution No. 2022-14

Leon W. Boucher

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on May 19, 2021, of Leon William Boucher, Professor Emeritus of Agricultural Education in the College of Food, Agricultural, and Environmental Sciences. He was 100.

Professor Boucher was a three-time graduate of The Ohio State University, completing a Bachelor of Science, Master of Science and doctorate in 1942, 1954 and 1964, respectively. All of his degrees were in the field of agricultural education. He joined the Department of Agricultural Education at Ohio State as a staff member in 1950, when he became the teacher at the Student Teacher Training Center at Hilliard High School preparing vocational agriculture teachers and cooperative extension agents. He later became a faculty member in 1960 and served as a professor until his retirement in 1986.

Professor Boucher served as editor of the Ohio Agricultural Education News and contributed more than 40 articles in the agricultural education field. He received considerable recognition as a teacher educator and served as president of the Ohio Vocational Agriculture Teachers Association; was a member of the U.S. Agricultural Honor Society, Gamma Sigma Delta; and Phi Delta Kappa, Educational Honor Society. He was a recipient of the Ohio Distinguished Service Award in Vocational Education, Honorary American Farmer Degree, National Research and Training Educator of India (1967), Ohio State's Teaching Award of Merit (1969), U.S. Leaders and Educators (1971), Who's Who in the Midwest (1972) and Ohio Vocational Educator of the Year (1979).

Professor Boucher served on the Agency for International Development Team (USAID) in India for two years during the mid-1960s. His responsibilities included the development of teacher training programs in areas of vocational education at the college level, as well as developing vocational programs in the primary and secondary schools in India. His programs were so successful that he developed similar programs for Sierra Leone, Swaziland, Sri Lanka and Lesotho. He also served as the External Examiner at the University of Sierra Leone in West Africa.

Prior to joining Ohio State as a faculty member, Professor Boucher taught vocational agriculture in Ohio public schools and continuing education classes for young and adult farmers. He served on the

evaluation teams of Public Secondary Collegiate Education, particularly in the field of vocational education. He also served in the U.S. Navy and graduated from the Great Lakes Training Center as the honor man of his company. While serving in the Pacific Area on the Navy destroyer USS McNair, he was awarded five battle stars and five area ribbons.

Professor Boucher was admired by his fellow faculty members, student teachers, students, advisees and the agricultural education profession in Ohio, around the nation and throughout the world.

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

Howard G. Crane

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 3, 2021, of Howard G. Crane, Professor Emeritus in the Department of History of Art in the College of Arts and Sciences. He was 80.

Professor Crane received his BA in History and English from Berea College (1964) and his MA and PhD in the History of Art and Architecture from Harvard University (1971 and 1975, respectively). A scholar of the Islamic world, especially Ottoman art and architecture, Professor Crane was published widely. His work appeared in numerous journals, edited volumes, excavation reports, and encyclopedias. His three monographs—*Risāle-i Mi'māriyye: An Early Seventeenth-Century Ottoman Treatise on Architecture* (1987), *The Garden of the Mosques: Hafız Hüseyin al-Ayvansarayî's Guide to the Muslim Monuments of Ottoman Istanbul* (2000), and *Sinan's Autobiographies: Five Sixteenth-Century Texts* (2006, with co-authors Esra Akin and Gülru Necipoğlu)—all became standard references in the field and helped to make Ohio State a major center for the study of the history of the Ottoman Empire.

Professor Crane joined the Ohio State faculty in 1975. Three years later, while he was still only an assistant professor, he was named Department Chair. It is inconceivable today that someone so young would be thrust into such a demanding role; it was highly unusual even then. The fact that his colleagues selected him as their Chair is strong testament to his integrity and the trust he inspired. The fact that he accepted the position speaks just as strongly to his selflessness and commitment to the institution. During the five years he served as Department Chair, he placed History of Art on a solid financial and organizational footing that its subsequent Chairs successfully built upon.

During his career, Professor Crane also served as an important member of the College and University Promotion and Tenure Committees as well as the Arts and Sciences Faculty Concerns Committee. In all of these roles, he exemplified decency, fairness, and good judgment.

He was also a much beloved teacher, who took it upon himself to develop a wide range of courses, both undergraduate and graduate, on Islamic art and architecture, as well as on the art and architecture of ancient Egypt and the Near East (Iran, Mesopotamia, and the Levant) from the birth of civilization to the modern era. His contributions to the curriculum reflected a geographical and chronological breadth of staggering dimensions, far greater than that covered by any other member of the Department before or since. He was convinced that the history of that part of the world continued to hold important lessons for today and therefore ought to be part of the education offered to Ohio State students.

In 2008, Professor Crane received the Harlan Hatcher Award, given annually to a full professor from the Arts and Sciences faculty who has a "truly exceptional record in teaching, research and service."

Even as we reaffirm his strengths in all those areas, we also want to acknowledge his truly exceptional character. Selfless and generous, Professor Crane took great delight in hearing of his students' and colleagues' academic and personal success. He was a dedicated mentor, a trusted advisor, a loving husband, father, brother-in-law and grandfather, who deeply impressed those around him with his kindness, modesty, and unflagging love for life and learning.

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

Albert A. Gabel

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 12, 2021, of Albert A. Gabel, Professor Emeritus in the Department of Veterinary Clinical Sciences at the College of Veterinary Medicine. He was 91.

Dr. Gabel was a pioneer and icon in equine and large animal anesthesia and surgery. He received his Doctor of Veterinary Medicine from The Ohio State University in 1954. Following graduation, he served for two years as a public health inspector in the U.S. Air Force in Germany, where he was awarded a Commendation Medal for Meritorious Service. Dr. Gabel returned to Ohio State and earned a Master of Science in Veterinary Surgery (Anesthesia) in 1959. His master's degree research led to the first practical, useful general anesthesia in horses.

For 33 years, Dr. Gabel served on the faculty at Ohio State's College of Veterinary Medicine, and he served as head of the Equine Section from 1971 until his retirement in 1989 as professor emeritus. He mentored 23 resident-graduate students, each of whom earned a master's degree. He was known for his "Gabelisms," which were amusing quips and creative directives that got his students' attention, encouraged them to think critically, and inspired them to act when treating horses.

During his career, Dr. Gabel authored or co-authored 100 peer-reviewed articles as well as several hundred articles that appeared in horsemen's journals. He was one of the 36 charter members of the American College of Veterinary Surgeons. He was a member of the American Association of Equine

Practitioners (AAEP) since 1960 and served on the Sports Medicine Committee and Racing Committee. In 2000, he received the AAEP Distinguished Educator Award in honor of his lifelong achievements and contributions to the profession and the equine industry as a leader, clinician, faculty member and researcher, and for the significant role and impact he had on the development and training of equine veterinary practitioners and specialists through his mentorship.

Dr. Gabel trained and drove Standardbred racehorses for 11 years, earning recognition as U.S. Amateur Driver of the Year in 1995. He was elected president of the Ohio Standardbred Owners and Breeders Association in 1992 and initiated its merger with the Ohio Harness Horsemen's Association.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Albert A. Gabel 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.

Rebecca Kantor-Martin

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 22, 2021, of Rebecca Kantor-Martin, Professor Emerita in the College of Education and Human Ecology. She was 66.

Professor Kantor-Martin earned an MEd in special education and an EdD from Boston University. In 1983, she joined Ohio State in what was then the College of Human Ecology as an assistant professor of family relations and human development, and lead teacher in the A. Sophie Rogers Laboratory for Child and Family Studies. She became director of the laboratory in 1987 and earned tenure in 1989. In 1997, she transitioned to associate professor in what was then the College of Education, in its School of Teaching and Learning, and reached full professorship in 1999. At that time, she also became the faculty lead for the licensure program in Early Childhood and Elementary Education. In 2006, she became chair of what was then the School of Teaching and Learning. Her research interests included language, literacy and social processes in early childhood classrooms.

Professor Kantor-Martin was a force in early childhood education at the university, in Ohio and internationally. The Ohio Department of Education called on her regularly to advise for its early childhood initiatives. For instance, in the early 1990s, she was a member of the department's Early Childhood Task Force for Restructuring Teacher License and Program Standards. From 1998 to 2001, she was a program reviewer for new early childhood licensure portfolios submitted by institutions around Ohio for approval. For her service, by 1998, Professor Kantor-Martin had received the Ohio Department of Education's Friends of the Early Childhood Division Award twice. In 2008, she again was honored, this time with the department's prestigious Irene Bandy-Hedden Early Childhood Education Leadership Award.

From early in her career, Professor Kantor-Martin advocated for the Reggio Emilia approach, a student-centered educational philosophy and pedagogy for preschool and primary education named for the Italian city where it originated. Twice, she was an invited delegate to Reggio symposia in Italy and Switzerland. In 2003, she went to the World Summit on Childhood and Study Tour in Italy, and she subsequently guided student study tours of early childhood education in Reggio Emilia in three different years. She was well-known by many organizations, for instance, serving Columbus' Action for Children as a task force member to create Guidelines for Infant-Toddler Child Care. She was active with the Ohio Association for the Education of Young Children, eventually serving as president. She published and presented widely, including at the annual conference of the American Education Research Association.

Her work on grant projects tallied in the millions of dollars. She was a co-principal investigator with the Head Start Quality Enhancement Network, begun in 1997 with \$2.5 million in state and federal funds for each of five years. In 1999, she was a co-principal investigator for the college's project, Technology Helping Educators and Communities of Learners: Alternative Career Pathways for Pre-K to Grade Three Teachers, a three-year, \$2.06 million grant from the U.S. Department of Education. She was also co-principal investigator of the U.S. Department of Education-funded grant ASPIRE: Teacher Quality Partnership Transition to Teaching Project for \$12.9 million from 2009-2011. Professor Kantor-Martin retired from Ohio State in 2011 and proceeded to serve as professor and dean of the School of Education and Human Development at the University of Colorado Denver.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Rebecca Kantor-Martin 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.

Erwin M. Kohler

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 12, 2021, of Erwin M. Kohler, Professor Emeritus with the Center for Food Animal Health (formerly Food Animal Health Research Program, FAHRP) in the College of Food, Agricultural, and Environmental Sciences and College of Veterinary Medicine. He was 90.

Dr. Kohler served on the faculty from 1965 until his retirement in 1992. He graduated with his Doctor of Veterinary Medicine from Ohio State's College of Veterinary Medicine in 1955 and received his MS and PhD degrees in 1963 and 1965, respectively. He joined the faculty of the Department of Veterinary Science upon graduation. He was promoted to the rank of Professor in 1974 and served as the Chair of the Department of Veterinary Science, which became FAHRP in 1982, and he remained as head of FAHRP until his retirement. Dr. Kohler strongly supported the development and advancement of faculty, staff and students. He was the recipient of the College of Veterinary Medicine Distinguished Alumni Award in 1992.

Affectionately called "Erv," Dr. Kohler conducted research on bacterial diseases of food-producing animals with particular emphasis on colibacillosis, a devastating disease of neonates with significant economic impact to the swine industry, caused by *E. coli*. His pioneering research on immunity to colibacillosis resulted in the development of a pregnant sow vaccination procedure leading to effective lactogenic immunity to protect young pigs from the disease upon consumption of sow milk. This vaccination procedure became known as the Kohler method.

Dr. Kohler trained and advised hundreds of swine veterinarians on vaccination in their practice. He never charged a penny for his countless lectures, demonstrations and consultations, as he was man of strong principles. In recognition of his contribution to swine medicine, Dr. Kohler was awarded the Howard Dunne Award by the American Association of Swine Practitioners in 1978. He and his colleagues were instrumental in starting the gnotobiotic pig facility on the Ohio State-Wooster campus and used these animals for studies of enteric diseases.

He served as the Secretary-Treasurer of the Conference of Research Workers in Animal Diseases (CRWAD) from 1971-1988. He was very instrumental throughout the years in making this conference the premier research meeting for scientists studying diseases of food producing animals. He was recognized as the 1994 CRWAD dedicatee. He also participated for many years as an Ohio representative to the NC62 regional committee, one of the premier research meetings on swine bacterial and viral diseases.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Erwin M. Kohler 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.

Helen M. Marks

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 20, 2021, of Helen Marie Marks, Associate Professor Emerita in the College of Education and Human Ecology. She was 82.

Professor Marks devoted her research to the study of schools as social organizations that have a key role in the promotion of democratic equality for all. Her work employed advanced research methods to show that when school leaders create democratic conditions, teachers are more likely to work together in ways that promote student learning. While earning an EdD at the University of Michigan, Professor Marks worked with her advisor, Professor Valerie E. Lee, on a grant project

about the benefits of Catholic schools to the common good. Conducted with Professor Lee's advisor, the renowned University of Chicago education professor Anthony S. Bryk, the project resulted in respected publications for Professor Marks. One of them, a book titled *Catholic Schools and the Common Good*, was published by Harvard University Press. In it, Professor Marks co-authored the prologue, a chapter and the epilogue.

While earning her doctorate and immediately after, Professor Marks served as a research associate for the University of Wisconsin's Center on Organization and Restructuring of Schools. A member of the School Restructuring Study team, she worked on a project to explain organizational conditions in schools and to support authentic instruction and assessment of achievement. She co-authored a number of publications as a result.

With considerable research and publication experience to her name, Professor Marks joined the then-College of Education in 1995 in the School of Educational Policy and Leadership. In 1999, she won a prestigious National Academy of Education/Spencer Postdoctoral Fellowship for her project "Learning to Care or to Comply? An Unanswered Question for Community Service Policy." Later, she became a major grant reviewer for the Spencer Foundation.

Critically, her research illustrated ways that schools can ensure more equitable learning in classrooms and more equitable outcomes for all students by capitalizing on the power of teacher community and teacher empowerment. One of her most notable studies in this area was conducted with Susan Printy, her former advisee and now a professor emerita of Michigan State University. In this study, they examined the leadership role in restructuring schools.

This study was among the first in the United States to show direct effects of school leadership on student achievement when principals worked with teachers to improve instructional practice. Their article, published in a 2003 issue of *Educational Administration Quarterly*, won the Davis Award for best article from the University Council of Educational Administration.

In a 2012 study published just before her retirement, Professor Marks and former advisee Jason Nance drew on a national survey database of 9,190 principals and 42,086 teachers to uncover factors affecting public school principal and teacher influence on curriculum and instruction policy. They published the results in the 2008 book *Improving Schools: Studies in Leadership and Culture*.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Helen Marie Marks 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.

Jean T. Snook

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on May 1, 2021, of Jean Twombly Snook, Professor Emerita in the College of Education and Human Ecology. She was 84.

Professor Snook was born in California and attended the University of California – Davis for her bachelor's degree. She also earned a PhD in animal science from the university and was among a select group of women to do so at that time. After earning her PhD, she continued at the university as a National Institutes of Health Postdoctoral Fellow. In 1968, she joined the faculty at Cornell University's prestigious Graduate School of Nutrition. She rapidly established herself as a leading expert on the effect of diet and aging on the biochemistry of the exocrine pancreas and the secretion of proteolytic enzymes into the small intestine.

After receiving tenure with promotion to associate professor at Cornell, Professor Snook moved to Ohio State in 1978 as a full professor in what was then the College of Home Economics, Department of Human Nutrition and Food Management. She also had an appointment with and conducted research under the Ohio Agricultural Research and Development Center. The college named her the Carol S. Kennedy Professor of Human Nutrition, an endowed position established by that gentleman's estate shortly after Professor Snook's arrival. Professor Virginia Vivian, who chaired the department at the time, bestowed it in recognition of Professor Snook's extensive teaching experience, research expertise and many publications.

At Ohio State, Professor Snook continued her scholarly study on the effects of diet on protein digestion and expanded it to include research with human volunteers. She addressed diverse topics, including resting metabolism and energy expenditure in middle age, the effects of diet composition on cholesterol metabolism in diabetic children, identification of biochemical markers of skeletal muscle damage in serum and urine resulting from weightlifting by trained and untrained men, the impact of various dietary oils on the profile of serum lipids and apolipoproteins, differential effects of various formulations for enterally fed burn patients and more.

In addition to collaborating with Professor Vivian, Professor Snook developed productive working relationships with colleagues in other departments, including Gordon Wardlaw in Medical Dietetics, Don Palmquist in Animal Science, and Robert Bartels and Tim Kirby in Exercise Science. She also collaborated with Adjunct Professor Vic Huang and Pam Anderson, clinical research manager, both of Ross Laboratories, which later became Abbott Nutrition. Grant support for her work came from private industry such as Abbott and Procter & Gamble, as well as from federal sources such as the U.S. Department of Agriculture. The American College of Nutrition, a part of the American Nutrition Association, inducted Professor Snook as a Fellow. The designation entitled her to use the esteemed Fellow of the American College of Nutrition (FACN) recognition, a nod to her expertise in teaching and research.

In 1996, Professor Snook was instrumental in establishing The Ohio State University Interdisciplinary PhD Program in Nutrition and served as its director for a number of years. It merged programs that previously resided in three separate colleges and is the only such doctoral program at a public university in Ohio. Professor Snook retired from Ohio State in September 2002, although she remained engaged with the university. For instance, she served as a judge at the annual Russell Klein Nutrition Symposium presented by Ohio State's Graduate Society of Nutritional Sciences. She continued to publish as well, producing refereed journal articles with colleagues as recently as 2009.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Jean Twombly Snook 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.

DISTINGUISHED SERVICE AWARDS

Resolution No. 2022-15

Synopsis: Approval of Distinguished Service Award to be presented autumn 2021 is proposed.

WHEREAS the President's Cabinet reviewed and supported the recommendation of the Distinguished Service Awards Committee for Thomas Hall, MD '76; and

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

NOW THEREFORE

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

(See Appendix X for background information, page 567)

**STATEMENT OF EXPECTATIONS
THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES**

Resolution No. 2022-16

Preamble

As trustees of The Ohio State University, Board members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the State of Ohio and society at-large. The Board's principal duty, as fiduciaries, requires loyalty to the University as a whole—not to any particular parts or personal agendas—and an objective, long-term view.

This document is a guide for trustee behavior, a statement of what we ask and expect of one another. Compliance with the principles and practices delineated here will enable the Board to serve and govern the University most effectively. For that reason, above all others, we individually and collectively pledge adherence to the Statement as a commitment to the University and the citizens of Ohio and as a covenant with one another. We aim, through allegiance to the Statement, to ensure due diligence, a culture of constructive inquiry and open discussion, a climate that is respectful of shared governance and University leadership, and an intense focus on matters of strategic importance.

The Board of Trustees strives to function as a collective, cohesive corporate entity. The voices and votes of Board members count equally; no one enjoys special privilege or status except as accorded by the Board as a whole. We recognize that we are not free agents empowered to speak or act on behalf of the Board or the University.

Comportment among Trustees

The Board of Trustees has specific expectations about trustee performance and behavior that apply uniformly to all Board members and facilitate the Board's effectiveness. Every Board member:

- Shall be engaged, informed and thoughtful leaders. Specifically, all trustees shall prepare diligently and participate constructively and collaboratively as a Board member by:
 - Carefully reading and reviewing all relevant materials;
 - Thoughtfully preparing for all Board and committee meetings;
 - Expending the time and effort to understand the issues at hand;
 - Making a good faith effort to attend important campus events and participating in programs and conferences designed to educate and update university trustees;
 - Speaking openly on matters under consideration;
 - Participating actively by asking pertinent questions, offering insights, registering concerns, contributing expertise, and proposing alternative opinions and perspectives;
 - Accepting and competently completing, to the greatest extent possible, assignments from the Board Chair or a Committee Chair.

- Shall foster a culture of inclusivity and curiosity, seeking to better understand this university—its mission, its constituents, and how it is constituted and operates—the unique and ever-changing higher education environment more broadly, as well as the diverse background and perspectives each board member contributes to the collective body.
- May expect from and shall accord to every other Board member civil, respectful treatment, even when trustees have different opinions or recommendations. Civility and respect include:
 - Extending good will to one another;
 - Listening attentively and taking seriously the comments of all trustees;
 - Being open to alternative points of view;
 - Encouraging healthy debate, and seeking no reprisals for dissent;
 - Refraining from publicly or privately disparaging or criticizing fellow trustees or impugning their motives;
 - Refraining from “multi-tasking” during Board and committee meetings.
- Shall adhere to the highest standards of ethical conduct and comply fully with all laws and policies relating to conduct of public officials and university trustees, including, but not limited to, the Ohio Ethics Laws and the Board Statement of Ethical Conduct and Leadership Integrity.
- Shall adhere to the letter and spirit of all Board bylaws, policies, processes and protocols, including, but not limited to, this Statement of Expectations and the Bylaws of the Board of Trustees of The Ohio State University.
- Shall, except for extraordinary reasons, attend all Board meetings and, as assigned, all committee meetings, consistent with the attendance requirements set forth under Ohio Revised Code Section 3.17. When a trustee cannot attend, for instance due to personal illness, family matters, or work-related imperatives, the individual will so inform the Chair with as much advance notice as possible and provide an explanation for the absence. In the event that a board member fails to faithfully attend Board and committee meetings, the matter shall be referred to the Governance Committee.
- Shall, *without exception*, maintain confidentiality. Any information, written or oral, whatever the source, the Board receives or discusses in confidence shall remain in confidence. To ensure candor and trust, no trustee, at any time for any reason, shall disclose points of view privately or confidentially expressed by Board members or officers of the University, particularly with regard to any information shared or topics discussed in executive sessions. Disclosure of confidential information to any person for any reason without the express consent of the Board Chair or the University President violates the public trust placed in the Board collectively and the trust Board members extend to each other.
- Shall be supportive of the precepts of the State’s “sunshine laws,” and the practice of open discussions at open meetings except when executive sessions are both permissible and warranted.
- Shall have the opportunity to understand and participate in processes associated with the selection of Board officers and the review of the President’s performance.
- Shall support the University philanthropically, commensurate with one’s means as one expression, among others, of a personal commitment to the University’s well-being.
- Shall submit annually to the General Counsel and the Office of University Compliance & Integrity a written declaration of any potential or actual conflicts of interest with respect to the discharge of one’s responsibilities as a trustee of the University.

Comportment with the President

A strong working relationship between the University President and the Board of Trustees is paramount to the University's success. The Board recognizes the President as the University's Chief Executive Officer. In general, the Board delegates management of the University to the President, and holds the President accountable for the institution's performance, progress, and well-being. In partnership with the President, the Board will, to the greatest degree possible, focus on strategic opportunities and challenges of paramount significance and, at the same time, minimize the amount of attention accorded operational matters except as necessary to fulfill the Board's fiduciary duties.

The President reports to and serves at the pleasure of the Board, not individual Board members. Publicly, trustees should be supportive and respectful of the President. In executive sessions, trustees should be candid and, as warranted, provide constructive feedback. Performance-related concerns about the President should be presented to the Board Chair. Performance reviews of the President shall occur no less than annually and through a defined process that invites contributions from all Board members and that appraises all Board members of the overall assessment. The Chair (and others the Chair may designate) shall convey the Board's evaluation to the President.

All trustees should seek to develop a comfortable working relationship with the President, but none should ever usurp the role of Board member to offer the President a personal performance review, to advocate personnel actions, to seek or gain special access or favors personally or on behalf of others, or to ensure a particular outcome to a matter under consideration. If a trustee has a relationship with the President (e.g., a business or financial connection) that creates a potential or actual conflict of interest, that information should be disclosed immediately to the General Counsel and the Office of University Compliance & Integrity.

Board members are encouraged to have one-on-one conversations with the President to share information, insights, concerns, and advice, and to build a relationship. However, trustees must not explicitly or implicitly direct the President to reach a particular conclusion or take a particular course of action. Suggestions and observations from Board members are always welcome; directives are never appropriate.

Comportment with Internal Constituents

Both the Board as a whole and trustees singly must strike a balance between the equally undesirable extremes of daily engagement with campus constituents and distant detachment from the life and people of the University. Trustees are encouraged to interact with the University's campus constituents, especially members of the administration, faculty, and student body. However, Board members must exercise great care, particularly when trustees approach constituents rather than vice versa. Under those circumstances, the possibility always exists that constituents will perceive the interaction as an attempt by the trustee to exert influence, seek favors, or prescribe a course of action.

Conversations with internal constituents should honor these guidelines. Trustees should not:

- Breach matters deemed confidential by the Board or its committees.
- Discuss pending Board business or policy matters with constituents without the express authorization of the Board Chair or relevant Committee Chair.
- Take these occasions to advance personal agendas, promote advocacy by constituents, or criticize the President or Board.
- Elicit performance evaluations of any officers or employees of the University. Concerns about the performance at any level of the University should be raised within the Board with

questions or concerns then communicated to the President, with the outcome then reported to the Board by the Chair or the President.

- Organize or undertake information-gathering events or activities to solicit constituent views unless authorized to do so by the Board Chair or relevant Committee Chair.
- Be insensitive to the time demands trustee-initiated conversations place on administrators, faculty, and students.

Committee Chairs are free to initiate requests for information necessary to discharge the committee's designated responsibilities. Such requests should always be respectful of administrative lines of authority and demands on administrators' time. Requests for institutional data by individual trustees should be rare. In such cases, trustees should not contact staff independently and directly. Rather, the trustee should route the request through the Board Chair, relevant Committee Chair, Secretary of the Board and/or the President, and proceed only when so authorized and only through established organizational channels.

These guidelines do not preclude personal connections between trustees and members of the campus community which the Board encourages. Instead, such relationships should be clearly personal and distinctly outside the duties of trusteeship

Comportment with External Constituents

The Board must speak as a single entity. No individual trustee or self-appointed group of trustees shall speak on behalf of the Board or the University. No trustee should be publicly critical of actions taken or decisions made by the Board or President. Board members should not invite or initiate opportunities for personal pronouncements. When asked by constituents, the press, media, or government to represent or speak on behalf of the Board or the University, all trustees, unless specifically designated to do so by the Chair, should demur *without exception*. When presented with concerns about the performance of individuals or offices, trustees should direct constituents to the Office of the Board of Trustees, which will work to connect constituents with the Office of the President and/or President's Cabinet members as appropriate.

Board members shall initiate communication on behalf of the University or in the role of University trustee with external constituencies (the Governor, senior State executives, the Chancellor, Board of Regents, members of the General Assembly, or local or federal officials) *only* with the prior consent of the Board Chair or President. Should any external constituents contact Board members, trustees should be mindful not to speak on the Board's behalf or otherwise violate the letter or spirit of this Statement. In all instances, Board members should promptly report to the Board Chair any conversations with government officials.

Trustees should not interact with external stakeholders on specific University issues, projects, policies, or concerns unless that interaction occurs directly and expressly as part of a Board- or committee-approved process.

Board members should publicly support the University, the President, and decisions the Board and President reach, even when one holds views or cast votes to the contrary.

Compliance

Because all members of the Board agree to honor the standards, procedures, and expectations stated in this document, compliance is fundamentally voluntary and self-enforced. More broadly, the Governance Committee has overall responsibility to monitor the Board's effectiveness. Toward that end, the Governance Committee will periodically conduct a self-study of the Board's performance that includes compliance with this Statement of Expectations.

A trustee concerned about the comportment of a fellow committee member should speak with the Committee Chair. If the concerns transcend comportment on the committee, the trustee should confer with the Chair of the Governance Committee.

Upon appointment to the Board, and annually thereafter, all members of the Board and its committees will sign an acknowledgement of their commitment to abide by this Statement of Expectations, the Board Statement of Ethical Conduct and Leadership Integrity, the Board's bylaws, and all relevant federal and state laws governing the conduct of university trustees and public officials.

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

Resolution No. 2022-17

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

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

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

WHEREAS the last revisions to the *Bylaws of the Ohio State University Board of Trustees* took place on February 25, 2021:

NOW THEREFORE

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

(See Appendix XI for background information, page 568)

RATIFICATION OF COMMITTEE APPOINTMENTS FY 2022-2023

Resolution No. 2022-18

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2022-2023 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
TOM B. MITEVSKI
TANNER R. HUNT
Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Audit, Finance & Investment:

John W. Zeiger, Chair
Erin P. Hoeflinger
Lewis Von Thayer
Jeff M.S. Kaplan
Michael Kiggin
TOM B. MITEVSKI
CARLY G. SOBOL
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
TOM B. MITEVSKI
TANNER R. HUNT
Gary R. Heminger (ex officio)

Talent, Compensation & Governance:

Hiroyuki Fujita, Chair
Lewis Von Thayer, Vice Chair
Brent R. Porteus
Abigail S. Wexner
Alexander R. Fischer
John W. Zeiger
Elizabeth P. Kessler
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
TANNER R. HUNT
Robert H. Schottenstein
Gary R. Heminger (ex officio)

Wexner Medical Center Board:

Hiroyuki Fujita, Chair
Leslie H. Wexner, Chair
Abigail S. Wexner
Erin P. Hoeflinger
Hiroyuki Fujita
Alan A. Stockmeister
John W. Zeiger
CARLY G. SOBOL
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)
MELISSA L. GILLIAM (ex officio, voting)
Michael Papadakis (ex officio, voting)

Research, Innovation & Strategic Partnerships

Lewis Von Thayer, Chair
Erin P. Hoeflinger, Vice Chair
Alexander R. Fischer
Hiroyuki Fujita
Reginald A. Wilkinson
CARLY G. SOBOL
Gary R. Heminger (ex officio)

PERSONNEL ACTIONS

Resolution No. 2022-19

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the May 20, 2021, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Jay M. Anderson
Title: Chief Operating Officer
Unit: Wexner Medical Center
Term: July 1, 2021

Name: Melissa L. Gilliam
Title: Executive Vice President and Provost
Unit: Office of Academic Affairs
Term: August 1, 2021, through July 31, 2026

Name: David G. Horn
Title: Interim Executive Dean
Unit: College of Arts and Sciences
Term: August 1, 2021, through June 30, 2022

Name: Cindy Leavitt
Title: Vice President and Chief Information Officer
Unit: Office of the Chief Information Officer
Term: September 20, 2021

Name: Jeffrey A. Risinger
Title: Senior Vice President for Talent, Culture and Human Resources
Unit: Office of Human Resources
Term: August 16, 2021

Name: Carroll Ann Trotman
Title: Dean
Unit: College of Dentistry
Term: August 15, 2021 through June 30, 2026

Contract Benefit Adjustment

Name: Kristina M. Johnson
Title: President
Unit: The Ohio State University
Effective: September 1, 2021

PRESIDENTIAL REVIEW AND COMPENSATION

Resolution No. 2022-20

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

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

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

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

WHEREAS under the terms of President Johnson's letter of offer, the president shall be eligible for an annual performance award for achieving mutually agreed-upon performance measures; and

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2021 and believes that President Johnson has demonstrated excellent progress and achievement with regard to the performance goals set forth by the president and the Board of Trustees last year; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base salary increase for the president of \$27,000, which amounts to 3% of her base salary; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$263,500, which amounts to 35% of her base salary pro-rated based on her start date for Fiscal Year 2021.

APPROVAL OF FISCAL YEAR 2022 PRESIDENTIAL GOALS

Resolution No. 2022-21

Synopsis: Approval of the attached presidential goals for fiscal year 2022, is proposed.

WHEREAS under the terms of President Kristina Johnson's letter of offer, each fiscal year, the president and the Board of Trustees will set forth the president's goals; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals, which focus on 1) Academic Excellence, 2) Knowledge Enterprise Excellence, 3) Talent and Culture, 4) Resource Management, and 5) Service.

(See Appendix XII for background information, page 574)

DEGREES AND CERTIFICATES

Resolution No. 2022-22

Synopsis: Approval of Degrees and Certificates for autumn semester 2021, is proposed.

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 19, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Appendix XIII for background information, page 575)

FACULTY PERSONNEL ACTIONS

Resolution No. 2022-23

BE IT RESOLVED, That the Board of Trustees hereby approves the faculty personnel actions as recorded in the personnel budget records of the University since the May 20, 2021, meeting of the Board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: ELIZABETH I. COOKE
Title: Professor-Clinical (Frank C. Woodside III Clinical Professorship of Trial Advocacy)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: CESAR C. GARCIA HERNANDEZ
Title: Professor (Gregory H. Williams Chair in Civil Rights and Civil Liberties)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: *MELISSA L. GILLIAM
Title: Executive Vice President and Provost
Title: Professor (ENGIE-Axium Endowed Chair)
Office: Academic Affairs
Term: August 1, 2021 through July 31, 2026

Name: DAVID G. HORN
Title: Interim Executive Dean
College: Arts and Sciences
Term: August 1, 2021 through June 30, 2022

Name: KARI R. HOYT
Title: Professor (Charles H. Kimberly Professorship in Pharmacy)
College: Pharmacy
Term: September 1, 2021 through August 31, 2024

Name: MARGARET B. KWOKA
Title: Professor (Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: *JAMIE LIPP
Title: Assistant Professor (Mary Fried Endowed Clinical Professorship)
College: Education and Human Ecology
Term: August 15, 2021 through August 14, 2026

Name: ARISTIDE MEROLA
Title: Associate Professor-Clinical (Clayton C. Wagner Parkinson's Disease Professorship)
College: Medicine
Term: July 1, 2021 through June 30, 2025

August 17-19, 2021, Board of Trustees Meetings

Name: *AMY J. SCHMITZ
Title: Professor (John Deaver Drinko-Baker & Hostetler Chair in Law)
College: Moritz College of Law
Term: January 1, 2022 through December 31, 2027

Name: *CARROLL ANN TROTMAN
Title: Dean and Professor
College: Dentistry
Term: August 15, 2021 through June 30, 2026

Name: AHMED YOUSEF
Title: Professor (Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food Science)
College: Food, Agricultural, and Environmental Sciences
Term: August 15, 2021 through June 30, 2026

Name: KARLA ZADNIK
Title: Interim Dean
College: Dentistry
Term: August 1, 2021 through August 14, 2021

*New Hire

Reappointments

Name: BHAVIK BAKSHI
Title: Professor (Richard M. Morrow Chair in Polymer Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: ARNAB CHAKRAVARTI
Title: Professor and Chair (Klotz Family Chair in Research)
College: Medicine
Term: July 1, 2021 through June 30, 2025

Name: ANDREW H. GLASSMAN
Title: Professor and Chair (Frank J. Kloenne Chair in Orthopedic Surgery)
College: Medicine
Term: July 1, 2021 through June 30, 2023

Name: RONALD L. HARTER
Title: Professor and Chair (Jay J. Jacoby MD, PhD, Chair in Anesthesiology)
College: Medicine
Term: July 1, 2021 through June 30, 2022

Name: JOHN M. HORACK
Title: Professor (Neil A. Armstrong Chair in Aerospace Policy)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: DOROTHEE C. IMBERT
Title: Professor (Hubert Schmidt Chair in Landscape Architecture)
College: Engineering
Term: July 1, 2021 through June 30, 2025

August 17-19, 2021, Board of Trustees Meetings

Name: REBECCA D. JACKSON
Title: Professor (Max Morehouse Chair in Cancer Research)
College: Medicine
Term: April 1, 2021 through June 30, 2025

Name: RAFAEL JIMENEZ-FLORES
Title: Professor (J.T. "Stubby" Parker Chair in Dairy Foods)
College: Food, Agricultural, and Environmental Sciences
Term: June 1, 2021 through May 31, 2026

Name: AHMET KAHRAMAN
Title: Professor (Howard D. Winbiger Designated Professorship)
College: Engineering
Term: July 1, 2021 through June 30, 2026

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

Name: BERN KOHLER
Title: Professor (Ohio Eminent Scholar in Experimental Physical Chemistry)
College: Arts and Sciences
Term: August 15, 2021 through August 14, 2026

Name: SANJAY KRISHNA
Title: Professor (George R. Smith Chair in Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: DAVID W. MCCOMB
Title: Professor (Ohio Research Scholar in Materials)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: CHIA-HSIANG MENQ
Title: Professor (Ralph W. Kurtz Chair in Mechanical Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: RYAN R. NASH
Title: Associate Professor (Hagop S. Mekhjian MD Chair in Medical Ethics and Professionalism)
College: Medicine
Term: April 1, 2021 through June 30, 2025

Name: GREGORY M. NESS
Title: Professor-Clinical (DP Snyder Designated Professorship in Oral Surgery)
College: Dentistry
Term: August 1, 2021 through July 31, 2026

Name: MICHAEL F. TWEEDLE
Title: Professor (Stefanie Spielman Chair in Cancer Imaging)
College: Medicine
Term: July 1, 2021 through June 30, 2022

Name: CLAIRE F. VERSCHRAEGEN
Title: Professor (Diane Nye and Michael Rayden Chair in Innovative Cancer Research)
College: Medicine
Term: June 1, 2021 through June 30, 2022

Extensions

Name: CHRISTINE THOMAS
Title: Professor (Robert K. Fox Professorship in Chemistry Fund)
College: Arts and Sciences
Term: August 15, 2021 through August 15, 2022

Name: YIYING WU
Title: Professor (Phyllis and Richard Leet Endowed Chair in Chemistry)
College: Arts and Sciences
Term: August 15, 2021 through August 15, 2022

(See Appendix XIV for background information, page 618)

TERMINATION OF ASSOCIATE PROFESSOR RENE OLATE

Resolution No. 2022-24

Synopsis: The termination of Associate Professor Rene Olate is proposed.

WHEREAS all members of the University community are expected to conduct themselves in a manner that maintains an environment free from sexual misconduct, as stated in the University's Sexual Misconduct Policy (1.15); and

WHEREAS in 2020, three students filed sexual misconduct complaints against Dr. Rene Olate, an associate professor in the College of Social Work; and

WHEREAS after investigating, the Office of Institutional Equity found that Dr. Olate violated the Sexual Misconduct Policy by engaging in (1) unwelcome, gender-based verbal and physical conduct that was so sufficiently severe, persistent and pervasive it created a hostile educational environment with respect to two students; and (2) conduct that constituted *quid pro quo* harassment with respect to a third student; and

WHEREAS based on those findings, a complaint was filed under Faculty Rule 3335-5-04; and

WHEREAS the dean of the College of Social Work referred the matter to a College of Social Work Investigation Committee, which concluded that Dr. Olate's conduct constituted grave misconduct that warranted revocation of tenure and termination from the University; and

WHEREAS in successive reviews, Dean Tom Gregoire of the College of Social Work and Executive Vice President and Provost Bruce A. McPherson also concluded that termination was appropriate; and

WHEREAS Dr. Olate appealed the provost's decision to a Faculty Hearing Committee, which unanimously upheld the provost's decision and sanctions; and

WHEREAS University President Kristina M. Johnson reviewed the matter and recommended revocation of tenure and termination of employment to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that effective August 19, 2021, Dr. Rene Olate's faculty appointment and employment with The Ohio State University be terminated.

APPROVAL OF FISCAL YEAR 2022 CAPITAL INVESTMENT PLAN

Resolution No. 2022-25

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

WHEREAS the University has presented the recommended capital expenditures for the fiscal year ending June 30, 2022; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2022, as described in the accompanying documents, be approved; and

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

(See Appendix XV for background information, page 623)

APPROVAL OF FY22 OHIO STATE ENERGY PARTNERS CAPITAL PLAN

Resolution No. 2022-26

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

Synopsis: Approval of the Ohio State Energy Partners LLC ("OSEP") fiscal year 2022 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 Board of Trustees approved an interim OSEP CIP in May 2021, prior to the University's finalization of its operating budget or capital investment plan for fiscal year 2022; and

WHEREAS the University has now finalized its operating budget and capital investment plan for fiscal year 2022; and

WHEREAS the OSEP CIP includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2021; 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 these utility system capital improvement projects will be delivered pursuant to the terms of the Agreement; and

WHEREAS these 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 OSEP CIP and its alignment with University plans and sustainability goals; and

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

WHEREAS the Audit, Finance & Investment Committee has reviewed the OSEP CIP 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 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 XVI for background information, page 625)

**APPROVAL OF A CHANGE IN SCOPE AND COST TO THE FY20
PREVIOUSLY APPROVED COMBINED HEAT & POWER
FACILITY CAPITAL PROJECT**

Resolution No. 2022-27

Combined Heat and Power Plant & Midwest Campus District Heating & Cooling
Network 16-19-EXP

Synopsis: Approval of a change in scope and cost of the previously approved Ohio State Energy Partners LLC ("OSEP") Combined Heat and Power Plant & Midwest Campus District Heating & Cooling Network capital improvement project ("Project 16-19-EXP") 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 submit any changes in scope or cost of a previously approved capital improvement for University approval; and

WHEREAS OSEP requested approval of a change in scope and cost for Project 16-19-EXP, previously approved by the University as part of the OSEP capital improvement plan for fiscal year starting July 1, 2019; and

WHEREAS the State of Ohio's declaration of a state of emergency in response to the COVID-19 pandemic resulted in a mandated delay of the state's certification process, which in turn forced a delay in the start of construction of Project 16-19-EXP; and

WHEREAS the final building design was modified to align with University design standards; and

WHEREAS the schedule of the Cannon Drive Phase II project necessitates a change in the Project 16-19-EXP scope to ensure the coordination of work that must cross Cannon Drive; and

WHEREAS the schedule and design changes resulted in cost increases for Project 16-19-EXP; and

WHEREAS OSEP has provided detailed descriptions of the proposed change in scope and cost of Project 16-19-EXP, including supporting data, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS the University has reviewed and considered the financial, technical, and operational aspects of the revised Project's 16-19-EXP alignment with University plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed revised Project 16-19-EXP for alignment with all applicable campus plans and guidelines; and

WHEREAS the Audit, Finance & Investment Committee has reviewed revised Project 16-19-EXP for alignment with the Capital Investment Plan and other applicable financial plans:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the change in scope and cost of previously approved Project 16-19-EXP as outlined in the attached materials.

(See Appendix XVII for background information, page 629)

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

Resolution No. 2022-28

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Martha Morehouse Tower Upgrades

WMC Facility Optimization Study

Wooster – High Pressure Steam Boiler Replacement

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Atwell – ADL Simulation Lab

Blackwell Pavilion Renovation

Lacrosse Stadium

University Hospital East – 4th Floor OR Upgrades

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

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

	Prof. Serv. Approval Requested	Total Requested	
Martha Morehouse Tower Upgrades	\$2.5M	\$2.5M	Auxiliary funds
WMC Facility Optimization Study	\$1.0M	\$1.0M	Auxiliary funds
Wooster – High Pressure Steam Boiler Replacement	\$1.0M	\$1.0M	State 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	
Atwell – ADL Simulation Lab	\$0.4M	\$4.2M	\$4.6M	University funds
Blackwell Pavilion Renovation	\$0.6M	\$3.4M	\$4.0M	Fundraising University funds
Lacrosse Stadium	\$0.1M	\$19.1M	\$19.2M	Fundraising
University Hospital East – 4th Floor OR Upgrades	\$0.8M	\$2.1M	\$2.9M	Auxiliary 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 XVIII for background information, page 630)

APPROVAL FOR ROADWAY EASEMENT ON REAL PROPERTY

Resolution No. 2022-29

ARTHUR ADAMS DRIVE BETWEEN LANE AVENUE AND NORTH STAR ROAD
IN COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Approval to grant a perpetual easement to the City of Upper Arlington for an access road across Arthur E. Adams Drive between Lane Avenue and North Star Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS the City of Upper Arlington has requested an easement for an access road across existing portions of Arthur E. Adams Drive and plans to extend the access road to North Star Road; and

WHEREAS the access road would support development and construction of the roadway along the southern border of retail properties located at the southeast corner of North Star Road and Lane Avenue; and

WHEREAS the City of Upper Arlington will be responsible for the costs and expenses of and the ongoing operation and maintenance of the access road:

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 affect the grant of the easement upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the university.

(See Appendix XIX for background information, page 637)

APPROVAL FOR ACQUISITION OF REAL PROPERTY

Resolution No. 2022-30

AT TAYLOR AVENUE AND ATCHESON STREET
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to acquire property located adjacent to Outpatient Care East, near Atcheson Street and Taylor Avenue in the City of Columbus, Franklin County, Ohio, for general expansion and redevelopment purposes, is proposed.

WHEREAS The Ohio State University seeks to acquire approximately 1.5 acres of unimproved real property located at Outpatient Care East, near Taylor Avenue in the City of Columbus, Ohio; and

WHEREAS the property is intended to support future general expansion and redevelopment:

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 affect the acquisition of this property upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

(See Appendix XX for background information, page 639)

APPROVAL FOR GIFT ACCEPTANCE OF REAL PROPERTY

Resolution No. 2022-31

AT 1539 CLIFTON AVENUE
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to accept a gift of real property located near Ohio State East Hospital, at 1539 Clifton Avenue, City of Columbus, Franklin County, Ohio, for strategic holding and potential future development, is proposed.

WHEREAS The Ohio State University seeks to accept approximately 0.13 acres of unimproved real property located near Ohio State East Hospital, on Clifton Avenue; and

WHEREAS the property is intended to support future general expansion and redevelopment:

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 affect the acceptance of this property upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

(See Appendix XXI for background information, page 641)

APPROVAL FOR LEASE OF REAL PROPERTY

Resolution No. 2022-32

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, City of Columbus, Franklin County, Ohio, for the development of an airplane hangar, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to University review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the President and/or Senior Vice Presidents for Business & Finance and/or Administration & Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the University.

(See Appendix XXII for background information, page 642)

APPROVAL TO ENTER INTO A JOINT USE AGREEMENT

Resolution No. 2022-33

**BETWEEN THE OHIO STATE UNIVERSITY
AND THE MID-OHIO FOOD BANK**

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with The Mid-Ohio Food Bank, 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 \$1,000,000 in the 2020-2021 State Capital Bill that is specifically designated for use by The Mid-Ohio Food Bank; and

WHEREAS The Mid-Ohio Food Bank will utilize the funds for the construction, site work and utility installation of a new facility in Columbus, Ohio; and

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

WHEREAS The Mid-Ohio Food Bank has committed to embedding a Food and Consumer Sciences educator from the Ohio State Extension, College of Food, Agricultural & Environmental Sciences and the College of Education & Human Ecology in their new facilities, and has agreed to make the space in the Mid-Ohio Food Bank'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 Mid-Ohio Food Bank'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 Mid-Ohio Food Bank only for capital improvements or purchases and shall not be used for operating expenses; and

WHEREAS the University's use of the Mid-Ohio Food Bank'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 Mid-Ohio Food Bank, the Ohio Department of Higher Education requires that a JUA between the University and The Mid-Ohio Food Bank be signed to document the value of the appropriation to the University 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 & Finance and/or Administration & 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 XXIII for background information, page 644)

APPROVAL OF FY22 OPERATING BUDGET

Resolution No. 2022-34

Synopsis: Approval of the Operating Budget for the Fiscal Year ending June 30, 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, has been signed into law; and

WHEREAS tuition and fee levels for the Columbus and regional campuses for the Fiscal Year ending June 30, 2022, were approved at the May 20, 2021, Board of Trustees meeting; and

WHEREAS the administration now recommends approval of the Fiscal Year 2022 Operating Budget for the University for the Fiscal Year ending June 30, 2022:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the University's Operating Budget for the Fiscal Year ending June 30, 2022, as described in the accompanying Fiscal Year 2022 Operating Budget for the Fiscal Year ending June 30, 2022, with authorization for the President to make expenditures within the projected income.

(See Appendix XXIV for background information, page 645)

APPROVAL OF DIGITAL TEXTBOOK FEES

Resolution No. 2022-35

Synopsis: Approval of digital textbook pass-through fees at all campuses of The Ohio State University for the Fiscal Year 2022 is proposed.

WHEREAS access, affordability and excellence is a pillar of The Ohio State University's strategic plan; and

WHEREAS the University collects certain fees, known as pass-through fees, that are used to pay third parties for goods and services that directly benefit students; and

WHEREAS the University does not seek to financially benefit from pass-through fees, but collects these fees instead of requiring third parties to bill students directly in circumstances where the University's involvement can reduce student costs, simplify billing for students, or otherwise benefit students; and

WHEREAS the University will be dramatically increasing the use of pass-through fees as part of the CarmenBooks affordability initiative, in which students can access digital textbooks at a significantly discounted rate compared with traditional materials; and

WHEREAS the CarmenBooks pilot that the Board of Trustees approved for spring semester 2019 (Resolution 2019-08) has expanded and is expected to save students more than \$3.2 million for autumn semester 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the digital textbook pass-through rates for the 2021-22 academic year for all campuses, effective autumn semester 2021, as follows and as outlined in the attached document.

(See Appendix XXV for background information, page 707)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2022-36

Synopsis: Approval of the University Foundation Report as of June 30, 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 one (1) endowed chair fund: the Seth Andre Myers Chair Fund in Global Military History; two (2) endowed professorships: The Dr. H. Lee "Buck" Mathews Professorship in Marketing, and the Dr. Rattan Lal Endowed Professorship; and twenty-two (22) additional named endowed funds; (ii) the revision of six (6) named endowed funds; and the closure of one (1) named endowed fund:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2021.

(See Appendix XXVI for background information, page 713)

NAMING OF THE DAVE AND MARGIE WILLIAMS AUDITORIUM

Resolution No. 2022-37

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the Level 1 Auditorium (Room 1000) in Mars G. Fontana Laboratories, located at 140 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 and friends desire to recognize Dave and Margie Williams for their many years of commitment, dedication and leadership 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 the philanthropic support from friends of Dave and Margie Williams, 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 Dave and Margie Williams Auditorium.

NAMING OF THE KEITH D. MONDA CONFERENCE ROOM

Resolution No. 2022-38

LOCATED AT 14 E. 15TH AVENUE

Synopsis: Approval for the naming of The Keith D. Monda Conference Room (4010) located at 14 E. 15th Avenue, is proposed.

WHEREAS 14 E. 15th Avenue provides a new home for Advancement, bringing together colleagues from around campus to encourage collaboration and creative thinking to propel Ohio State into the future, and

WHEREAS Keith Monda has demonstrated a lifelong dedication to philanthropy and service, including as chair of The Ohio State University Foundation Board, as well as various leadership volunteer roles within the College of Arts and Sciences; and

WHEREAS Mr. Monda led the Foundation Board in planning for *Time and Change: The Ohio State Campaign*, including strengthening partnerships between volunteers and University and academic leaders, as well as integrating activity of volunteer leadership boards; and

WHEREAS Mr. Monda has been recognized with the College of Arts and Sciences Distinguished Service Award and by the University with the Gerlach Award and Distinguished Service Award; and

WHEREAS Mr. Monda is a member of the Oval Society and the Neil Legacy Society and his loyal service and transformative philanthropy will impact the University for future generations; 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 lease of the current facility and subsequent renewals of the lease as appropriate the aforementioned space be named The Keith D. Monda Conference Room.

NAMING OF THE MAGEE FAMILY PLAZA

Resolution No. 2022-39

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the plaza between the Biomedical and Materials Engineering Complex and the Chemical and Biomolecular Engineering and Chemistry building located at 140 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 Matthew and Stephanie Magee for their many years of dedication and philanthropy 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 Matthew and Stephanie Magee'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 Magee Family Plaza.

**NAMING OF THE MARCIA AND ALLAN WOOL
LOBBY AND REGISTRATION**

Resolution No. 2022-40

IN OUTPATIENT CARE NEW ALBANY

Synopsis: Approval for the naming of the lobby and registration in Outpatient Care New Albany, located at 6100 North Hamilton Road, is proposed.

WHEREAS the Outpatient Care New Albany facility is part of a new suburban outpatient care program at the Wexner Medical Center that supports growth in the region and excellence in academic health care; and

WHEREAS the New Albany facility will include program offerings such as ambulatory surgery, endoscopy, primary care, specialty medical and surgical clinics and related support spaces; and

WHEREAS Marcia and Allan Wool have provided significant contributions to the Wexner Medical Center and the Outpatient Care New Albany facility; 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 Marcia J. Wool and Allan H. Wool'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 Marcia and Allan Wool Lobby and Registration.

**NAMING OF THE DAN O'NEAL FAMILY
WRESTLING LOCKER ROOM**

Resolution No. 2022-41

IN THE COVELLI CENTER

Synopsis: Approval for the naming of the wrestling locker room in the Covelli Center, located at 2640 Fred Taylor 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 Covelli Center is the home to Ohio State's men's and women's volleyball teams, as well as wrestling; and

WHEREAS F. Dan O'Neal has provided significant contributions to the wrestling program and the Department of Athletics; 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 F. Dan O'Neal'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 Dan O'Neal Family Wrestling Locker Room.

**NAMING OF THE 33 FOREVER WELCOME ROOM
IN MEMORY OF DANIELLE LEEDY**

Resolution No. 2022-42

IN HARDING HOSPITAL

Synopsis: Approval for the naming of the waiting room (Room 105A) in the Behavioral Health Immediate Care clinic within Harding Hospital, located at 1670 Upham Drive, is proposed.

WHEREAS the Ohio State Harding Hospital provides the most comprehensive behavioral health care services for adults, older adults, children and adolescents in central Ohio; and

WHEREAS the Behavioral Health Immediate Care Program seeks to close gaps for patients in need of continuous access to care through its focus on outpatient crisis intervention and transitioning people from hospitalization; and

WHEREAS 33 Forever, Inc. has provided significant contributions to the Neurological Institute and the Wexner Medical Center; 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 33 Forever, Inc.'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 33 Forever Welcome Room in Memory of Danielle Leedy.

NAMING OF THE ROBERT E. ARBOGAST TEACHING LABORATORY

Resolution No. 2022-43

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the Level 1 BME Capstone Laboratory (Room 1136) in the Mars G. Fontana Laboratories, located at 140 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 Ryan and Angela Arbogast have provided significant contributions to the College of Engineering; 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 Ryan and Angela Arbogast'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 Robert E. Arbogast Teaching Laboratory.

NAMING OF INTERNAL SPACES

Resolution No. 2022-44

IN THE FRANK STANTON VETERINARY SPECTRUM OF CARE CLINIC

Synopsis: Approval for the naming of internal spaces in the Frank Stanton Veterinary Spectrum of Care Clinic, located at 655 Vernon L. Sharp Street, is proposed.

WHEREAS the College of Veterinary Medicine is consistently recognized as a leading veterinary education and research program and is among the largest of its kind, uniquely located in a heavily populated urban area surrounded by a strong rural and agricultural base; and

WHEREAS the veterinary primary care clinic will serve as a hands-on clinical training opportunity for veterinary students and support the continuum of clinical training and Spectrum of Care education that results in more confident and competent veterinary graduates; and

WHEREAS the donors listed below have provided significant contributions to the Frank Stanton Veterinary Spectrum of Care Clinic; and

- Dr. Eric & Cheryl Shaver
- Steve & Elaine Glass
- Dr. Emily Walton
- Dr. Rustin Moore
- Dr. Liesa Stone
- Dr. Roger Fingland
- Dr. Brian Holub
- Dr. Ira Niedweske
- Midmark
- Dr. James Dobies and Mrs. Judith Dobies

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:

- Supported by: Eric Shaver, DVM 1985 and wife Cheryl, Founders of East Holmes Vet Clinic (Room 172)
- To honor our beloved dog Opie; By: Elaine & Steve Glass (Room 116)
- Emily A. Walton, DVM 1981 1st Woman President OVMA Jeffrey D. Walton, BS, MA Arlington, Ohio (Room 174)
- In Honor of Teddy Luther & Travis Lincoln Moore Lifelong VMC Patients; Rustin M. Moore, DVM '89 (Room 175)
- Honoring my parents for all their support. Your light will forever shine in me. Liesa Rihl Stone, DVM '83 (Room 179)
- Dedicated to Drs. Monsees, Linsenbardt & Payne for starting my journey. Dr. Roger B. Fingland (Room 190)
- Surgery Suite Generously Supported by Brian Holub, DVM '83; Cindie Davis Holub, DVM '83 (Room 190D)
- Clinical Treatment Room Generously Supported by Ira Niedweske (DVM '77) & Mrs. Jill Niedweske (Room 130)
- You are the future of better veterinary care by design. - Midmark Corporation (Room 129)
- Supported by: UrgentVet "Your Pet Can't Wait To Feel Better" (Room 114)

**NAMING OF THE DR. JAY AND JANICE MOODLEY FAMILY
WOMEN'S LOCKER ROOM**

Resolution No. 2022-45

IN THE ALBER STUDENT CENTER AT OHIO STATE MARION

Synopsis: Approval for the naming of the women's locker room, located in the Alber Student Center at 1463 Mt. Vernon Avenue in Marion, Ohio, is proposed.

WHEREAS Ohio State Marion's culture of caring aims to provide facilities where students can meet, unwind, recreate, share experiences, and learn leadership skills as members of student organizations; and

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

WHEREAS Dr. Jay and Janice Moodley have provided significant support to The Ohio State University at Marion; 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 Dr. Jay and Janice Moodley'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 Dr. Jay and Janice Moodley Family Women's Locker Room.

**AUTHORIZATION FOR THE ISSUANCE OF
GENERAL RECEIPTS OBLIGATIONS
AND AUTHORIZATION OF MULTIYEAR DEBT ISSUANCE
PROGRAM II OF THE UNIVERSITY**

Resolution No. 2022-46

Synopsis: Authorization for the issuance and sale of general receipts obligations in an aggregate principal amount not to exceed \$800 million for the purposes of financing, on an interim or permanent basis, the costs of certain University capital improvement projects, refunding the outstanding principal amount of current obligations of the University, permitting the establishment of the Multiyear Debt Issuance Program II and paying costs and expenses associated with the issuance of such debt, and authorization for amendments to the existing trust indenture and other documents as required, is proposed.

WHEREAS pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code (the "Act"), as enacted under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, The Ohio State University (the "University"), a state university of the State of Ohio (the "State"), created and existing under Chapter 3335 of the Ohio Revised Code, is authorized and empowered, among other things, (a) to issue its obligations to pay the costs of certain "facilities," as defined in the Act, and to refund, fund or retire bonds and other obligations previously issued for such purpose; (b) to pledge to the payment of its obligations all or a specified part of its "available receipts," as defined in the Act (the "General Receipts") in priority to all other expenses, claims or payments; (c) to covenant that the University will make, fix, adjust and collect the fees, rates, rentals, charges and other items comprising General Receipts to produce General Receipts sufficient at all times to meet Debt Service Charges (as defined in the Amended and Restated Trust Indenture described below) on the Obligations, to establish and to maintain the required reserves and meet other requirements therein provided; and (d) to provide for a trust indenture and make further provisions for securing the payment of the Debt Service Charges; and

WHEREAS the University, by resolution adopted by its Board of Trustees (the "Board") on November 1, 1985 (the "Series 1985A Bond Resolution"), and by a Trust Indenture dated as of November 15, 1985 (the "Original Indenture") between the University and The Huntington National Bank, as trustee (the "Original Trustee"), provided for the issuance from time to time of General Receipts Bonds of the University; and

WHEREAS the University, pursuant to the terms of a resolution adopted by the Board on October 1, 1999 (the "1999 General Bond Resolution"), amended and restated the Original Indenture, as supplemented, in accordance with the terms thereof, by entering into the Amended and Restated Trust Indenture dated as of December 1, 1999 (the "Amended and Restated Trust Indenture") with the Original Trustee; and

WHEREAS the Bank of New York Mellon Trust Company, N.A. (the "Trustee") has succeeded the Original Trustee as trustee under the Amended and Restated Trust Indenture; and

WHEREAS pursuant to the terms of a resolution adopted by the Board on June 5, 2015, a resolution adopted by the Board on June 9, 2017 and a resolution adopted by the Board on June 6, 2018 (collectively, the "Program Resolution"), the University authorized the issuance of The Ohio State University General Receipts Bonds and Commercial Paper Notes (the "Senior Obligations") and subordinated bonds and notes (the "Subordinated Obligations" and, together with the Senior Obligations, the "Obligations") to be issued pursuant to the Amended and Restated Trust Indenture in an aggregate amount not to exceed \$1 billion by no later than June 30, 2020; and

WHEREAS the Amended and Restated Trust Indenture provides that Obligations may be issued pursuant to the terms thereof, with each such issue to be authorized by a Series Resolution (as defined therein) adopted by the Board and secured pursuant to the terms of a Supplemental Indenture (as defined therein), with respect to such issue (the Amended and Restated Trust Indenture and all Supplemental Indentures thereto being collectively referred to herein as the "Indenture"); and

WHEREAS in furtherance of and pursuant to the Program Resolution and the Indenture, the University entered into the Multiyear Debt Issuance Program Supplement to Amended and Restated Trust Indenture dated as of March 1, 2016; and

WHEREAS the University has issued \$600 million of Senior Obligations pursuant to such Program Resolution of the \$1 Billion authorized by the Program Resolution, which authorization has since expired; and

WHEREAS the Board has determined that it is in the best interests of the University to authorize the issuance of Obligations, in one or more series, in the aggregate principal amount of \$800 million for the purposes of financing, on an interim or permanent basis, the costs of University Facilities, refunding Outstanding Obligations (as described below) of the University and paying costs and expenses associated with the issuance of such Obligations;

WHEREAS the University has from time to time authorized the issuance of the Obligations listed on Schedule 1 attached hereto and made a part hereof pursuant to the Series 1985 A Bond Resolution, the Original Indenture, the 1999 General Bond Resolution, the Amended and Restated Trust Indenture, various supplements to the Original Indenture and the Amended and Restated Trust Indenture and various Series Resolutions; and

WHEREAS the Board finds that it is in the best interest of the University to promote administrative convenience, enhance sound debt management and improve efficiency in connection with the issuance of Obligations of the University, and that the aforementioned authorization shall be to be accomplished through the establishment of the Multiyear Debt Issuance Program II in an aggregate amount not to exceed \$800 million by no later than June 30, 2025; and

WHEREAS the Board desires to make provisions for the issuance of the Obligations and the payment of Debt Service Charges thereon and the securing thereof by this Resolution (hereinafter referred to as the "Program II Resolution") and the supplement(s) to the Amended and Restated Trust Indenture, including but not limited to a Multiyear Debt Issuance Supplement to Amended and Restated Trust Indenture (as described below), all as provided by this Program II Resolution, with all terms used herein with initial capitalization where the rules of grammar would not otherwise so require and not defined herein having the meanings given them in the Indenture.

NOW THEREFORE

BE IT RESOLVED, That Resolution 2020-131 of this Board, adopted on June 3, 2020, is hereby repealed and of no further force and effect; and

BE IT RESOLVED, That the Board of Trustees of The Ohio State University hereby authorizes the issuance of Obligations in an aggregate principal amount not to exceed \$800 million, the purposes as set forth in the recitals to this Program II Resolution; provided, however, that the foregoing limitation on the amount of Obligations that may be issued shall not apply to (i) any Bonds or Notes authorized to be issued under this Program II Resolution to retire or refund any Obligations previously issued under the Program Resolution, this Program II Resolution, or any other Outstanding Obligations listed on Schedule 1 attached hereto and made a part hereof, or (ii) any capital lease or other type of indebtedness that does not constitute an Obligation as defined in the Indenture and is not issued pursuant to the Indenture, and, (iii) provided, further, that any Obligation or indebtedness described in (i) and (ii) above shall be excluded for purposes of calculating the total amount of Obligations issued pursuant to the authorization provided in this Program II Resolution; and

BE IT FURTHER RESOLVED, That the authority to issue any Obligations authorized by this Program II Resolution shall be in effect through June 30, 2025; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes the President and Senior Vice President for Business and Finance, or either of them, upon consultation with the Chair of the Audit, Finance & Investment Committee of this Board and upon consultation with the Senior Vice President and General Counsel and any outside counsel retained for this purpose, to determine (a) the time or times that any of the Obligations shall be issued as provided in this Program II Resolution, (b) the principal amount, subject to the limitations prescribed herein, and type of debt to be issued from time to time, (c) the rate or rates of interest to be borne by such Obligations, whether fixed or variable; provided, however, that in no event shall the interest rate on any series of Obligations exceed eight percent (8.00%) per annum, (d) whether any interest rates shall be fixed or variable, (e) the maturity or maturities of any of the Obligations and (f) whether and to what extent any series of such Obligations shall be Senior Obligations or Subordinated Obligations, any or all of which terms, as well as any terms required by Section 2.02 of the Indenture, may be set forth in one or more Certificates of Award executed and delivered by the President and Senior Vice President for Business and Finance, or either of them, in connection with the issuance and sale of the Obligations, the execution and delivery of such Certificates of Award and any of them being hereby authorized; and

BE IT FURTHER RESOLVED, That, with respect to any Obligations issued on a tax exempt basis under the federal income tax laws, the President and Senior Vice President for Business and Finance, or either of them, is hereby authorized and directed (a) to make or effect any election, selection, designation, choice, consent, approval or waiver on behalf of the University with respect to the Obligations as permitted or required to be made or given under the federal income tax laws, for the purpose of assuring, enhancing or protecting favorable tax treatment or the status of the Obligations or interest thereon or assisting compliance with requirements for that purpose, reducing the burden or expense of such compliance, reducing any rebate amount or any payment of penalties, or making any payments of special amounts in lieu of making computations to determine, or paying, any excess earnings as rebate, or obviating those amounts or payments on behalf of the University; (b) to take any and all actions, make or obtain calculations, and make or give reports, covenants and certifications of and on behalf of the University, as may be appropriate to assure the status of the Obligations as Tax Exempt Bonds; and (c) to give an appropriate certificate on behalf of the University

for inclusion in the transcript of proceedings setting forth the facts, estimates and circumstances, and reasonable expectations of the University pertaining to Section 148 of the Internal Revenue Code of 1986, as amended (the "Code") and the Regulations, and the representations, warranties and covenants of the University regarding compliance by the University with Sections 141 through 150 of the Code and the Regulations, as applicable; and

BE IT FURTHER RESOLVED, That the President and Senior Vice President for Business and Finance, or either of them, is authorized to negotiate and execute, on behalf of the University and this Board, a supplemental indenture to the Amended and Restated Trust Indenture to be denominated the "Multiyear Debt Issuance Supplemental Indenture to Amended and Restated Supplemental Indenture – Program II", any amendments or supplements thereto or the Amended and Restated Indenture, any purchase contract for the sale of the Obligations, any escrow agreement, continuing disclosure agreement, any interest ratemanagement or hedging contract, credit support or enhancement contract, any official statement or other offering document relating to the offer and sale of the Obligations, the use and distribution of which is hereby authorized and any other agreement, receipt, certificate or document (collectively the "Transaction Documents") as the President or Senior Vice President for Business and Finance or either of them shall deem (a) necessary or appropriate to carry out this Program II Resolution and to provide for the most beneficial commercial terms reasonably available to the University and (b) not materially adverse to the University, with the execution by the President or Senior Vice President for Business and Finance of any such Transaction Documents constituting the conclusive determination of such officer that the terms of such Transaction Document are necessary and appropriate and not materially adverse to the University, it being expressly provided that any payment obligation whatsoever with respect to any Transaction Documents may, if so agreed to by the officer of the University executing the same, be secured on a paripassu basis as the Obligations and the Debt Service Charges with respect thereto to which any such Transaction Document relates; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance shall report to the Board's Audit, Finance & Investment Committee on a regular basis all actions taken pursuant to this Program II Resolution; and

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

BE IT FURTHER RESOLVED, That this Program II Resolution shall take effect and be in force on August 19, 2021.

Schedule 1

General Receipts Bonds	Original Amount	Amount Outstanding
Series 1997 Bonds	\$79,540,000	\$1,700,000
Series 1999 B Bonds	\$83,400,000	\$820,000
Series 2001 Bonds	\$76,950,000	\$3,450,000
Series 2003 C Bonds	\$121,295,000	\$0
Series 2005 B Bonds	\$129,990,000	\$0
Series 2008 B Bonds	\$127,770,000	\$9,000,000

August 17-19, 2021, Board of Trustees Meetings

Series 2010 A Bonds	\$241,170,000	\$0
Series 2010 C Bonds	\$654,785,000	\$654,785,000
Series 2010 D Bonds	\$88,335,000	\$ 79,990,000
Series 2010 E Bonds	\$150,000,000	\$125,000,000
Series 2011 A Bonds	\$500,000,000	\$500,000,000
Series 2012 A Bonds	\$91,165,000	\$41,440,000
Series 2012 B Bonds	\$23,170,000	\$8,985,000
Series 2013 A Bonds	\$337,955,000	\$337,955,000
Series 2014 A Bonds	\$135,985,000	\$121,560,000
Series 2014 B-1 Bonds	\$75,000,000	\$75,000,000
Series 2014 B-2 Bonds	\$75,000,000	\$75,000,000
Series 2016 A Bonds	\$600,000,000	\$600,000,000
Series 2016 B Bonds	\$30,875,000	\$16,130,000
Series 2017 Bonds	\$69,950,000	\$55,595,000
Series 2020 Bonds	\$185,995,000	\$185,995,000
Total:	\$3,878,330,000	\$2,892,405,000

(See Appendix XXVII for background information, page 719)

Mr. Heminger:

Thank you, President Johnson. We will now hold two roll-call votes. First, we will vote on items 12, 19, 21 and 31 — specifically, the “FY22 Capital Investment Plan,” the “Approval for Lease of Real Property,” the “FY22 Operating Budget,” and the “Naming of Internal Spaces in the Frank Stanton Veterinary Spectrum of Care Clinic.”

Please note that Mr. Fischer, Mr. Von Thaer, Mr. Kaplan and Mrs. Hoefflinger 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, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson and Mr. Mitevski. Mrs. Hoefflinger, Mr. Fischer, Mr. Von Thaer and Mr. Kaplan 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 Ms. Kessler, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by the following trustees: Mr. Heminger, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thae, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, and Mr. Mitevski.

Ms. Eveland:

Motion carries.

Mr. Heminger:

Thank you. And before we close this meeting, I just want to compliment and congratulate the President on an outstanding first year of her leadership here at The Ohio State University. Well done. Let's give the President a round of applause. *(applause)*

The next meetings of the Board of Trustees and its committees will take place November 16 through November 18. And as the President mentioned, we will also have her investiture during that period of time. Is there any other further business to come before the Board at this time?

Hearing none, thank you for your attendance and this meeting is adjourned.

The meeting adjourned at 4:27 p.m.

Attest:



Gary R. Heminger
Chairman



Jessica A. Eveland
Secretary

APPENDIX I



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1321

Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

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:

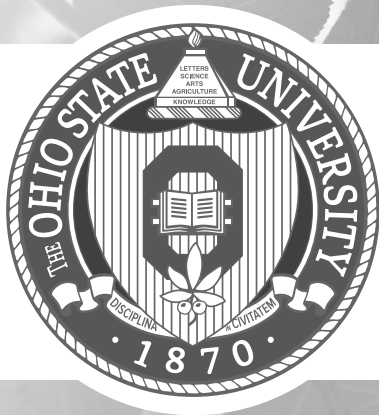
NOW THEREFORE

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.

CERTIFIED

This is to certify that the foregoing is a true and accurate excerpt from the minutes of the Board of Trustees meeting held May 20, 2021.

Jessica A. Eveland
Secretary



SUMMER COMMENCEMENT

THE OHIO STATE UNIVERSITY
AUGUST 8, 2021

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you're like me, you've got a big head,
not to mention a funny robe, full of music—
poems and melodies, the tunes
we move to, shower and shave by,
study, write to. Not just the incidental,

but the momentous music keeping time.
Our histories are measures of song.
Listen to your heart: drums of Africa,
sea-spume of blind, far-sighted Homer,
Sappho's honeyed love lyrics. Often,

music speaks for us, one note saying
a thousand words. Like Rodolpho
in Puccini's *La Bohème*, *Sono un poeta*.
I am a poet. *Che cosa faccio?* What
do I do? *Scrivo*. I write. This ceremony

is loud music—pomp and circumstance
of the life you began freshman year
or that first day of graduate school.
In my head I press Play, and the CD
of *Big Days* kicks on. I leap and linger

over moments too sweet, nearly, for words.
I'll never escape rhymes from the nursery.
Up above the world so high, like a diamond
in the sky. We knew from the start
our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents
of Cleveland. *Gaudeamus igitur*, *Juvenes*
dum sumus. So, let us rejoice, while
we are young. Youth is that gift we can't
comprehend while we're young. This ceremony

means you all are less young than you were.
Don't let the heavy knowledge gained
from your studies deprive you of the gifts
of youth, to be able to rejoice at the drop
of a hat, to care for, be moved by others.

Now I hear golden hits of five decades.
Big Mama Thornton, and that so-called King
(King of what, fried butter sandwiches?)
who stole away her hound dog. You ain't
never killed a rabbit, you ain't no friend

of mine. As with those profs and TAs,
course after course, you had to produce—
kill some rabbits—to earn respect.
And at times OSU may have seemed
like Heartbreak Hotel, down at the end

of Lonely Street, so difficult was it
to do your best. Tennessee Ernie Ford,
"Sixteen Tons": St. Peter don't you
call me 'Cause I can't go. I owe
my soul to the company store.

You have been digging deep in mines
of knowledge. We all owe our souls
to Ohio State, company store of learning,
shared experience—precious ore
we have in common forever.

Now I hear Domenico Modugno's
fervent urging to wish, sing, fly,
Volare, Wo-oo. Cantare, Wo-o-o-o.
My grandfather was a peasant farmer,
a *contadino* in Calabria in the toe

of Italy. He knew it's the human lot
to dream of flying. Lucky, lucky,
lucky me, I'm a lucky son-of-a-gun.
I work eight hours, I sleep eight hours,
That leaves eight hours for fun.

Hey! He sailed in steerage across
the Atlantic, came to Cleveland, where
he stayed long enough to work 52 years
for the B&O Railroad, before lying down
to rest in good Ohio soil. So many of us

here today came from elsewhere,
or ancestors did. From Tennessee, Italy,
Africa, Asia, Appalachia—even,
President Kirwan, the wilds of Kentucky
and Maryland. Women and men with backs

supple as birch trunks. The courage
it took to pick up stakes and begin again
in a new world! Think of the work
those older ones did. For you. You all
are facing a change right now.

This sheepskin is your passport.
You're bound for emigration to
the next song of your life. Ohio State
is the ark on which you've been sailing.
You've been the precious cargo.

But, as Noah once said, I can see
clearly now the rain is gone. The ark,
our university, was filled to overflowing
with the diversity of us. Diversity.
Networks and talk shows devalue the word.

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 428TH COMMENCEMENT

SUMMER 2021 • AUGUST 8, 2021 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Kristina M. Johnson
President

Prelude—1:30 to 2 p.m.

Faculty Brass Quintet

Welcome

Melissa S. Shivers
Senior Vice President for
Student Life

Processional

National Anthem

Sadiyah A. Babatunde
Undergraduate Student
School of Music

Invocation

Imani Jones
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Bruce A. McPheron
Professor of Entomology and Dean's
Chair of CFAES International
Programs
Previously Executive Vice President and
Provost (2015-2021)
The Ohio State University

Conferring of Honorary Degree

Recipient presented by
Alan A. Stockmeister
Board of Trustees

David D. Awschalom
Doctor of Science

Conferring of Distinguished Service Awards

Recipient presented by
Alan A. Stockmeister

Carol L. Newcomb
William J. Shkurti

Conferring of Degrees in Course

Colleges presented by
Kay N. Wolf
Senior Vice Provost

Awarding of Diplomas

Welcome to New Alumni

Molly Ranz Calhoun
Senior Vice President of Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Sadiyah A. Babatunde

*Oh! Come let's sing Ohio's praise,
And songs to Alma Mater raise;
While our hearts rebounding thrill,
With joy which death alone can still.
Summer's heat or winter's cold,
The seasons pass, the years will roll;
Time and change will surely show
How firm thy friendship—O-hi-o!*

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, August 9, at 7 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.

COMMENCEMENT ADDRESS

Bruce A. McPheron

There is no more committed champion of Ohio State and the extraordinary opportunities that the university provides than Dr. Bruce A. McPheron.

He first set foot on campus when he was about 5 years old. His mother worked in the administration building in Columbus — the same building where he spent 5½ years as the executive vice president and provost, overseeing 15 colleges; more than 7,000 tenure-, clinical-, research-track and associated faculty; and academic programs for more than 66,000 undergraduate, graduate and professional students.

Prior to serving as chief academic officer, Dr. McPheron led the College of College of Food, Agricultural, and Environmental Sciences (CFAES) as vice president for agricultural administration and dean. Prior to that, he served as dean of the College of Agricultural Sciences at Pennsylvania State University.

He is affectionally known as a “bug guy” (his Twitter handle is @medflygenes). A professor of entomology, he has taught undergraduate and graduate courses, including courses in international agriculture. His research focuses on the use of genetic tools to examine population structure in pest insects on multiple continents. His work is widely published in peer-reviewed publications. Among his many national recognitions and honors, he is an elected Fellow of both the American Association for the Advancement of Science and the Entomological Society of America.

As an academic leader, Dr. McPheron has been instrumental in supporting innovative collaborations across disciplines, providing opportunities for students, faculty, staff and communities to address complex issues. His legacy as

provost includes launching the Digital Flagship initiative, a student success initiative that enhances the use of educational technology, and the Teaching Support Program, one of the largest teaching excellence programs in higher education. More than 3,500 Ohio State faculty members have taken part in this evidence-based professional development program. Dr. McPheron played a key role in the implementation of the Discovery Theme Initiative, which led to the creation of the Translational Data Analytics Institute and the establishment of the Sustainability Institute.

Dr. McPheron is an alumnus, having graduated from Ohio State with a bachelor's degree before earning his master's degree and doctorate from the University of Illinois at Urbana-Champaign.

He and his wife, Marilyn, have two children, Neale and Brenna.

RECIPIENTS OF HONORS

David D. Awschalom

DOCTOR OF SCIENCE

One of the world's leading scientists in quantum technologies, Dr. David D. Awschalom has shaped this emerging and exciting field as a researcher, a mentor and an advisor to policymakers, industry executives and academic leaders.

His groundbreaking research involves understanding and controlling the spins of individual electrons, nuclei and photons as well as investigating applications in computing, imaging and communication. His lab has made several first-in-the-world advances, including making semiconductor quantum states last 10,000 times longer than ever before, creating a pathway to scalability and unlocking potential discoveries across all areas of quantum technology.

Dr. Awschalom is the Liew Family Professor and vice dean for research in the Pritzker School of Molecular Engineering at the University of

Chicago, where he is also the founder and director of the Chicago Quantum Exchange (CQE). CQE is the nation's principal hub for quantum science and engineering research and for training the quantum workforce of the future. Additionally, he is the inaugural director of Q-NEXT, one of the U.S. Department of Energy's National Quantum Information Science Research Centers.

Before joining the University of Chicago, Dr. Awschalom served as director of both the California NanoSystems Institute and the Center for Spintronics and Quantum Computation at the University of California-Santa Barbara. Earlier in his career, he was a research staff member and manager at the IBM Watson Research Center in Yorktown Heights, New York.

Dr. Awschalom is highly respected and recognized throughout the international scientific community.

He received the American Physical Society Oliver E. Buckley Prize and Julius Edgar Lilienfeld Prize, the European Physical Society Europhysics Prize, the Materials Research Society David Turnbull Award and Outstanding Investigator Prize, the American Association for the Advancement of Science Newcomb Cleveland Prize, and the International Magnetism Prize and Néel Medal from the International Union of Pure and Applied Physics.

He is a member of the American Academy of Arts and Sciences, the National Academy of Sciences, the National Academy of Engineering and the European Academy of Sciences.

Dr. Awschalom holds a bachelor's degree in physics from the University of Illinois at Urbana-Champaign and a doctorate in experimental physics from Cornell University.

RECIPIENTS OF HONORS

Carol L. Newcomb

DISTINGUISHED SERVICE AWARD

Dr. Carol L. Newcomb is a true pioneer in higher education, responsible for the creation of a range of executive education programs that continue to build leadership and management capacities in Ohio and beyond.

As executive director of executive education at Ohio State's Fisher College of Business from 1997 through her retirement in 2012, Dr. Newcomb oversaw the development and advancement of several highly ranked programs that engaged professionals in both the private and public sectors. During her tenure, she led the creation of the college's prestigious Executive MBA, one of Fisher's highest nationally ranked programs. She also partnered with the Ohio Department of Education to launch the Executive Principals Leadership Academy, providing a customized curriculum for Ohio school principals to build their

leadership skills and to enhance the state's K-12 learning environment.

Dr. Newcomb also advanced the field of executive education through service at the national level. She served on the Board of Directors of the National University Continuing Education Association and was a member of the Executive MBA Council Board of Directors.

Through her volunteer and philanthropic engagement, Dr. Newcomb has strengthened civic discourse and enriched opportunities for women. She has held numerous volunteer leadership positions with the Columbus Metropolitan Club, including serving as chair of its Board of Trustees. Through the E3 program of the United Way of Central Ohio, Dr. Newcomb has mentored several women, providing counsel to help them build successful lives and careers.

At Ohio State, she is on the board of The Ohio State University Retirees Association and has served as chair of the Women & Philanthropy program.

Before joining Ohio State, Dr. Newcomb served as the executive director of the Center for Management Development at the State University of New York at Buffalo, where she helped develop the Executive MBA program, as well as the Center for Entrepreneurial Leadership.

Dr. Newcomb earned her bachelor's degree from Iowa Wesleyan College and her MBA and doctorate from the State University of New York at Buffalo.

She and her husband, Dr. Joseph Alutto, have four daughters, three of whom are Ohio State alumni.

William J. "Bill" Shkurti

DISTINGUISHED SERVICE AWARD

Mr. Bill Shkurti is an accomplished author and recognized expert in public sector budgeting, economics and finance. Widely respected as a wise and principled leader, he has devoted his life to serving Ohio State and the state of Ohio, using budgets as instruments to achieve policy objectives and improve lives.

Much of Mr. Shkurti's exceptional service has been during times of dynamic change. He led Ohio State's Office of Business and Finance for 20 years before retiring in 2010. During those transformative decades in public funding for higher education, his leadership was vital to increasing the university's academic distinction through a strong, strategic funding model.

Mr. Shkurti's remarkable effectiveness emerged, in part, from his deep understanding of the state's budget process. Before joining the

university, he served as chief of staff to the chair of the Ohio Senate Finance Committee and director of the Ohio Office of Budget and Management.

An Akron, Ohio, native and the first person in his family to go to college, Mr. Shkurti graduated from Ohio State in 1968 with a bachelor's degree in economics, with distinction. He then served as an Army artillery officer in West Germany, Vietnam and the United States before returning to Ohio State to earn a master's degree in public administration.

In 1988, Mr. Shkurti returned to Ohio State as the first Enarson Scholar in Residence in what was then the School of Public Administration. He remains active as an instructor at the John Glenn College of Public Affairs.

He has published numerous articles and books, including

The Ohio State University in the Sixties: The Unraveling of the Old Order (2016) and *Ohio State University Student Life in the 1960s* (2020). Mr. Shkurti has also served on more than a dozen nonprofit boards, including: The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, Shawnee State University, Ohio Student Loan Commission, Transportation Research Center and Upper Arlington Library.

He and his wife, Renee, also an Ohio State graduate, live in Upper Arlington, Ohio.

A MESSAGE FROM PRESIDENT JOHNSON



Dear Graduates,

Congratulations, Buckeyes! We are thrilled to celebrate your accomplishments with you in person, in the Schottenstein Center and — most joyously — alongside so many of your friends, family and loved ones. The fact that we are together today is a testament to our collective efforts to keep each other safe and healthy.

It is also one more sign of a return to our beloved traditions. You have worked hard to ensure that we could celebrate commencement as generations of Ohio State graduates have before you. You adapted to new ways of learning and connecting. You helped your classmates and colleagues figure out how to remain together — even when we were apart. You came together to keep a pandemic at bay on our campuses and found ways to lift up those on the front lines of the fight against COVID-19.

Most importantly: Even when it was difficult, you never gave up. Your perseverance and experiences through this time will forever be a part of your journey. You proved that diverse talents and perspectives can be woven together to create solutions that do incredible good.

I am inspired by each and every one of you, though I am not surprised. As Buckeyes, we shine brightest when times are tough, when there is a need for champions to come together to support each other and our communities. We shine our light in dark places and lead in all that we do. Meeting challenges head-on is simply part of our DNA.

You are stronger and wiser from your experiences, and today I challenge you to take what you've learned at Ohio State and set to work building a future in which every member of our community can share equitably in its opportunity. I know you are up to the challenge — after all, you're Buckeyes.

As you depart today, diploma in hand, think of this as a beginning, not an ending. You are forever part of our Ohio State family — Buckeyes for life. Congratulations, once again. I cannot wait to see what you do next!

Sincerely yours,

A handwritten signature in black ink, appearing to read "Kristina Johnson".

Kristina M. Johnson, PhD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

Congratulations, and welcome to the Buckeye alumni family, Class of 2021! It's wonderful to come together and celebrate your accomplishments.

Every one of you has a unique Ohio State story to tell about your journey with us thus far, and this past year will certainly stand out in memory. Though you each experienced things differently, you were never alone. Your web of support is broader and in many ways even tighter now that you have nearly 600,000 fellow alumni around the globe ready to support you in ways not yet imagined, offering advice or lending a hand!

If you read the lyrics to "Carmen Ohio" — all three verses, not just the one we have memorized — you will see lines about both the good times and the bad. It references "happy days of yore" and "blackened sky or barren shoal." As the seasons pass, with many reasons to be hopeful amid all the world's uncertainties, I know one thing for sure: We are Buckeyes, and there is nothing we can't do together!

We will be with you wherever you go. You can download our alumni app, or a simple click on osu.edu/alumni will open doors to ways you can stay connected with your alma mater and your fellow Buckeyes. There are alumni clubs and societies in more than 100 cities, organizing everything from game watch parties to scholarship fundraisers, and the alumni association offers career resources as well as lifelong learning and networking opportunities. And in true Buckeye tradition, you will find ways to volunteer and pay forward in service to others.

Don't think about this as an ending to your Ohio State story. You will be out there making a difference, charting your path all in the name of this incredible institution you now call your alma mater. As you have seen through your journey thus far, we will be with you to share the endless opportunities and excitement the future holds in your next chapter as a Buckeye for life!

In firm friendship,



Molly Ranz Calhoun '86
President and CEO
The Ohio State University Alumni Association



THE OHIO STATE UNIVERSITY
ALUMNI ASSOCIATION



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ARENA SEATING



○ – These sections closed

- A – Public Affairs; Public Health; Social Work; Food, Agricultural, and Environmental Sciences; Business; Education & Human Ecology
- B – Master’s
- C – Phd; Optometry; Nursing; Medicine; Engineering
- D – Arts and Sciences

ASL interpreter 

Wheelchair seating 

-----> Please keep these aisles clear for the Processional and Recessional <-----

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2021, as of 5:00 p.m., July 29, 2021, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

The Graduate School

Dean: Alicia L. Bertone

Doctor of Musical Arts

Alexander George Gonzalez
B.Music (University of Florida)
M.Music (University of Wisconsin)
Music
Dr. Russel Mikkelsen

Leland Corbin Greene
B.Music, M.Music (The Ohio State University)
Music
Dr. Robert Sarton
Dr. Karen Pierson

Brent Stephen Levine
B.Music, M.Music (University of Redlands)
Music
Dr. Russel Mikkelsen

Miranda N. Martin-Hecker
B.Music (Otterbein University)
M.Music (Kansas State University of Agriculture and Applied Science)
Music
Dr. Jan Radzynski

Qianni Yang
B.F.A. (Wuhan Conservatory of Music)
M.Music (Boston University)
Music
Dr. Caroline Hong

Doctor of Philosophy

Joseph Richard Adams
B.S. (University of Illinois)
M.S. (The Ohio State University)
Physics
Dr. Michael Lisa

Melissa Adams
B.A., M.A. (University of Texas)
Education
Dr. Theodore Chao

Tehseen Adel
B.S. (Cedarville University)
M.S. (The Ohio State University)
Chemistry
Dr. Heather Allen

Sahra Ahmed
B.S. (University of Massachusetts)
M.A. (The Ohio State University)
Education
Dr. Antoinette Errante

Abdulaziz Mohammed M Alasmari
B.Educ. (King Saud University)
M.A. (University of Akron)
Education
Dr. Matthew Brock
Dr. Helen Malone

Melissa Alcaraz
B.S. (Brigham Young University)
M.A. (The Ohio State University)
Sociology
Dr. Sarah Hayford

Saad Abdulelah S Alharbi
B.S. (King Abdul Aziz University)
M.S. (University of Tennessee)
Electrical and Computer Engineering
Dr. Asimina Kiourt

Abdullah Abdulrahman A Alomair
B.S. (King Fahd University of Petroleum and Minerals)
M.S. (University of Pittsburgh)
Industrial and Systems Engineering
Dr. Theodore Allen

Alejandro Alvarez
B.S.Weld.Eng., M.S. (The Ohio State University)
Welding Engineering
Dr. Baian Alexandrov

William Vincent Anderson
B.S.Env.Eng., M.S. (The Ohio State University)
Civil Engineering
Dr. Linda Weavers

Umut Arat
B.A. (Hacettepe University)
M.A. (Dokuz Eylul University)
Education
Dr. Bryan Warnick

Siavash Azari
Bachelor's (University of Tehran)
Master's (Qazvin University of Medical Sciences)
M.S. (The Ohio State University)
Microbiology
Dr. Stephanie Seveau

Gabriel Bainbridge
B.A. (Rice University)
M.S. (The Ohio State University)
Mathematics
Dr. Sanjeevi Krishnan

Gregory Adam Ballash
B.S. (Baldwin Wallace University)
M.Pub.Hlth., D.V.M. (The Ohio State University)
Comparative and Veterinary Medicine
Dr. Thomas Wittum

John Taylor Ballinger
B.A. (Indiana University)
M.A. (The Ohio State University)
Psychology
Dr. Jennifer Crocker

Kristin Marie Barber
B.S. (Shawnee State University)
M.S. (University of Cincinnati)
M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Mircea-Radu Teodorescu

Aaron Thomas Edward Beczkiewicz
B.S., M.Pub.Hlth. (University of Minnesota)
Food Science and Technology
Dr. Barbara Kowalczyk
Dr. Jiyoung Lee

Ahmed Samir Salem Bendary
B.S., M.S. (Military Technical College)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Can Koksul

Andrew James Best
B.A. (Williams College)
M.S. (The Ohio State University)
Mathematics
Dr. Vitaly Bergelson

Anthony Harrison Birri
B.S.Eng.Physics, M.S. (The Ohio State University)
Nuclear Engineering
Dr. Thomas Blue

Megann Alexandra Boone
B.S. (West Virginia Wesleyan College)
Integrated Biomedical Science Graduate Program
Dr. Stephen Lessnick

Stanley Carl Bovid
B.S. (Michigan State University)
M.S. (North Carolina State University)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Glenn Daehn
Dr. Stephen Niezgoda

Rebecca Catherine Bradley
Bachelor's (University of Dayton)
Chemical Physics
Dr. James Coe

Anna Camille Brady
B.S. (Florida State University)
M.A. (The Ohio State University)
Education
Dr. Christopher Wolters

Shea Brgoch
B.S. (University of Denver)
M.S. (Ball State University)
Human Sciences
Dr. Leeann Lower-Hoppe

Polina Brodsky
B.S.Mech.Eng., M.S. (The Ohio State University)
Mechanical Engineering
Dr. Marcello Canova

Nicholas James Bruno
B.A., M.S. (Miami University)
Mathematics
Dr. Kenneth Loper

John Adikes Bundschuh
B.A., M.A. (Tulane University of Louisiana)
East Asian Languages and Literatures
Dr. Charles Quinn

Brittney Butler
B.S. (University of Miami)
M.Pub.Hlth. (Washington University in Saint Louis)
Public Health
Dr. Shawnita Sealy-Jefferson

Dylan James Cahn
B.A. (Saint Mary's College of Maryland)
M.A. (The Ohio State University)
History
Dr. Christopher Otter

Kaiyu Cai
B.Eng. (Nanjing University of Aeronautics and Astronautics)
M.S. (The Ohio State University)
Industrial and Systems Engineering
Dr. Jose Castro

Sara Elizabeth Cantonwine
B.S. (Illinois Institute of Technology)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Rudolph Buchheit
Dr. Gerald Frankel

Christopher Vincent Cappiello
B.S. (Yale University)
Physics
Dr. John Beacom

Bryan Cardwell
B.S. (North Central College)
M.S. (The Ohio State University)
Physics
Dr. Christopher Hill

Yeliz Cavus
B.A., M.A. (Bogazici University)
M.A. (The Ohio State University)
History
Dr. Morgan Liu
Dr. Jane Hathaway

Dino Anthony Celli
B.S.Aero.Astro.Eng., M.S. (The Ohio State University)
Mechanical Engineering
Dr. Mo-Ho Shen

Cecilia Chagas de Freitas
Titulo.Bach., Magister (Universidade Federal de Vicosa)
Plant Pathology
Dr. Christopher Taylor

Kuo-Hsiang Chang

B.S., M.S. (National Taiwan University)
Materials Science and Engineering
Dr. Gerald Frankel

Michael Timothy Charles

B.S.Chem.Eng. (Cornell University)
M.S. (The Ohio State University)
Chemical Engineering
Dr. Bhavik Bakshi

Mercedes Chavez

B.A. (The Ohio State University)
M.A. (University of Chicago)
English
Dr. Jane Chen

Jiageng Chen

B.S. (Beijing Normal University)
B.A. (The Ohio State University)
M.A. (The Ohio State University)
Psychology
Dr. Julie Golomb

Liang Chen

B.S. (University of Washington)
M.S. (The Ohio State University)
Aerospace Engineering
Dr. Mo-How Shen

Sanchuan Chen

B.Eng. (University of Science and
Technology of China)
Master's (University of Chinese Academy
of Sciences)
Computer Science and Engineering
Dr. Zhiqiang Lin
Dr. Yingqian Zhang

Shangyi Chen

B.Eng. (Huazhong University of Science
and Technology)
M.S. (University of Missouri-Columbia)
M.S. (The Ohio State University)
Mechanical Engineering
Dr. Nima Ghalichechian

Zhen Chen

B.S. (Shanghai Jiao Tong University)
M.A. (University of Wisconsin)
Mathematics
Dr. Dongbin Xiu

Yang Cheng

B.S. (University of Science and Technology
of China)
M.S. (The Ohio State University)
Physics
Dr. Fengyuan Yang

Shah Mahmud Hasan Chowdhury

B.S. (Bangladesh University of Engineering
and Technology)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Fernando Teixeira

Seunghoo Chung

B.Bus. Adm. (Korea University)
Mstr.Hmn.Res.Mgt. (The Ohio State University)
Business Administration
Dr. Robert Lount

Tiffany Ann Claeys

B.S. (Indiana University)
Integrated Biomedical Science Graduate
Program
Dr. Richard Robinson

Abigail Mae Clark

B.S.Mech.Eng. (Ohio Northern University)
M.S. (The Ohio State University)
Engineering Education
Dr. Rachel Kajfez

Gary Lee Closs, Jr.

B.S. (Pennsylvania State University)
Food Science and Technology
Dr. Gireesh Rajashekara

Timothy Alec Clott

B.A., B.S., M.A. (Virginia Polytechnic
Institute and State University)
M.A. (The Ohio State University)
Political Science
Dr. Jan Pierskalla

Marcos Corchado

B.S. (University of Puerto Rico)
Molecular Genetics
Dr. Helen Chamberlin

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Spanish & Portuguese
Dr. Glenn Martinez

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Mary Cowx

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Master's (University of Akron)
Accounting and Management Information
Systems
Dr. Annette Beatty
Dr. Jan Kerr

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M.A. (The Ohio State University)
Psychology
Dr. Jennifer Cheavens

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B.S. (Messiah College)
Chemistry
Dr. Christopher Jaroniec

Evan Alexander Davis

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Human Sciences
Dr. Leeann Lower-Happe
Dr. Donna Pastore

Mario De Grandis

Laurea, Master's (Ca' Foscari University of
Venice)
Master's (Nanjing University)
M.A. (The Ohio State University)
East Asian Languages and Literatures
Dr. Kirk Denton

James Riley DeBacker

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Speech and Hearing Science
Dr. Eric Bielefeld

Kristin Ann Dell'Armo

B.S., M.A.Teach. (The College of New Jersey)
M.A. (The Ohio State University)
Psychology
Dr. Marc Tasse

Revati Sumukh Dewal

B.S. (University of Mumbai)
M.S. (Vellore Institute of Technology)
M.S. (The Ohio State University)
Molecular, Cellular, and Developmental Biology
Dr. Kristin Stanford

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Mechanical Engineering
Dr. Ahmet Kahraman

Elen Elizabeth Dossey

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M.A. (University of York)
M.A. (The Ohio State University)
Linguistics
Dr. Cynthia Clopper

Lipei Du

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M.S. (Peking University)
M.S. (The Ohio State University)
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Dr. Ulrich Heinz

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Microbiology
Dr. Matthew Anderson

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Sociology
Dr. Kammi Schmeer

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B.S. (State University of New York at
Buffalo)
Chemistry
Dr. Bern Kohler

John Parker Evans

B.S., M.S. (University of Arizona)
Translational Plant Sciences
Dr. Vishnu Baba Sundaresan
Dr. Katrina Cornish

Iony Danielle Ezawa

B.S., M.A. (The Ohio State University)
Psychology
Dr. Daniel Strunk

Alidoune Badara Fall

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M.A. (The Ohio State University)
French and Italian
Dr. Lucille Toth
Dr. Adeleke Adeeko

Zixuan Feng

B.S. (Lanzhou University)
Electrical and Computer Engineering
Dr. Hongping Zhao

Roberto Enrique Fernandez Morales

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M.A. (The Ohio State University)
Sociology
Dr. Vincent Roscigno

Andreu Ferre Moragues

B.S. (University of Barcelona)
M.S. (The Ohio State University)
Mathematics
Dr. Vitaly Bergelson

Wei Jian Foo

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M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Kubilay Sertel

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M.A. (The Ohio State University)
English
Dr. Jennifer Higginbotham

Danny Freudiger

B.Eng. (Vanderbilt University)
B.S. (Centre College)
M.S. (The Ohio State University)
Mechanical Engineering
Dr. Marcello Canova

Seth Emmanuel Gaiters

B.A. (The Ohio State University)
Comparative Studies
Dr. Isaac Weiner

Lauren Elizabeth Gebhardt-Kram

B.S. (Towson University)
M.A. (The Ohio State University)
Sociology
Dr. Corinne Reczek

Yang Geng

Bachelor's (Sun Yat-sen University)
M.S. (The Ohio State University)
Food, Agricultural and Biological
Engineering
Dr. Shelly Dee Jepsen

Jahmour Jamaree Givans

B.S. (Brown University)
M.S. (The Ohio State University)
Physics
Dr. Christopher Hirata

Diego Orlando Godoy Rivera

Bachiller, Licenciado (Pontifical Catholic
University of Chile)
M.S. (The Ohio State University)
Astronomy
Dr. Marc Ponnaneault

August 17-19, 2021, Board of Trustees Meetings

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Chemistry
Dr. Patrick Woodward

Bin Guo

B.S., M.S. (Lanzhou University)
M.S. (University of British Columbia)
Physics
Dr. Samir Mathur

Jia Guo

B.S. (University of Science and Technology of China)
M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Mircea-Radu Teodorescu

Ziyu Guo

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M.S. (The Ohio State University)
Agricultural, Environmental, and Development Economics
Dr. Yongyang Cai

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Integrated Biomedical Science Graduate Program
Dr. John Gunn

Nathaniel Blake Haines

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Psychology
Dr. Brandon Turner
Dr. Theodore Beauchaine

Tyler Scott Lee Hallmark

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M.S. (University of Pennsylvania)
Education
Dr. Anne-Marie Nunez

Marcia Jean Ham

B.S. (University of South Florida)
M.Ed. (Grand Valley State University)
Education
Dr. Richard Voithofer
Dr. Bryan Warnick

Matthew Reis Harper

B.S. (Rutgers University)
M.S. (The Ohio State University)
Mathematics
Dr. Thomas Kerler

Nathan Andrew Hawk

B.A. (Carthage College)
M.A. (George Washington University)
Education
Dr. Kui Xie

DaVonti' DeAngelo Haynes

B.A., M.Soc.Work, M.S. (The Ohio State University)
Agricultural Communication, Education and Leadership
Dr. Emily Buck
Dr. Mary Rodriguez

Jake Joseph Hays

B.A. (University of Cincinnati)
M.A. (The Ohio State University)
Sociology
Dr. Kristi Williams
Dr. Kammi Schmeer

Chengfei He

Bachelor's, Master's (Nanjing University of Information Science and Technology)
M.S. (University of Wisconsin)
Atmospheric Sciences
Dr. Zhengyu Liu

Liping He

B.S., M.S. (Lanzhou University)
M.S. (The Ohio State University)
Physics
Dr. Eric Braaten

Emily Rae Herman

B.S., M.S. (Youngstown State University)
Education
Dr. Brett Zyromski

Emily Beth Hill

B.S.All.d.Hlth.Prof., M.S. (The Ohio State University)
Health and Rehabilitation Sciences
Dr. Colleen Spees

Colby Lynn Hirt

B.A., M.Ed. (The Ohio State University)
Education
Dr. Binaya Subedi

Claire Nicole Hoffman

B.S. (Heidelberg University)
Ohio State Biochemistry Program
Dr. Jeffrey Kureit

Tyler Evan Holland-Ashford

B.S. (Harvey Mudd College)
M.S. (The Ohio State University)
Astronomy
Dr. Laura Lopez

Federico Holm

Bachelor's (Universidad Catolica de Cordoba)
M.S. (The Ohio State University)
Environment and Natural Resources
Dr. Alfredo Berardo

Kathryn Marie Holt

B.A. (University of Colorado)
M.A. (University of Hawaii)
Dance
Dr. Hannah Kosstrin

Ziyong Hong

B.S. (University of Science and Technology of China)
Chemistry
Dr. Jennifer Ottesen

Zachary Hooten

B.A., M.A., M.Ed. (University of Dayton)
Education
Dr. Matthew Mayhew

Jonathan Howe

B.S., M.S. (University of Texas)
Education
Dr. Marc Guerrero

Linda Huang

M.A. (Ohio University)
M.A. (University of Cincinnati)
History of Art
Dr. Julia Andrews

Xuejun Huang

B.S.Mat.Sci.Eng., M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Aihua Luo

Ryan Iaconelli

B.S. (James Madison University)
Education
Dr. Christopher Wolters

Michael Joseph Irwin

B.A. (University of Cincinnati)
M.A. (The Ohio State University)
Economics
Dr. Aubhik Khan
Dr. Kyle Dempsey

Zane Jamal-Eddine

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering
Dr. Siddharth Rajan

Siripun Jandragolica

B.Educ. (Chulalongkorn University)
M.A. (The Ohio State University)
Education
Dr. Laurie Katz

Jinsil Jang

B.A., Master's (Chosun University)
M.S. (Florida State University)
Education
Dr. Youngjoo Yi

Wenhan Jia

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M.S. (The Ohio State University)
Chemical Engineering
Dr. Isamu Kusaka

Alejandra Maria Jimenez Madrid

Titulo.Bach. (Universidad Nacional de Agricultura)
M.S. (Louisiana State University)
Plant Pathology
Dr. Melanie Ivey

Mark Joseph Johnson

B.S. (Brigham Young University)
Business Administration
Dr. Rene Stulz
Dr. Itzhak Ben-David

Hellen Elias Kanyagha

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Plant Pathology
Dr. Sally Miller

Priyanka Karnati

B.Tech. (Jawaharalal Nehru Technological University)
M.S. (Missouri State University)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Sheikh Akbar

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Integrated Biomedical Science Graduate Program
Dr. Jacob Yount

Sarah Jayne Kessler

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M.S. (The Ohio State University)
Astronomy
Dr. Adam Leroy
Dr. Louis Martini

Kevin Noore Kinn

B.Bus.Adm. (University of Notre Dame)
M.A. (The Ohio State University)
Agricultural, Environmental, and Development Economics
Dr. Ani Katchova

Kichan Kim

Bachelor's (Sungkyunkwan University)
M.S. (University of Nottingham)
Agricultural, Environmental, and Development Economics
Dr. Mark Partridge
Dr. Leah Bevis

MinSub Kim

B.A., M.A. (Yonsei University)
M.A. (The Ohio State University)
Economics
Dr. Bruce Weinberg

Jonathan Patrick Kitzrow

B.S. (University of Wisconsin)
Ohio State Biochemistry Program
Dr. Karin Musier-Forsyth

Reyna Madison Knight

B.S.Food.Ag.Bio.Eng. (The Ohio State University)
Food, Agricultural and Biological Engineering
Dr. Lingying Zhao

Forrest Robert Kohl

B.S. (California State University)
Chemistry
Dr. Bern Kohler

Elizabeth Anne Kraatz

B.A. (The Ohio State University)
M.Ed. (Delta State University)
Education
Dr. Tzu-Jung Lin
Dr. Lynley Anderman

Elizabeth Evans Krone

B.A. (Swarthmore College)
M.A. (Stanford University)
M.A. (Middlebury College)
Education
Dr. Patricia Enciso

Kathryn Lila Krupsky

B.A. (Wayne State University)
M.Pub.Hlth. (Saint Louis University)
Public Health
Dr. Sarah Anderson

Li Li

Bachelor's (Tianjin Univ of Trad Chn Med)
Master's (Central South University)
Public Health
Dr. Motao Zhu

Sirui Li

B.S., M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Christopher Taylor
Dr. Gerald Frankel

Xiaoyu Li

B.A. (Renmin University of China)
M.S. (The Ohio State University)
Agricultural, Environmental, and Development Economics
Dr. Henry Klaiber
Dr. Sathya Gopalakrishnan

Yilin Li

Bachelor's (Beijing Sport University)
M.S. (The Ohio State University)
Human Sciences
Dr. Weidong Li

Zhiying Li

B.S.Agr. (Northwest Agriculture and Forestry University)
M.S. (University of Chinese Academy of Sciences)
Geography
Dr. Steven Quiring

Hillary Anne Libnoch

B.A. (University of Mount Union)
M.S. (Walden University)
Education
Dr. Shayne Piasta
Dr. Leslie Moore

Yiyun Lin

B.S. (China Agricultural University)
Horticulture and Crop Science
Dr. Michelle Jones

Sade LaReece Lindsay

B.A., M.A. (The Ohio State University)
Sociology
Dr. Michael Vuolo

Mahaliah Ayana Little

B.A. (Spelman College)
M.A. (Rutgers University)
Women's, Gender, and Sexuality Studies
Dr. Treva Lindsey

Chaoyue Liu

B.S., M.S. (Tsinghua University)
M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Mikhail Belkin
Dr. Raef Bossily

Shuohui Liu

Bachelor's (Wuhan University)
M.S. (The Ohio State University)
Chemistry
Dr. Karin Musier-Forsyth

Yiwen Liu

Bachelor's (Peking University)
M.A. (The Ohio State University)
History of Art
Dr. Julia Andrews

Shuyuan Lou

B.S., M.S. (The Ohio State University)
Biostatistics
Dr. Shili Lin

Jordan Elizabeth Lovejoy

B.A. (West Virginia University)
M.A. (The Ohio State University)
English
Dr. Katherine Borland

John David Lowrey

B.S. (University of Akron)
M.S., M.B.A., M.Appl.Econ. (The Ohio State University)
Business Administration
Dr. Kenneth Boyer
Dr. Aravind Chandrasekaran

Yanran Lu

B.S. (China Pharmaceutical University)
M.S. (University of Southern California)
Pharmaceutical Sciences
Dr. Mark Mitton-Fry

Ananya Mahanti

B.Tech. (National Institute of Technology, Durgapur, India)
Electrical and Computer Engineering
Dr. Kannan Athreya

Richard Charles Marsh

B.S. (United States Military Academy)
M.A. (The Ohio State University)
History
Dr. Peter Hahn

James A. Matuk

B.S. (Duquesne University)
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Abigail Leigh Grossman

B.S.Educ. (The Ohio State University)
Education

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M.D. (Marshall University)
Education

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B.S. (University of South Florida)
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Education

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Bachelor's (Ohio Wesleyan University)
Bioethics

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Education

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B.A. (The Ohio State University)
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B.Laws (Yantai University)
M.Laws, Doctorate (Chinese Academy of Social Sciences)
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Education

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B.S.Hlth.Reh.Sci. (The Ohio State University)
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Translational Pharmacology

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Dentistry

Nicholas Messenger
B.S. (The Ohio State University)
Agricultural, Environmental, and Development Economics

Prashanth Mohana Sundaram
B.Tech. (Amrita University)
Mechanical Engineering

Courtney Alyssa Moore
B.A., M.A. (Baylor University)
Psychology

Evan Martin Morgan
B.A. (College of The Holy Cross)
Public Health

Ryan M. Mrofczak
B.S. (Youngstown State University)
Comparative and Veterinary Medicine

Andrew J.T. Muir
B.S. (Wittenberg University)
D.V.M. (The Ohio State University)
Comparative and Veterinary Medicine

Bailey Edwin Mulhern
B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Kira Leah Mullen
B.A., M.A. (Northern Arizona University)
Nursing

Courtney Marie Mundy
B.A. (Indiana University)
Nursing

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B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Katherine Elaine Namola
B.S.Weld.Eng. (The Ohio State University)
Welding Engineering

Ismail Nas
B.S. (Middle East Technical University)
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Travis M. Nelson
B.S.Mat.Sci.Eng. (Lehigh University)
Welding Engineering

Wanderson Novais Pereira
Licenciatur (Earth University)
Environment and Natural Resources

Rachael Marie O'Neil
Bachelor's (DeVry University)
Nursing

Mohamed Salah Omer
B.Med.B.Surgery. (Ain Shams University)
Master HA (University of Scranton)
Translational Pharmacology

Obianuju S. Oramulu
B.S. (Texas Southern University)
Translational Pharmacology

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Bachelor's (University of Puerto Rico)
Animal Sciences

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Psychology

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Mechanical Engineering

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B.S.Hlth.Reh.Sci. (The Ohio State University)
Health and Rehabilitation Sciences

Youngmin Park
B.S. (Oregon State University)
Molecular Genetics

Larry Nathanael Parsons
B.S.Food.Ag.Bio.Eng. (The Ohio State University)
Food, Agricultural and Biological Engineering

Jagruati Basanagouda Patil
B.Tech. (University of Pune)
Mechanical Engineering

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B.Tech. (Kathmandu University)
Molecular, Cellular, and Developmental Biology

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D.D.S. (University of Colorado)
Dentistry

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Chemistry

Miguel Dominic Pedrozo
B.S. (Otterbein University)
Mechanical Engineering

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Bachelor's (University of Central Florida)
Mechanical Engineering

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B.S. (Kansas State University of Agriculture and Applied Science)
Psychology

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B.A. (Miami University)
D.D.S. (The Ohio State University)
Dentistry

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B.Tech. (National Institutes of Technology, India)
Electrical and Computer Engineering

Guocong Quan
B.Engr. (University of Science and Technology of China)
Electrical and Computer Engineering

Aditya Raj
B.Tech. (Integral University)
Food, Agricultural and Biological Engineering

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Mechanical Engineering

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Physics

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B.S.Nurs. (The Ohio State University)
Nursing

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B.S.Weld.Eng. (The Ohio State University)
Welding Engineering

Jillian Louise Rizzo
B.S.Bus.Adm. (The Ohio State University)
Human Sciences

Melissa Rodriguez
B.S.Agr. (University of Puerto Rico)
Animal Sciences

Zachary William Ryan
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Computer Science and Engineering

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Evolution, Ecology and Organismal Biology

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M.S. (Sharif University of Technology)
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Human Sciences

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B.S. (Siena College)
Vision Science

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B.S.Educ. (The Ohio State University)
Human Sciences

Siddharth Seetharaman
B.S. (Shiv Nadar University)
Physics

Melika Shahhosseini
B.S. (Sharif University of Technology)
Mechanical Engineering

Ankur Shiledar
B.Tech. (Indian Institute of Technology Guwahati)
Mechanical Engineering

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B.A., M.A. (Seoul National University)
Agricultural, Environmental, and Development Economics

Mekane Enemiri Sholesi
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Translational Pharmacology

Prabhjot Kaur Singh
B.A. (Gustavus Adolphus College)
Environmental Science

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B.Tech. (Anna University)
Food, Agricultural and Biological Engineering

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B.S. (Trinity University)
Environment and Natural Resources

Stuart Robert Skopec
B.S. (The Ohio State University)
Earth Sciences

Zachary Daniel Smith
B.S. (Southern Utah University)
Earth Sciences

Vinayak Anand Rao Sonandkar
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Electrical and Computer Engineering

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B.A. (Washington University in Saint Louis)
M.D. (University of Michigan)
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August 17-19, 2021, Board of Trustees Meetings

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M.S. (University of Houston)
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Electrical and Computer Engineering

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B.S.Mat.Sci.Eng. (The Ohio State University)
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Human Sciences

Meredith Gayle Varmecyk

B.S. (Christopher Newport University)
Chemistry

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D.D.S. (University of Southern California)
Dentistry

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B.S.Food.Sci. (University of Wisconsin)
Food Science and Technology

Logan Michael Wahl

B.A. (University of Washington)
Psychology

Christopher Alexander Walter

B.S. (University of West Florida)
Chemistry

Richard Y. Wan

B.S. (University of Michigan)
Vision Science

Ying Wang

D.D.S. (Kyushu University)
Dentistry

Leah Marie Weston

B.S. (University of Wisconsin)
Evolution, Ecology and Organismal Biology

Reneise White

B.S. (University of Missouri-Columbia)
Translational Pharmacology

Eric Willett

B.S.Mat.Sci.Eng. (University of Alberta)
Welding Engineering

Catrina Wilson

B.S. (University of California)
Materials Science and Engineering

Makenzie Grace Wilson

B.S. (Indiana University)
Human Sciences

Alexander Joseph Winkle

B.S.Mech.Eng. (The Ohio State University)
Biomedical Engineering

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B.S. (Montana State University)
D.D.S. (University of Colorado)
Dentistry

Natalie Meaghen Wong

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Vision Science

Sumer Jade Woodruff

B.S. (University of Toledo)
Translational Pharmacology

Jiamu Xing

B.S. (University of California)
Electrical and Computer Engineering

Lei Xu

B.S. (University of Oregon)
Master's (Cornell University)
Agricultural, Environmental, and Development Economics

Misa Lynn Yoshioka

D.D.S. (Western University of Health Sciences)
Dentistry

Simin Zhang

B.Engr. (China Jiliang University)
M.S. (Chinese Academy of Sciences)
Materials Science and Engineering

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B.S.Weld.Eng. (The Ohio State University)
Welding Engineering

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B.S.Nutrition (The Ohio State University)
Human Sciences

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B.S. (University of Texas)
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Electrical and Computer Engineering

Astrid Pohl Zuckerman

B.A. (Universitet Hamburg)
M.A. (Notre Dame of Maryland University)
Psychology

Master of Social Work

Kashia E'lexis Alexander

B.S.Soc.Work (California State University)
Social Work

Amy Lynne Bibler

B.A. (Wittenberg University)
Social Work

Rebecca Chavez

B.A. (University of Cincinnati)
Social Work

Vincent William Colecchi

B.S. (Indiana Wesleyan University)
Social Work

Lindsay E. Friedman

B.S. (Ohio University)
Social Work

Taylor Helene Lines

B.A. (The Ohio State University)
Social Work

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B.A.Honors (City University of New York, Hunter College)
Social Work

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Social Work

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Social Work

Annamarie Jean Sigman

B.A. (The Ohio State University)
Social Work

Chelsea Snook

B.S.Soc.Work (The Ohio State University)
Social Work

Joshua Benjamin Storrer

B.A. (Bluffton University)
Social Work

Mallory Christine Workman

B.A. (The Ohio State University)
Social Work

Master of Sports Coaching

Pei Lin

B.S. (Miami University)
Human Sciences

Emil Milev

B.A. (National Sports Academy)
Human Sciences

Specialized Master in Business

Justin Blackwood

B.S.Bus.Adm. (Bowling Green State University)
Business Administration: Analytics

Matthew R. Brew

B.S. (The Ohio State University)
Business Administration: Analytics

Patrick M. Choi

B.S. (The Ohio State University)
Business Administration: Analytics

Austin C. Dixon

B.S. (Embry-Riddle Aeronautical University)
Business Administration: Analytics

Matthew R. Fleming

B.S.Bus.Adm. (The Ohio State University)
Business Administration: Analytics

Elizabeth Frecker

B.S. (Ohio University)
Business Administration: Analytics

Kevin Frick

B.A. (Wittenberg University)
M.B.A. (Capital University)
Business Administration: Analytics

Ashley Diane Halter

B.A. (Pepperdine University)
Business Administration: Analytics

Monique L. Jones

B.S.Bus.Adm. (The Ohio State University)
Business Administration: Analytics

Tanvi Joshi

B.S. (Carnegie Mellon University)
Business Administration: Analytics

Ethan Albert McIntyre
B.S., B.S.Bus.Adm., Mstr.Hmn.Res.Mgt. (The
Ohio State University)
Business Administration: Analytics

Michael Charles O'Malley
B.S.Nurs. (Texas Christian University)
M.S. (University of Maryland)
Business Administration: Analytics

Andrew Peacher
B.Bus.Adm. (University of Houston)
Business Administration: Analytics

William B. Prothman-Roberts
B.S. (University South Carolina)
Business Administration: Finance

Karishma Shah
B.S. (John Carroll University)
M.S. (Case Western Reserve University)
Business Administration: Analytics

Neelam Vinod Shinde
B.S., M.S. (University of Pune)
M.S. (Wright State University)
Business Administration: Analytics

Jeewan Singh
B.Engr. (Tribhuvan University)
Business Administration: Analytics

Dylan A. Wilkerson
B.A. (Ohio Christian University)
Business Administration: Analytics

James W. Wyant III
B.S. (University of Texas)
Business Administration: Analytics

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2021, as of 5:00 p.m., July 29, 2021, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Interim Executive Dean: David G. Horn

Dana Renga, Divisional Dean
Arts and Humanities

Susan V. Olesik, Divisional Dean
Natural and Mathematical Sciences

Ryan D. King, Divisional Dean
Social and Behavioral Sciences

Bachelor of Arts

Nour Abdelrahman

Cum Laude

Justin Michael Adams

Theresa Ahadje

Randa Suliman Al-Rabadi

Ali Al-Soulah

Kylie Brienne Alcorn

Samuel Alfonso-Tavarez

Mohamed Alyageen Alghali

Danesha Chante Allen

Jack Perry Allen

Andrew Maxwell Altschuld

Aroh Reddy Alugubelly

Baaba Binsua Ampah

Anisah Khaled Ba Madhaf

Cum Laude

Brandon Scott Baker

Summa Cum Laude

Ellen Elizabeth Banta

Sophie Elizabeth Barbour

Summa Cum Laude

Ronald Lance Beach IV

Magna Cum Laude

Eula May Berry

Rachel Whittaker Bigley

Antonio Michael Bisesi

Lasingya Renee Black

Jerrold Blevins

Divija Bommena

Gabrielle Grace Bowman

Christopher Mason Boyd

Joshua Hal Brackbill

Sarah Josephine Brennan

Marshall Tyler Brickheimer

Robert John Brokamp

Joanna Elizabeth Bruskun

Andrew Gregory Buehrer

Cum Laude

Sydney Leigh Byard

Sawyer Rayne Campbell

Cum Laude

Michele Iratze Cardenas

Justin Eugene Carl

Cum Laude

Jacob Christopher Carlino

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William Howard Chandler, Jr.

Ian Patrick Charvat

Eden Chelouche

Cum Laude

Meishan Chen

Gary Mitch Chesser

Cum Laude

Alethea Yee Jing Choo

Cum Laude

Bethany R. Christen

Cum Laude

Alexa Noelle Cipolla

Summa Cum Laude

Hilton Fletcher Clark

Elijah Andrew Cleary

Garrett Montgomery Coleman

Collin Combs

Caroline Grace Conerly

Summa Cum Laude

with Honors in the Arts and Sciences

Christopher Michael Cooper

Mya Lauren Cozart

Nicholas Norizumi Criss

Darrick Eugene Crochran, Jr.

Aaron James Cullman

Cum Laude

Noah Benjamin Danals

Robert Thomas Daniel

Alexander Ryan Danylo

Suhile Kareem Darwish

Cum Laude

Jeremiah Dean Davis

Joi Ella Davis

Mark Davis

Georgia De-Heer

Alyssa Rene DeMatteo

Jinyuan Deng

Brandon Allen Derr

Mary Elizabeth DeRuntz

Summa Cum Laude

Long Thanh Do

Jessica Lynn Dobrzynski

Matthew George Doel

Sarah Driggs

Richard C. Eader

Abbey Edwards

Todd Eiseman

Rielly Irene Elliott

Grace Elizabeth Fawcett

Jakob Thomas Feightner

Joseph Gregory Ferguson

Abigail Margaret Flowers

James Owens Ford III

Adam Keith Friend

Bradley Kyle Fritzhand

Tyler Lee Fularz

Camille Marissa Galbraith

Barrett Mitchell Gardner

Blake Alexander Garman

Megan Michelle Geiger

Hailee Geis

Zhuofan Geng

Magna Cum Laude

Justin Lee Gifford

Emily Elsa Gilbert

Summeet Kaur Gill

Magna Cum Laude

Kaitlyn Marie Gilson

Magna Cum Laude

John David Goldsmith

Ravi Teja Gorantla

Cashmere Green

Eliza Campo Green

Magna Cum Laude

with Honors in the Arts and Sciences

Crystal Lynn Greenwell

Camille Alexandra Grey

Rachel Lynn Gross

Brian Joseph Haberer

Megan Marie Hadar

Molly May Hammond

Cassandra Nicole Harper

Harry Leroy Harris, Jr.

Kyla Drew Hartley

Jessica Lynn Heben

Tyler Christian Lee Heizman

Kathryn Claire Hejduk

Dominique Spencer Hendricks

Jade Alexis Hernandez

Christina Lynn Hicks

Katarina Loren Hodge

Tess Elizabeth Hoenemeyer

Cum Laude

Joseph Samuel Hoffmann

Olivia Grace Hoppe

Tori Amaya Horsley

Cum Laude

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Madison Lee Houser

Vince Edgar Houston

Aaliyah Jordan Hunt

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Chimaobi Chukwunweike Ibezim

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Brennan Andrew Johnson

Kurt Michael Johnson

Cum Laude

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Zoe Amelia Karan

Magna Cum Laude

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Gracie Delaine Krashoc

Magna Cum Laude

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Laurn Day Lewis

Magna Cum Laude

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Jingnan Liu

Jingwei Liu

Magna Cum Laude

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Grace Anne McNulty

Alicia Marie McWeeney

Apoorva Mekala

Isabella Paige Mellenkamp

Casey Thomas Merriman

Jason Michael Messmore

Trystan Adam Migliore

*Ryan Nicklaus Miller

Zairia Nicole Miller

Hassan Sadiq Mirza

Rhoda Ahmed Mohamed

Amyna Taveira Mohammad

Erin Carmen Moore

Dionne Shayne Murray

Katelyn J. Neely

Heather Elizabeth Novak

Kaitlin Cheyenne Oates

Yewande Adetutu Ogoji

Alexis Rose Pacholke

Abigail Paquette

Cum Laude

Hava Parks

David Chester Patterson

Magna Cum Laude

with Research Distinction in Hebrew

James Peko

Alec D. Pelok

Olivia Rian Peoples

**awarded posthumously*

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Sirisopha Phueng Thao Phetthaphong
William Lee Phillis III
Nate Kevin Gratsch Piccioni
Elizabeth Grace Pothier

Cum Laude

Omeed Kehoe Pourboghraht
Allison Elyse Powell
Albion Qorri
Ailish Catherine Raftery

Summa Cum Laude

Francia A. Rajkourmale
Vanessa Vaney Ramirez
Ruckshan Hendry Ratnam
Krishna Sai Ravi
Michelle Elise Resch
Julian Ross Reyes
Christopher Keith Richardson
Kelsey Risner
Isabelle Kimberlyn Root
John Thomas Ruppert
Benjamin Ruskin
Eleanor Louise Salsbury

Cum Laude

*with Research Distinction in Women's, Gender, and
Sexuality Studies*

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Cum Laude

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Eva Karrin Sayachak
Evan Jacob Schumer
Kyle Karam Seibert
Emily Anne Semmens

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Tyler Allen Shipley
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Emily Rose Simila

Magna Cum Laude

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Dabrianne Lashawn Slayton
Samantha R. Smith

Cum Laude

Bo Donovan Snyder
Taylor Marie Snyder

Magna Cum Laude

Alegna Sosa
James Joseph Sotos
Adam Stevens
Daryn A. Stiers
Christopher Todd Stone
Jeremy Michael Strickland
Christian Alexander Studt

Magna Cum Laude

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Matthew K. Terrell
Jenna Lee Thomas

Jessica Paige Thow
Ramy Tiba
LaRazia Diane Tolbert
Noah Christian Trainor
Addison T. Tran
Emily Elizabeth Traut

Magna Cum Laude

Cory Amber Turner
Nisarg Apoorvabhai Vaidya
Daniel Keane Vanatsky
Manasa Vyjayanti Vanguri
Hannah Jewell Vetrano
Anthony Mark Vicini
Thanussha Vignesh

Cum Laude

Jonathan Taylor Villacis

Cum Laude

Sarah McClain Wade

Magna Cum Laude

Collin John Robert Wagner
Eric Thomas Wagner
Jillian Elizabeth Wagner
Ethan Andrew Waldruff
Lena Wali

Amanda Walpole

Maxwell Charles Warshawsky

Summa Cum Laude

Jaylah Anissa Watkins
Brianna Marie Welch
Elizabeth Marie White
Elizabeth Paige Wigal

Magna Cum Laude

Courtney Jo Wilburn
Logan Christopher Williams
Jacob Earl Wogan
Fan Wu

Cum Laude

Siru Yao

Summa Cum Laude

Qingyu Ye

Magna Cum Laude

Joel Edu Virenkyi
Yaotian Yu
Wenjun Yuan
Jieshu Zhang

Cum Laude

Yufei Zhang

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Magna Cum Laude

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Madison Taylor Larocque
Rebecca Sngueun Noh

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Bachelor of Music

Nathan Caleb Murta

Cum Laude

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with Research Distinction in Interior Design

Bachelor of Science in Geographic Information Sciences

Vinay Dawani
Joseph Woffinden
Matthew Richard Zenko

Bachelor of Science

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Ilays Aden
Hayley Elaine Adkins
Zunnairah Ahmad
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Hounein Arbaji

Magna Cum Laude

Alexis Arcuri

Cum Laude

Rezvan Baghbanian

Cum Laude

with Research Distinction

Cenglin Bao

Wengqing Bao

Cum Laude

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Zachary Beder

Evan Matthew Belsky

Cum Laude

Emma Ruth Beltz

Morgan Suzanne Billstein

Magna Cum Laude

Brooke Marie Blackburn

Asher Alexander Briggs

Mohammad Fahad Butt

Magna Cum Laude

Michael Cachat

Bernadette Joan Calvey

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Keyan Lee Cottrell

Juliana Louise Daggett

Yaqian Dai

Tianli Ding

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with Research Distinction in Psychology

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Robel Solomon Fegadu
Samantha Fifolt
Macie Renae Fillingier
Adrienne Kathryn Gardner
Allison Elizabeth Garvin
Dru Tylar Gibson
Bradley Charles Goodwill
Jessica Rose Gordon

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Hannah Catherine Graham
Shenghao Guo
Makennah Gvozdanovic
Waqar Habib

Magna Cum Laude

Harley Cheyenne Hamilton
Luke Christian Hamrock
Yutong Han

Daniel Joseph Hansen

Cum Laude

with Research Distinction in Earth Sciences

Sadia Mohamud Hanshi
Chengcheng Hao
Samuel Garrett Harvey
Taylor Helen Hazelwood

Summa Cum Laude

with Honors in the Arts and Sciences

Sarah Lynn Henry

Bo Hu

Yunxuan Hu

Waleed Hussain

Cum Laude

Bashir Mohamoud Ilmi
Chelsea Martina Johnson
Matthew Jay Johnson

Kennedy C. Jones

Shahrez Tariq Khan

Nairoz Khanjar

James Remsen Kleman

Kyle Patrick Koenig

Cum Laude

Joseph Lawrence Korin

Cum Laude

Jessica Taylor Kulp

with Research Distinction in Astronomy and

Astrophysics

Kaley Lambert

Joseph Liffick

Magna Cum Laude

Jia-Xu Josh Lin

Keyu Lin

Cum Laude

Shiva Surya Lingala

Pooja Lingamneni

Magna Cum Laude

Xuyu Liu

Magna Cum Laude

with Research Distinction in Microbiology

Yupeng Lu

Magna Cum Laude

Yu Luan

Xinghang Ma

Zijie Ma

Ashley Janine Mallik

Lillian M. Mannix

Cum Laude

Justin Tyler Marchlewicz

Cum Laude

Lauren Elizabeth Matthies

Jessica Marie McLin

August 17-19, 2021, Board of Trustees Meetings

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Stanley Jacob Nicolozakes
Jessie Erna Niehus
Abby Nightingale
Cum Laude

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Magna Cum Laude

Evan Jaret Oberster
Magna Cum Laude

Evan Ohmer
Deborah Olagbenro
Jay William Owens
Magna Cum Laude

Aashka Sunil Parikh
Jun Sung Park
Magna Cum Laude

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Devki Ankil Patel
Kishen Rajesh Patel
Caitlin Leigh Patterson
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with Honors in the Arts and Sciences
with Honors Research Distinction in Physics

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Nathan Powers
Olivia Taylor Raypole
Nathaniel Joseph Reckenbell
Elena Redondo
Charles Evan Reece
Yutong Ren
Magna Cum Laude

Madison Taylor Renicker
Ljubomir Veljan Risteski
with Research Distinction in Earth Sciences

William Gervason Robenalt
Hannah Mackenzie Rogers
Erica Ann Scarpitti
Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Earth Sciences

Austin Clay Schall
Elizabeth Schulte-Lawrence
Julian Sciafani
Jackson Secor
Christian Renee Shaw
McKinley Hunter Shawver
Cum Laude
with Honors in the Arts and Sciences

Kateryna Shcherban
Summa Cum Laude

Fan Shen
Hang Sheng
Antal James Silva
Spenser R. Smith
Daisy Alexandra Sornabala
Cum Laude

Zachary Taylor
David James Thomas
Magna Cum Laude

Yueyan Tian
Hue Ngoc Tran
Lauren Elizabeth Turner
Magna Cum Laude

Isabel Rose Walsh
Shuqi Wang

Xiuzhe Wang
Cum Laude
with Research Distinction in Chemistry

Zhiyuan Wang
Magna Cum Laude

Alexander Harrison Williams
Magna Cum Laude

Ryleigh Jene Winstock
Zi Ping Wong
Cum Laude
with Research Distinction

Xinyao Yan
Cum Laude

Yingzi Yang
Magna Cum Laude

Luokang Yao
Cum Laude

Longfei Yu
Meng Yuan
Cum Laude

Emily Zaprianov
Jiapeng Zeng
Summa Cum Laude

Siqi Zhang
Cum Laude

Siwei Zhang
Yanan Zhang
Xin Zhao
Magna Cum Laude

Zhiqin Zhou
Magna Cum Laude

Zhiming Zhu

Associate of Arts

Alexandra White Abbott
Tre'Von Darnell Allen
Sydney D. Bacon
Alexander Thomas Banik
Allison Kay Bisel
Avery Suzanne Black
Cum Laude

Hunter Scott Blackburn
Shayla Renae Bodyke-Hedrick
Kelson James Carey
Magna Cum Laude

Lisa Li Choe
Madison Nicole Coffey
Magna Cum Laude

Donnie Lee Colling
Cum Laude

Caitlyn Ellen Conley
Olivia Ellen-Marie Conley
Nathan Craig
Cum Laude

Josiah Kent Dann
Cole Tyler Davis
Cassidy Grace Dillon
Aayushi Dubey
Caleb Trevor Erlenbach
Marshalee Grace Fequiere
Erin H. Franklin
Brandon Christopher Garcia
Dustin James Gardner
Jordan Gerlacher
Cum Laude

Andrew Bejamin Gerten
Summa Cum Laude

Heather Lynn Goliver
David Michael Griffey
Madison Michelle Heywood
Michael L. Holzworth, Jr.
Brittany Marie Howard
Carter Dean Huffstutler
Magna Cum Laude

Sarah Olivia Ibrahim
Cum Laude

Ayah Alan Jilani
Magna Cum Laude

Emily Johnson
Nathan Johnson
Athena Jones
Khem Prasad Kattel
Casey Kauf
Ross Alan Kaufman
Cum Laude

Haley Ann Keyser
Amanda King
Kevin Thomas Kneeland
Ryan Christian Koester
Andrew Ryan Lampy
Savannah Marie Larsen
Steven Eugene Lefever
John Andrew Lyon
Magna Cum Laude

Emilee Janelle McCabe
Cum Laude

Elayna Suzanne Miracle
Cum Laude

Wasequddin Mohammed
Kelsey Renee Montgomery
Jennifer Franceska Moodie
Lauren Paige Moore
Thomas Eugene Moore
Jessica Mullet
Cody Ryan Neel
Magna Cum Laude

Dev Nilesh Patel
Jake Ryan Pennington
Izabella Pinardi
Zachary Andrew Poland
Immanuelle Victoria Polite
Grace Arielle Rader
Yasminah A. Rawls
Jennifer Reilly
Mackenzie Kyleigh Rennie
Alisah Marie Richard
Amber Marie Riggs
Dayonna Marie Rispress
Olivia Grace Robinson
Michael Scott Robson
Magna Cum Laude

Alexander Dalton Rowe
Preston Michael Rowe
Cum Laude

Katheryn M. Ryan
Magna Cum Laude

Jennifer Anne Salisbury
Troy King Sayers
Logan Edward Seifert
Keegan Timothy Shaver
Faith Dianna Shellabarger
Katherine Spears

Caitlin Marie Stidam
Magna Cum Laude

John Troutman Stipanovich
Trey Alexander Stone
Abbigayle Kaitlyn Stretton
Jacob Austin Studer
McKenzie Ann Temple
Mikayla Lynn Vail
Tiffany Vernon
Terrence Donald Vollmer
Brian Christopher Watson
Alonzo Cortez Waugh
Lorenzo Robert Waugh
Grace White
Magna Cum Laude

Randi Wyatt
Caitlyn Nicole Young
Taylor Morgan Yuhas
Summa Cum Laude

Brenna Zawadzki
Cum Laude

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Allison Catherine Abramski
Noa Leigh Atkins
Magna Cum Laude

Carlito Martine Avila
Aaron Jerome Back
McCain Travis Ballard
Erin Lee Barnhill
Whitney Jo Broughton
Magna Cum Laude

Sidney Nicole Bush
Cameron Titus Campbell
Magna Cum Laude

Aaron Robert Crecelius
Joshua Dale
Simon D. Dallas
Harrison Miller Deutsch
Sarah Joyce Emery
Hassan Farooq
Mira Marie Ferritto
Max Frankel
Kensley Brooke Gianettino
Ally Scott Gilbert
Henry Heekin
John Edward Hendrix
Jeremy Robert Holley
Lena Anne Ishtayah
Mariya Ivanova
Magna Cum Laude

Jiacen Jin
Magna Cum Laude

Grant Jones
Cara Elizabeth Joyce
Cum Laude

Corinne Ida Kampman
Summa Cum Laude

Shan A. Karnani

Anthony Katsaounis
Cum Laude

Muhammad Khan
Magna Cum Laude

Jacob Scott Klein
Daniel Koh
Jason Michael Kopko
Edward Maximilian Lanning
Hailey Marie Lau
Magna Cum Laude

Jung Ho Lee
Cum Laude

Nathan Leventis
Shuqi Ma
Magna Cum Laude

Amit Madan
Shreyas Maddi
Cum Laude
with Honors in Integrated Business and Engineering

Timothy Ryan Mathews
Abdiaziz Shuceeb Mohamud
Blake Tyler Muchnick
Summa Cum Laude

Corey Neer
William George Nenni
Connor Douglas Netter
Cum Laude

Connor David Niese
Magna Cum Laude

Joshua Alexander Norris
John Leo O'Shea
Christian Richard Padierna
Cum Laude
with Honors in Finance

Julia Kay Patete
Neha Pericherla
Jake Ryan Piskin
Emma Louise Plageman
Cum Laude

Collin Matthew Quinn
Stephen Paul Ranelli
Cum Laude

Sneha Ravi
William Gervason Robenalt
Preston Michael Rowe
Cum Laude

Makayla Dawn Schofield
Jacob Connor Seidel
Cum Laude

Ellie Grace Seliga
Xuelai Si
Magna Cum Laude

Cory Douglas Simms
Charles Alexander Simonich
Anna Smith
Magna Cum Laude

Sundeeep Kaur Sohail
Brandon Cole Starkman
Magna Cum Laude

Andrew J. Stille
Summa Cum Laude

Rachel Marie Strick
Xinxin Sun
Cum Laude

Logan Ashlie Sutton
Elyssa Shayna Szemcsak
Benjamin Michael Timmel
Alexanne Verret
Zelong Wang
Kylie Nicole White
Ziqian Xia
Yanping Xiang
Cum Laude

Tianjia Xu
Magna Cum Laude

Lin Yao
Summa Cum Laude

Ali Adeene Zawadzki
Cum Laude

Zihan Zeng
Magna Cum Laude

Hao Zhang
Yunong Zhang
Jiangrui Zhao
Magna Cum Laude

Xingyu Zhu
Magna Cum Laude

College of Dentistry

Interim Dean: Karla Zadnik

Doctor of Dental Surgery

Luke Jeffrey Breymaier
B.S. (The Ohio State University)

Zachary Alan Davis
B.S.Educ. (The Ohio State University)

Christian R. Jensen
B.S. (University of Dayton)

Sami F. Mubarak
B.S. (The Ohio State University)

Lindsay R. O'Donnell
B.S. (West Virginia University)

Shahab Rabizadeh
B.A. (University of California, Los Angeles)

Maia Saad
B.A. (Case Western Reserve University)

Timothy J. Strong
B.S. (University of Cincinnati)

Brittany L. Woodard
B.S. (University of Tennessee)

Bachelor of Science

Michelle Lea Cooper
John Michael Hanley II
Marissa Ann Joseph

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Larissa Renee Gould
Emily Laubenthal

Bachelor of Science in Human Development and Family Science

Anavia Ra'quel Battle
Shaunice Davidson
Emily Rose Faherty
Mya Jenae Fair
Aisha Hajjeda
Madeline Montgomery Harvey
Deanna Dayshia Howell-Dawson
Gabrielle Grace Ide
Heather Jensen
Magna Cum Laude

Dorian Lynn Johnson
Karlie Klingeman
Summa Cum Laude

Thayer LeBron Munford
Victoire Kabuo Pilipili
Jeremy Joseph Ruckert
Deshawn Martin Sensabaugh
Xiaoquan Shen
Cum Laude

Ke'shawn Che'mar Vaughan
Sahara Renee Jean Walton
Emily Catherine Watson
Cum Laude

Bachelor of Science in Human Ecology

Aminata Bayo
Aliyah J. Brown
Adam Jacob Demetriades
Peyton Marann Hennessy
Amanda Jean Jorns
Jeewon Lim
Magna Cum Laude

Camryn Rachel Main
Giavanna Rudess
Cum Laude

Gregory Michael Salvi
Zachary Tyler Taylor
Nicholas Kenneth Tritschler
Seth Anthony Wilkosz
Lauryn Williams
Cum Laude

Julia Marie Zidar

Bachelor of Science in Hospitality Management

Steven Philip Ardire
Carly Alexis Kupniewski
Nikolas Robert Nancy
Cole Garrick Richards
Cum Laude

Tayla Lee Rooney
Polly Sy
Kiaya Taylor Victor

Bachelor of Science in Nutrition

Bernadette Joan Calvey
Cum Laude

Taylor Abigail Hernandez
Morgan Ann Posewick

Bachelor of Science in Education

Chase Axelrod
Jack Douglas Barnett
Joshua Thomas Boyer
Cum Laude

Jesse Cain
Chayton Skyler Clark
Magna Cum Laude

Christopher Edwin Crane
Kevin Angel Cueva
Ryan Daniel Dobrzynski
Magna Cum Laude

Devyn Harold Etling
Jacob Flory
Varun Gopal
Zakary Eric Gordon
Summer Ann Griner
Cum Laude

Gerald James Hoytt
Summa Cum Laude

Tracy Danielle Johnson
Cum Laude

Angela Noel Jones
Alina Marie Jordan
Magna Cum Laude

Katherine Lucia Kanowsky
Simon N. Kroos
Hongyuan Liu
Cum Laude

Alexander Russell Martini
Cum Laude

Olivia Rose Mengerink
Magna Cum Laude

Cindy Lee Molnar
Brittany Summer Celeste Owens
Joseph Robert Petrilla
Summa Cum Laude

Anne Leigh Potts
Olivia Susan Raines
Talia Rozenbojm
Emaly Ann Vatne
Cum Laude

Antonio Derek Villaloboz
Cum Laude

Laurel Ellen Wireman

College of Engineering

Dean: Ayanna Howard

Bachelor of Science in Aerospace Engineering

John Ryan Sullivan
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Aerospace Engineering

Bachelor of Science in Architecture
(Austin E. Knowlton School of Architecture)

Henry De Leon
JiHo Sun
Cum Laude

Bachelor of Science in Aviation

Connor James Cragg
Noelle Grace Dzurnak

Bethany Alexandra Nemets
Emilio Suarez
Shenhang Zhou

**Bachelor of Science in
Biomedical Engineering**

Cole Philip Anderson
Cum Laude
with Honors Research Distinction in Biomedical
Engineering

**Bachelor of Science in
Chemical Engineering**

Ian Matthew Finn
Ali Hadadi
Jiaoni Li
Magna Cum Laude
Nicholas John Sekas
Cum Laude
Alexander James Shand

**Bachelor of Science in Civil
Engineering**

Matthew David Friedman
John Patrick Maguire

**Bachelor of Science in Computer
Science and Engineering**

Nisarg Atul Amin
Hadeel Rizeq Atala
Thomas Michael Ballas
Summa Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical
Engineering
Maximilian Bleggi
Jingming Chen
Brian Chung
Evan Francis Fiderer
Eric Ganza
Jacob Giovanni Hoberman
Qianshu Huang
Magna Cum Laude
Yunchan Lim
Morgan Grace Lisle
Mark Andrew Mandalinich
Sana Matsumoto
Luis Javier Mercedes
Nishant Muralidharan
Jonathan Nguyen
Roy Park
Dawson Allen Pike
Anish Durai Senthilkumar
Ryan J. Shaffer
Cum Laude
Christian Shrake
Cum Laude
Daniel Phillip Simpkins
Magna Cum Laude
Ryan Thomas Springer
Yunshan Su
Dennis Michael Sweeney
Magna Cum Laude
Nabeel Tausif
Summa Cum Laude

Joanna Turolska
Nicholas Jay Vocaire
Summa Cum Laude
Hongyi Wang
Summa Cum Laude
Zhen Yan
Cum Laude

**Bachelor of Science in Electrical and
Computer Engineering**

Mustafa Furkan Kolanci
Summa Cum Laude
Bernard Michael Melus
Trevor David Might

**Bachelor of Science in
Engineering Physics**

Cade Steven Sbrocco
Summa Cum Laude

**Bachelor of Science in Food,
Agricultural, and Biological
Engineering**

Ian Matthew Baker
Shewina Hassani
Eric Michael West
Emily Taylor Wilson

**Bachelor of Science in Industrial and
Systems Engineering**

Shiyu Hu

**Bachelor of Science in Mechanical
Engineering**

Regina Marie Bell

**College of Food,
Agricultural, and
Environmental Sciences**

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Taylor Marie Blythe
Kelsey Elizabeth Bryant
Kolt Garrett Buchenroth
Brooke April-Dawn Friend
Clayton James Higginbotham
Joseph Thomas Ingstrum
Ethan Robert Keller
Megan Elizabeth King
Noah Emanuel Madden
Aubrey Sue Maze
Cum Laude
Skylar Marie Paradiso
Kamren Lee Randall

Tavian Victor Sim
Ashley Lynn Sindelar
Magna Cum Laude
Sydney Marie Sweet
Magna Cum Laude
Lauren M. Szybiak
Brianna Woldrich
Luke Mattson Woodruff

**Bachelor of Science in Construction
Systems Management**

David Anthony Archer
Kirk David Doupe
Marcellus Damani Jenkins
Joel Michael-Donald Ross

Bachelor of Science in Food Science

Olivia Nicole Jodway

Bachelor of Science in Nutrition

Paul Andrew Bensman

**School of Environment and
Natural Resources**

**Bachelor of Science in Environment
and Natural Resources**

Richard Borsh
Madison Noelle Gray
Benjamin Dean Kales
Joel Ryan Kirk
Donald Austin Kramer
Conor Michael Lovell
Anna Claire Martin
Magna Cum Laude
Sarah Reed Ogonek
Christian Vernon Schumacher
Lucas Tran
Joshua Frederick Woolever

**Agricultural Technical
Institute - Wooster**

Associate in Applied Science

Addie Justine Edwards
Rebecca Margaret Fuller
Kara Elizabeth Lindenberger

Associate of Science

Paul Broschik
Magna Cum Laude
Alexis Ann Eldridge
Geoffrey Stephen Galida
Jesse Evan McCormack
Lauren Nadine Rennicker

College of Medicine

Dean: Carol R. Bradford

**School of Health and
Rehabilitation Sciences**

**Bachelor of Science in Health and
Rehabilitation Sciences**

Suzanne E. Adams
Chukwuka Udemezue Akusoba
Nafisa Ali
Samuel Leo Allinger
Magna Cum Laude
Laith Tareq Bali
Michelle Marie Boden
Cum Laude
Amy Marie Boesch
Emily Elizabeth Borchers
Cum Laude
Elizabeth Powell Brandenburg
Nevlan Michelle Brown
Alexandra Grace Carroscia
Cum Laude
Nanette Corsino
Jada Elizabeth Creer
Patrick J. Fish
Avery Elizabeth Francis
Magna Cum Laude
Taylor Kiersten Galonski
Cum Laude
Hannah Alexandra Gaul
Magna Cum Laude
Susannah Marie Grandey
Karen Elizabeth Guerra
Elena Huang
McKenzie Ryann Hyder
Makayla Marie Johnson
Cum Laude
Emmaline Rose Keseg
Abeir Salah Khalid
Haley Marie Koerting
Mildred Kyei
Lauren Elizabeth Lammers
Sarah LaScola
Nicholas Edward Gene Lines
Zak Louail
Valerie L. Mash
Caley Jean Mason
Cum Laude
Brogan M. McIver
Alexandria Alise Moran
Pooja Umesh Patel
Logan Lee Pruett
Gabrielle Nicole Rozier
Amanda Sexton
Kyler John Slade
Franklin Sweeney
Cum Laude
Jennifer Leigh Syfert
Michelle Tchounguen
Calliope Vasselopoulos
Magna Cum Laude
Logan Alexis Wallace
Trenton Zachary Ward
Magna Cum Laude

Sarah N. Webber
Elena Zhan

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Benedicta Nana Afreh
Carlee Jayne Ambrose
Andriy Androshchuk
Annah Bates
Ashton James Broadhead
Cum Laude
Kathryn Anne Brochu
Christina Rose Brooks
Stefanie Ann Caskey
Arame Diagne
Charde Nicole Dove
Tonja Marie Downey
Nolan Patrick Dyko
James Daniel Estrada
Cum Laude
Christina Ballou Gardiner
Amanda Michele Haire
Sydney Nicole Hall
Morgan Alexis Hartman
Debra J. Hunter
Jocelyn A. Keaton
Adam Gaiser Khan
Nicholas Ryan Lowry
Melissa Beth Lundy
Alexis Marie Mara
Jennifer R. McCoy
Amanda Marie Minniear
Roksolana Oleksandrivna Moskvych
Tim Aaron Nicol
Nimco Hassan Omar
Karisah Emma Patrick
Magna Cum Laude
Karissa Michelle Perez
Amy Starr Rivera
Mallory Roberts
Todd P. Roth
Blanca E. Ruiz
Claire Elizabeth Seedorf
Jennifer Lee Slocum
Danyelle Linet Sommerville
Sharon Sparks
Christian Thomas Stiebig
Macey Nicole Taylor
Kaeli Shea Tuinstra
Moises Andree Verduga
Cum Laude
Lindsay Nicole West

College of Optometry

Dean: Karla Zadnik

Doctor of Optometry

Jalal Rawi Hassouna
B.S. (The Ohio State University)

28

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Julianne Aukerman
B.S.Pharm.Sci. (The Ohio State University)
Summa Cum Laude

Bachelor of Science in
Pharmaceutical Sciences

John Paul Haynes III
Magna Cum Laude

John Glenn College of
Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Rebecca Maeve Fisher
David Lee Hart
Christian Edwin Hill
Summa Cum Laude
Ava Lynn McCargish
Cum Laude
Veronica Marie Mendivil
Dalton J. Miller
Angelika Mariah Patterson
Kyle C. Robinson
Cameron Austin Thacker

Bachelor of Science

Dillon Delaune
Dalia Ahmed Khamis
Summa Cum Laude
Krystina Zabek

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Benoit Madalitso Akoa
Lauren Lynn Hackenberg
Amanda Renee Harris
Summa Cum Laude
Johnny Lee Henry III
Hadas Marcus
Cum Laude
Kimberly Anne Maximovich
Laura Onianwa
Katherine Rita Pavilonis
Cum Laude

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Alexandra White Abbott
Shrijana Adhikari
Emmanuel Appiah
John Robert Babyak
Magna Cum Laude
Ashley Bronkar
Tiara Shazere Brookshire
Cierra Michelle Brown
Jade A. Davis
Madelyn Mae Edgerton
Magna Cum Laude
Alexandria Leigh Gaeta
Heidi Kristine Glass
Ciara Jo Haas
Magna Cum Laude
Brett Michael Hallabrin
Moesha Amanda Jeffrey
Kaitlyn Annette Lee
Kylie McCormack
Prince Moutima
Laxmi Pokhrel
Haley Pulvermacher
Rebecca A. Rehart
Scarles Josefina Ulerio
Emily Lynn Untermaier Cook
Marissa Varney
Thomas Michael Wike
Summa Cum Laude
Kristi Maki Yamashita

Candidates to be
Commissioned in the
Armed Forces

United States Army

Second Lieutenant
United States Army

Armor
Grace Elizabeth Fawcett

Second Lieutenant
United States Army Reserves

Corps of Engineers
Krishna Sai Ravi

United States Air Force

Second Lieutenant
United States Air Force

Maximilian Bleggi

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Food, Agricultural, and Environmental Sciences requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Social Work requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Summer Term Commencement – 2021

College	Degree/Certificate	Degree/Cert. Total	Summer Term 2021 College Total
Graduate School	D.M.A.	5	
	Ph.D.	274	Doctoral 279
	Au.D.	1	
	Ed.D.	1	
	D.N.P.	7	
	D.P.T.	1	
	Ed.S.	3	
	M.Acc.	24	
	M.Appl.Econ.	1	
	M.Appl.Neurosci.	4	Professional 10
	M.Appl.Stat.	1	
	M.A.	102	
	M.B.A.	43	
	M.Clin.Res.	27	
	M.Dent.Hyg.	1	
	M.Ed.	1	Masters 491
	M.F.A.	10	
	M.Glb.Eng.Ldr.	2	
	M.Hlth.Care.Innov.	2	
	M.Hum.Res.Mgt.	1	
	M.Learn.Tech.	2	
	M.Math.Sci.	1	
	M.P.H.M.	4	Certificates 12
	M.P.A.	1	
	M.P.A.L.	1	
	M.Public Hlth.	11	
	M.S.	215	
	M.S.W.	13	
	M.Sprt.Coach	2	
	Spec.M.Bus.	19	
	Cert.Hlthc.Ldr.In.	3	
	Cert.Nurs.Ed.	1	
	Cert.Public.Mgt.	8	792
Arts and Sciences, College of	B.A.	284	
	B.A.Jour.	1	
	B.F.A.	3	
	B.Mus.	1	
	B.S.Design	1	
	B.S.Geog.Info.Sci.	3	
	B.S.	154	
	A.A.	97	
	Cert.Div.Eq.Incl.	7	
	Cert.Nat.Hst.Mus.Cur.	1	552
Business, Fisher College of	B.S.Bus.Adm.	88	88
Dentistry	D.D.S.	9	
	B.S.	3	12
Education and Human Ecology	B.S.H.P.N.E.S.	2	
	B.S.H.D.F.S.	19	
	B.S.Human Ec.	14	
	B.S.Hsply.Mgt.	7	
	B.S.Nutrition	3	
	B.S.Ed.	31	
	Cert.Hlthcare.Envir.&Hsp.Srvs.	1	77
Engineering	B.S.A.A.E.	1	
	B.S.Arch.	2	
	B.S.Aviation	5	
	B.S.Biomed.E.	1	
	B.S.Ch.E.	5	
	B.S.C.E.	2	
	B.S.C.S.E.	32	
	B.S.E.C.E.	3	
	B.S.E.P.	1	
	B.S.F.A.B.E.	4	
	B.S.I.S.E.	1	
	B.S.M.E.	1	58
Food, Agricultural, and Environmental Sciences	B.S.Agr.	18	
	B.S.C.S.M.	4	
	B.S.Food Sc.	1	
	B.S.Nutrition	1	
Environment and Natural Resources, School of Agricultural Technical Institute	B.S.E.N.R.	11	
	A.A.S.	3	
	A.Science	5	42
Medicine Health and Rehabilitation Sciences, School of	B.S.Hlth.Rehab.Sci.	47	47
Nursing	B.S.Nurs.	42	
	Cert.Reg.Nur.Primary.Care	1	43
Optometry	O.D.	1	1
Pharmacy	Pharm.D.	1	
	B.S.Pharm.Sci.	1	2
Public Affairs, John Glenn College of	B.A.	9	
	B.S.	3	12
Public Health	B.S.P.H.	8	8
Social Work	B.S.Soc.Work	25	25
Total Degrees and Certificates		1,760	1,760
Total Degrees this Semester		(not including certificates)	1,737
Total Degrees since 1878		(not including certificates)	829,943
Total Degrees during Last Decade		(not including certificates)	158,322

THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some

aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

Graduate School (PhD)	Gray
(Others)	Black
College of Arts and Sciences	
BA	White
BA Journalism	Crimson
BAE, BFA	Brown
BM, BME	Pink
BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci.	White
Fisher College of Business	Drab
College of Dentistry	Lilac
College of Education and Human Ecology	
Education	Light Blue
Human Ecology	Maroon
College of Engineering	Orange
Knowlton School of Architecture	Blue-Violet
College of Food, Agricultural and	
Environmental Sciences	Maize
School of Environment and	
Natural Resources	Blue-Green
Moritz College of Law	Purple
College of Medicine	Green
School of Health and Rehabilitation Sciences	Green
College of Nursing	Apricot
College of Optometry	Seafoam Green
College of Pharmacy	Olive Green
John Glenn College of Public Affairs	Peacock Blue
College of Public Health	Salmon
College of Social Work	Citron
College of Veterinary Medicine	Gray

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



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(The expiration date of each trustee's term is given in parentheses.)

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Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016.

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POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together, Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadences
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs
to Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day. Summer's heat,
and winter's cold, The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.



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APPENDIX II

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

SUMMARY OF ACTIONS TAKEN

August 17, 2021 - Wexner Medical Center Board Meeting

Members Present:

Erin P. Hoefflinger
Hiroyuki Fujita
Alan A. Stockmeister
John W. Zeiger

Cindy Hilsheimer
Gary R. Heminger (ex officio)
Kristina M. Johnson (ex officio)

Harold L. Paz (ex officio)
Melissa L. Gilliam (ex officio)
Michael Papadakis (ex officio)

Members Present via Zoom:

Abigail S. Wexner
Carly G. Sobol

W.G. "Jerry" Jurgensen
Amy Chronis

Members Absent:

Leslie H. Wexner

Stephen D. Steinour

Robert H. Schottenstein

PUBLIC SESSION

The Wexner Medical Center Board convened for its 39th meeting on Wednesday, August 17, 2021, in person at the Longaberger Alumni House on the Columbus campus and virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 1:00 p.m.

Item for Action

1. Approval of Minutes: No changes were requested to the May 18, 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, welcomed Provost Melissa Gilliam to her role and as a new member of the Wexner Medical Center Board. He highlighted the construction work that is being done on the 1.9 million-square-foot inpatient hospital tower, which will help the medical center to revolutionize patient care, groundbreaking research and innovative training for the next generation of healthcare professionals.

Dr. Paz also shared the medical center's recently released Health Equity and Anti Racism Report, which provides a snapshot of achievements since the Anti Racism Action Plan was established a little over a year ago. The report highlights work done by partnering with the community to shine a spotlight on programs that have long been a part of Ohio State's legacy of caring for our neighbors and also areas we plan to improve so we can have a meaningful and sustainable impact.

Given our ambitious vision to build the academic health center of the future, the medical center is focused on providing more convenient and accessible health care experiences for everyone. To that end, we recently announced three new innovative home health relationships – DispatchHealth, which offers patients an expanded opportunity to receive convenient and safe medical care in their own homes; the

**This was the final meeting prior to Dr. Harold Paz stepping down from his role.*



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Livongo telehealth program for patients with diabetes; and Alternative Solutions Health Network to strengthen our post-acute home care. Dr. Paz also shared that we are making tremendous progress with our outpatient care strategy, including the recent opening of the Outpatient Care New Albany facility, which offers comprehensive health care in a convenient community setting, including advanced imaging, lab work, specialized treatments, physical therapy and outpatient surgery. In its first weeks of being open, the facility saw more than 3,100 patients and booked more than 20,000 patients for future appointments.

Meanwhile, *U.S. News & World Report* has ranked the Wexner Medical Center among the nation's best hospitals for the 29th consecutive year. Overall, the medical center is once again ranked as the No. 1 hospital in Columbus and second in the state of Ohio, and 10 of our specialties were ranked among the top programs of their kind in the United States.

Finally, Dr. Paz also welcomed a few new members of the medical center leadership team, including Mr. Jay Anderson, Chief Operating Officer; Dr. Cheryl Lee, first-ever Chief Health Equity Officer; Mr. Matt Albers, Deputy General Counsel; Mr. Rachit Thariani, Chief Administrative Officer, Post-Acute and Home-Based Care Division; and Mr. Michael Faber, Vice President of the Wexner Medical Center and Health Sciences Advancement.

(See Attachment I for background information, page 102)

3. Leading the Way: Comprehensive Transplant Center: Dr. Ken Washburn, Director of the Comprehensive Transplant Center, gave an overview of the medical center's highly respected transplant program. Since 1967, Ohio State has saved 11,000 people needing a liver, heart, lung, pancreas or kidney. Less than 10% of the nation's transplant centers can say the same. Dr. Washburn talked about the program's growth, quality and the innovative work being done by a variety of scientist researchers. Over the last five year, the transplant program has almost doubled in size. Over the past several years, Ohio State's program was consistently in the top 20, but in the last four years it has moved up to the top 10. In the month of July, the program had its biggest month ever, performing 70 transplants across all organ systems. When it comes to quality, we are also above the national outcomes for every single organ system, and have been for several years, which is a true testament to the program and its team.

(See Attachment II for background information, page 110)

4. James Cancer Hospital Report: Dr. William Farrar, CEO of the James Cancer Hospital, shared details about the James Wellbeing Advisory Council, which has been tasked with providing as many health and wellness program options as possible to help faculty and staff take care of themselves and cope with daily stressors in their lives. He also shared concerns around the dramatic drops the James has seen, due to the pandemic, in annual well visits and immunizations. Over the past year, we have seen a significant decrease in HPV vaccinations. HPV can cause up to six types of cancer and since March of 2020 an estimated 1 million doses of HPV vaccine have been missed by adults with public insurance. That is a decline of 21% over pre-pandemic levels. The James joined 71 NCI-Designated Cancer Centers to issue a joint statement urging the nation's healthcare systems, physicians, parents and others to get the HPV vaccination effort back on track. This is only the fourth time that all 71 NCI centers have come together to issue a national call to action. Dr. Farrar also shared that Ohio State is the nation's first academic medical center to test a new FDA-approved cancer screening procedure for computer-aided polyp detection. This could potentially reduce colorectal cancer by more than 40%. He also shared that the Multinational Association of Supportive Care in Cancer (MSACC) has certified the James Cancer Hospital as an MSACC-Designated Center of Excellence and Supportive Care. The James is only the second institution in the United States to receive this certification, which validates our commitment to uphold standards and provide comprehensive patient-centered services in supportive care. Lastly, he thanked the more than 10,000 people who participated in the 2021 Pelotonia – 6,000 riders and 4,000 volunteers. We have now collectively raised more than \$230 million for cancer research at the James.

(See Attachment III for background information, page 134)



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5. Wexner Medical Center Financial Report: Wexner Medical Center CFO Mark Larmore reported on the pre-audit financial results for the year ended June 30, 2021, at the health system and medical center. The health system – which includes the seven hospitals – saw excess revenue of more than \$329 million, which was \$54.8 million ahead of budget and about \$15 million ahead of where the system was at this time the previous year. With nearly \$3.6 billion in operating revenue, the system grew year-over-year by around \$300 million. The combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, showed nearly \$386 million in excess revenue with a margin of 8.4% compared to last year's nearly \$365 million with a margin of 8.8%. Total revenue grew 10.7% for a total of \$4.56 billion. On the pre-audit balance sheet for the combined medical center, total assets are slightly under \$6 billion, which is an increase of nearly \$466 million from the prior year.

(See Attachment IV for background information, page 143)

Items for Action

6. Resolution No. 2022-01, Recommend for Approval Acceptance of Real Property:

AT 1539 CLIFTON AVENUE
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to accept a gift of real property located near University Hospital East, at 1539 Clifton Avenue, City of Columbus, Franklin County, Ohio, for strategic holding and potential future development, is proposed.

WHEREAS The Ohio State University ("University") seeks to accept approximately 0.13 acres of unimproved real property located near University Hospital East, on Clifton Avenue, in the City of Columbus, Ohio; and

WHEREAS the property is intended to support future general expansion and redevelopment:

NOW THEREFORE

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

(See Attachment V for background information, page 149)



7. Resolution No. 2022-02, Recommend for Approval Purchase of Real Property:

AT TAYLOR AVENUE AND ATCHESON STREETS,
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to acquire property located adjacent to Outpatient Care East, near Atcheson Street and Taylor Avenue, City of Columbus, Franklin County, Ohio, for general expansion and redevelopment purposes, is proposed.

WHEREAS The Ohio State University ("University") seeks to acquire approximately 1.5 acres of unimproved real property located at Outpatient Care East, near Taylor Avenue, in the City of Columbus, Ohio; and

WHEREAS the property is intended to support future general expansion and redevelopment:

NOW THEREFORE

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

(See Attachment VI for background information, page 150)

8. Resolution No. 2022-03, Recommend Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts:

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Martha Morehouse Tower Upgrades
WMC Facility Optimization Study

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Atwell – ADL Simulation Lab
University Hospital East – 4th Floor OR Upgrades

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

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

	Prof. Serv. Approval Requested	Total Requested	
Martha Morehouse Tower Upgrades	\$2.5M	\$2.5M	Auxiliary Funds
WMC Facility Optimization Study	\$1.0M	\$1.0M	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:

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Atwell – ADL Simulation Lab	\$0.4M	\$4.2M	\$4.6M	University funds
University Hospital East – 4th Floor OR Upgrades	\$0.8M	\$2.1M	\$2.9M	Auxiliary funds

NOW THEREFORE

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

(See Attachment VII for background information, page 151)

Action: Upon the motion of Dr. Paz, seconded by Mr. Stockmeister, the board adopted the foregoing resolutions by unanimous voice vote with the following members present and voting: Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. Gilliam and Mr. Papadakis.

9. Resolution No. 2022-04, QPAC Ratification of Committee Appointments:

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for FY2022-2023 are as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair
Erin P. Hoeflinger
Carly G. Sobol
Harold L. Paz

MELISSA L. GILLIAM

Michael Papadakis

JAY M. ANDERSON

Andrew M. Thomas

David E. Cohn

Elizabeth Seely

Scott A. Holliday

Iahn Gonsenhauser

Jacalyn Buck

Kristopher M. Kipp

Lisa Keder

Alison R. Walker

Abigail S. Wexner (ex officio)



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10. Resolution No. 2022-05, Scope of Care, The Ohio State University Ambulatory Surgery Center, Outpatient Care New Albany:

Synopsis: Approval of the annual review of the scope of patient care services for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany, is proposed.

WHEREAS the mission of the Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the scope of care describes services related to elective outpatient procedures at The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany; and

WHEREAS the scope of care for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany was approved by the Medical Staff Administrative Committee (University Hospitals) on July 14, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the scope of patient care services for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the scope of care for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany as outlined in the attached document.

(See Attachment VIII for background information, page 155)

11. Resolution No. 2022-06, Clinical Quality Management, Patient Safety, and Service Plans:

OHIO STATE UNIVERSITY HOSPITALS d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety, and Service Plan for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

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

WHEREAS the Clinical Quality Management, Patient Safety, and Service Plan for FY22 outlines the assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of the Ohio State University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of the Clinical Quality Management, Patient Safety, and Service Plan for FY22 was approved by the Quality Leadership Council June 30, 2021; and

WHEREAS the annual review of the Clinical Quality, Patient Safety and Reliability Plan for FY22 was approved by the University Hospitals Medical Staff Administrative Committee on July 14, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the Clinical Quality Management, Patient Safety, and Service Plan for FY22 for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital:



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NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality Management, Patient Safety, and Service Plan for FY22 (attached) for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

(See Attachment IX for background information, page 164)

12. Resolution No. 2022-07, Clinical Quality, Patient Safety, and Reliability Plan:

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY22 for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is *to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care*; and

WHEREAS the Clinical Quality, Patient Safety, and Reliability Plan for FY22 outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of The James; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY22 was approved by The James Quality, Patient Safety, and Reliability Committee on July 7, 2021; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY22 was approved by The James Medical Staff Administration Committee on July 16, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY22 for The James:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality, Patient Safety, and Reliability Plan for FY22 (attached) for The James.

(See Attachment X for background information, page 197)

13. Resolution No. 2022-08, Plan for Patient Care Services:

OHIO STATE UNIVERSITY HOSPITALS d/b/a OSU WEXNER MEDICAL CENTER

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

WHEREAS the mission of the Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and



WHEREAS the plan for inpatient and outpatient care services describes the integration of clinical departments and personnel who provide care and services to patients at University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of the plan for patient care services was approved by the Medical Staff Administrative Committee (University Hospitals) on June 9, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for patient care services for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital as outlined in the attached Plan for the Scope of Patient Care Services.

(See Attachment XI for background information, page 231)

14. Resolution No. 2022-09, Plan for Patient Care Services:

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the plan for patient care services for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; *and*

WHEREAS The James plan for patient care services describes the integration of clinical departments and personnel who provide care and services to patients at The James; and

WHEREAS the annual review of the plan for patient care services was approved by the Medical Staff Administrative Committee (The James) on July 16, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

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

(See Attachment XII for background information, page 244)



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15. Resolution No. 2022-10, Direct Patient Care Services Contracts and Patient Impact Service Contracts Evaluations:

OHIO STATE UNIVERSITY HOSPITALS d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the direct patient care service contracts and patient impact service contracts for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and The Ohio State University Wexner Medical Center East Hospital, is proposed.

WHEREAS the mission of the Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the Ohio State University Hospitals direct patient care services contracts and patient impact service contracts are evaluated annually to review the scope, nature, and quality of services provided to clinical departments and personnel who provide care and services for inpatient and outpatient care at University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of these contracts was approved by the Medical Staff Administrative Committee (University Hospitals) on April 14, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the direct patient care service contracts and patient impact service contracts for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the annual review of the direct patient care service contracts and patient impact service contracts for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital as outlined in the attached University Hospitals Contracted Services Annual Evaluation Report.

(See Attachment XIII for background information, page 260)

16. Resolution No. 2022-11, Direct Patient Care Services Contracts Patient Impact Service Contracts Evaluation:

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the direct patient care services contracts and patient impact service contracts for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; and

WHEREAS The James direct patient care services contracts and patient impact service contracts are evaluated annually to review the scope, nature, and quality of services provided to clinical departments and personnel who provide care and services for inpatient and outpatient care at The James; and

WHEREAS the annual review of these contracts was approved by the Medical Staff Administrative Committee (The James) on July 16, 2021; and



THE OHIO STATE UNIVERSITY

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the direct patient care service contracts and patient impact service contracts for The James:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the annual review of the direct patient care service contracts and patient impact service contracts for The James as outlined in the attached The James Contracted Services Annual Evaluation Report.

(See Attachment XIV for background information, page 262)

17. Resolution No. 2022-12, Antimicrobial Stewardship Program:

OHIO STATE UNIVERSITY HOSPITALS d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the appointment of the Medical Director responsible for the Antimicrobial Stewardship Program for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

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

WHEREAS the Medical Director of the Antimicrobial Stewardship Program is responsible for managing and directing the program by: coordinating all components of the hospitals responsible for antibiotic use and resistance, documenting the evidence-based use of antibiotics in all departments and services, and documenting improvements in proper antibiotic use at the Ohio State University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS Jeremy Young, MD, is qualified through education, training, and experience in infectious diseases and antibiotic stewardship; and

WHEREAS Andrew Thomas, MD, the Chief Medical Officer for the OSU Wexner Medical Center, and Robert Weber, PharmD, MS, BCPS, FASHP, FNAP, the Administrator for Pharmacy Services for the OSU Wexner Medical Center, recommended that Dr. Young serve as the Medical Director responsible for the Antimicrobial Stewardship Program by letter (attached) dated July 8, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve Dr. Young to serve as the Medical Director responsible for the Antimicrobial Stewardship Program for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves Dr. Young as the Medical Director responsible for the Antimicrobial Stewardship Program for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

(See Attachment XV for background information, page 268)



18. Resolution No. 2022-13, Antimicrobial Stewardship Program Leader:

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the appointment of a leader responsible for the Antimicrobial Stewardship Program for the hospitals at the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is *to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care*; and

WHEREAS the leader of Antimicrobial Stewardship Program is responsible for managing and directing the program by: coordinating all components of the hospitals responsible for antibiotic use and resistance, documenting the evidence-based use of antibiotics in all departments and services, and documenting improvements in proper antibiotic use for The James; and

WHEREAS Zeinab El Boghdadly, MBBCh is qualified through education, training, and experience in infectious diseases and antibiotic stewardship; and

WHEREAS David Cohn, MD, MBA, the Chief Medical Officer for The James, Robert Weber, PharmD, MS, BCPS, FASHP, FNAP, the Administrator for Pharmacy Services for The James, recommended that Dr. El Boghdadly serves as the leader responsible for the Antimicrobial Stewardship Program by letter (attached) dated June 21, 2021; and

WHEREAS on July 27, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve Dr. El Boghdadly serve as the leader responsible for the Antimicrobial Stewardship Program at The James:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves Dr. El Boghdadly serve as the leader responsible for the Antimicrobial Stewardship Program at The James.

(See Attachment XVI for background information, page 269)

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 non-public members present and voting: Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. Gilliam and Mr. Papadakis.

EXECUTIVE SESSION

It was moved by Dr. Johnson, and seconded by Ms. Hilsheimer, 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: Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. Gilliam and Mr. Papadakis.

The board entered executive session at 2:07 p.m. and adjourned at 4:59 p.m.

ATTACHMENT I



THE OHIO STATE
UNIVERSITY

WEXNER MEDICAL CENTER

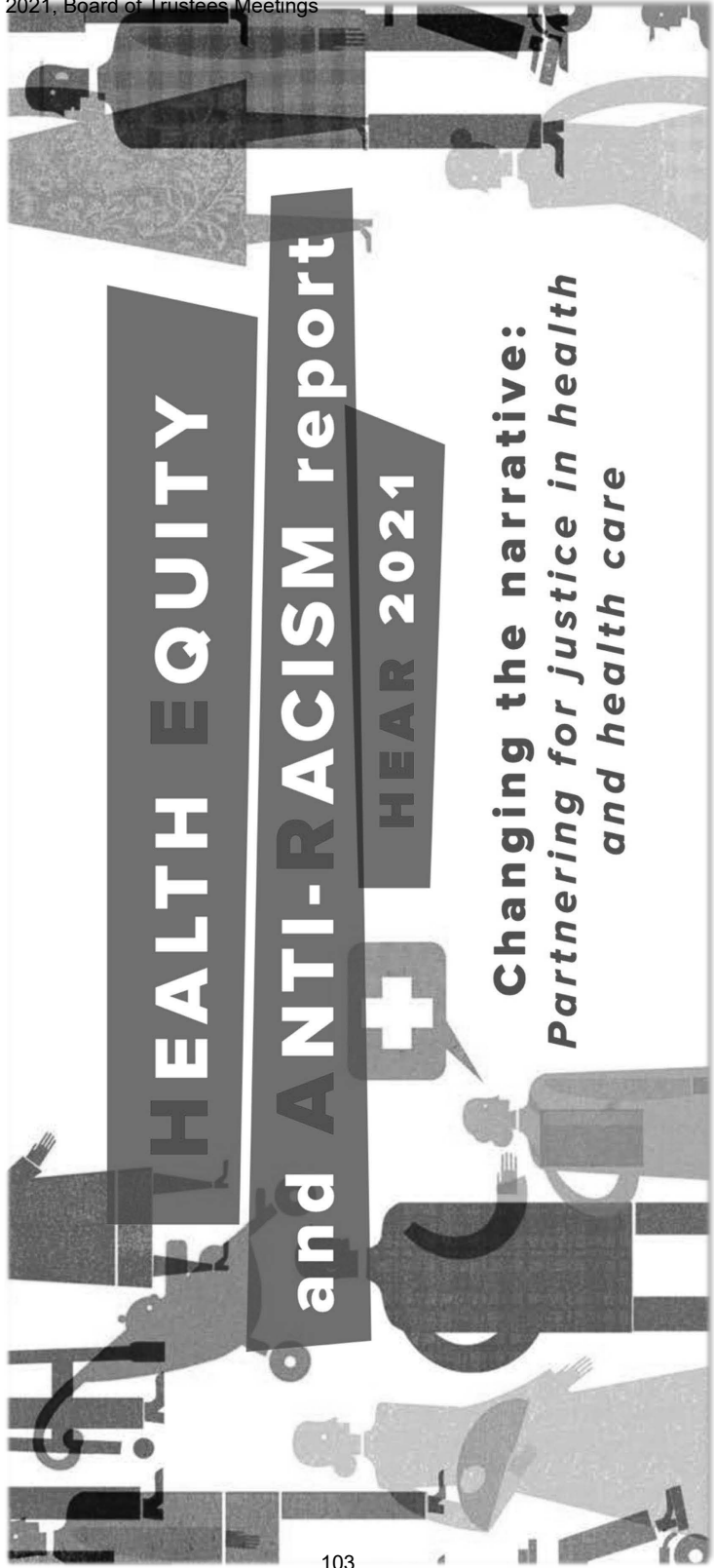
CHANCELLOR'S REPORT

Hal Paz, MD

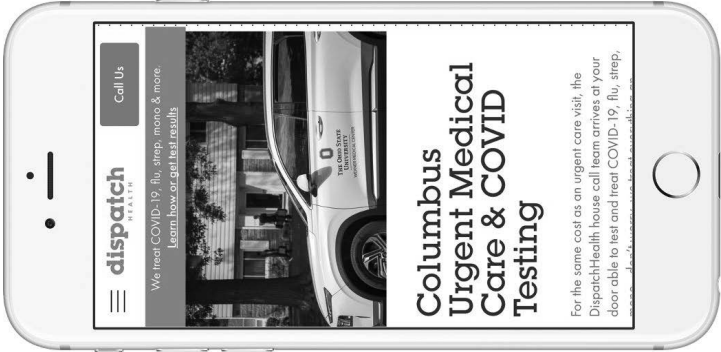
*Executive Vice President and Chancellor for Health Affairs, The Ohio State University
Chief Executive Officer, Ohio State Wexner Medical Center*

Tuesday, August 17

Health Equity and Anti-Racism | Inaugural Report



Expanding the Continuum of Care | New Partnerships



dispatchhealth

TeladocTM
HEALTH



ALTERNATE
SOLUTIONS
Health Network

Expanding the Continuum of Care | Outpatient Care New Albany



Welcome | New Leaders

August 17-19, 2021, Board of Trustees Meetings



Matthew Albers, JD



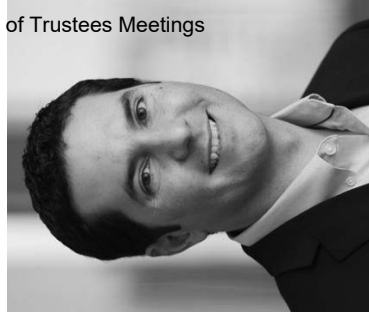
Rachit Thariani



Jay Anderson



Cheryl Lee, MD



Michael Faber, EdM

US News and World Report | Best Hospitals Rankings



Nationally ranked in
10 of 15
specialties

Ranked
#2
in Ohio

Rated “High Performing” in
13 of 17
procedures and conditions

Recognized in
24
types of care

Ranked
#1
Columbus Metro

#1 HOSPITAL IN COLUMBUS

Nationally Ranked in **10** adult specialties



Pelotonia | Thank You Team Buckeye

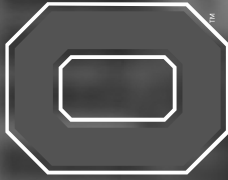


Thank You

wexnermedical.osu.edu



ATTACHMENT II



Comprehensive Transplant Center 2021 Board Update

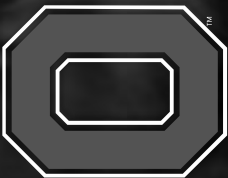
Kenneth Washburn, MD

Professor, Department of Surgery

Executive Director, Comprehensive Transplant Center

Chief, Division of Surgery, Department of Surgery

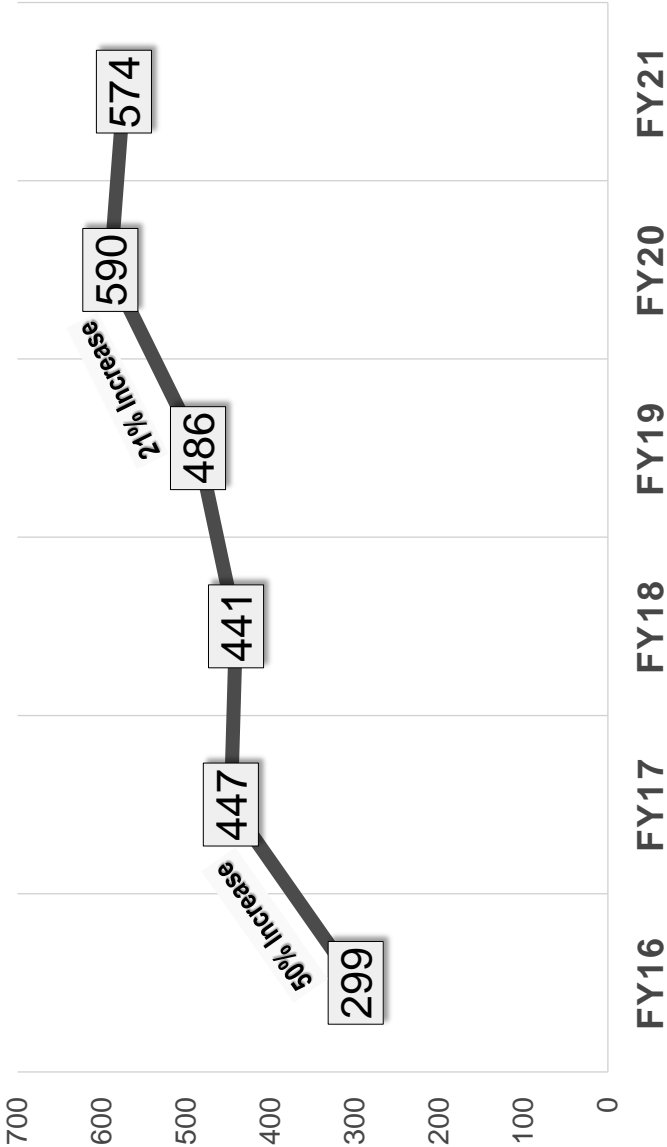
August 17, 2021



Comprehensive Transplant Center

GROWTH

Transplant Surgery Volume



Central Ohio's only adult transplant center
1 of 2 centers in Ohio capable of transplanting ALL solid organs

National Ranking by Volume (n = 250 U.S. Transplant Centers)



National Volume 2021 (Jan – June)

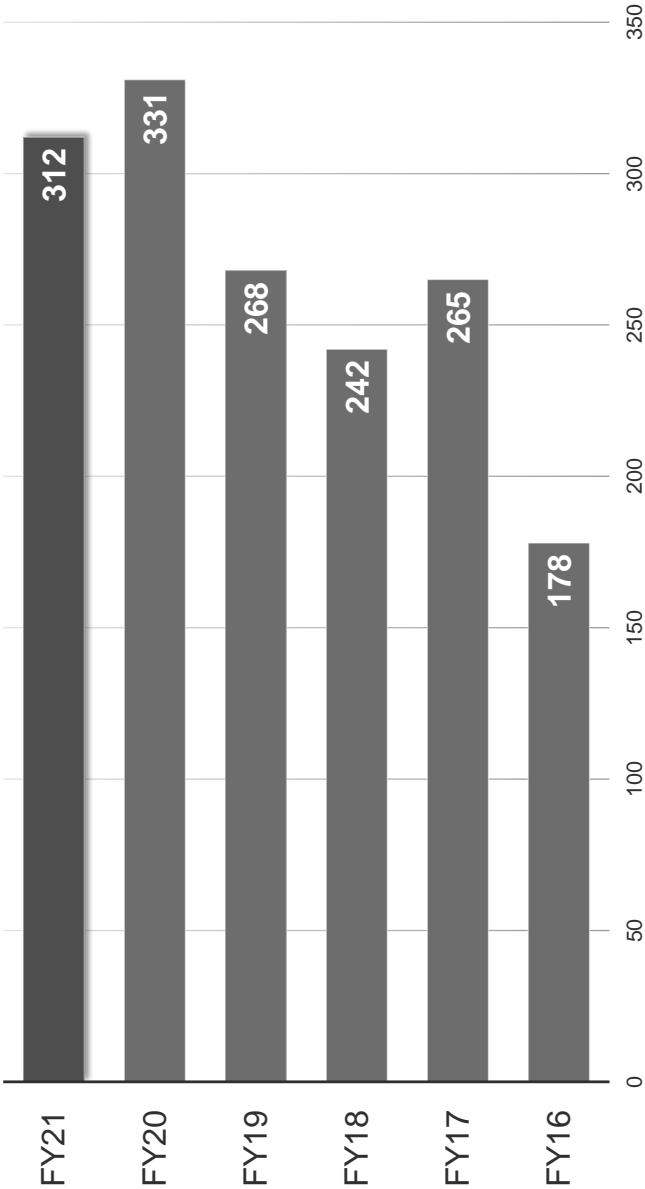
#15 for All Organs Transplanted

(n = 250 centers)

##	All Transplant Centers	Total Organs	Kidney	Liver	Panc	K-P	Heart	Lung	Heart- Lung
1	CA – University of California at Los Angeles Medical Center	368	211	74	1	1	38	40	0
2	AZ – Mayo Clinic Hospital	367	233	104	0	15	15	0	0
3	OH – The Cleveland Clinic Foundation	366	158	116	3	7	22	55	0
4	CA – University of California San Francisco Medical Center	337	204	73	0	11	12	36	1
5	FL – Jackson Memorial Hospital Univ of Miami School of Medicine	320	186	91	7	7	7	14	0
6	TN – Vanderbilt University Medical Center	317	156	59	0	6	71	24	1
7	FL – Tampa General Hospital	311	182	84	0	5	14	26	0
8	IN – Indiana University Health	302	159	84	6	12	17	19	0
9	CA – Cedars-Sinai Medical Center	298	138	62	1	5	65	27	0
10	SC – Medical University of South Carolina	293	222	36	3	7	17	8	0
11	TX – Houston Methodist Hospital	292	117	94	1	8	31	39	2
12	GA – Emory University Hospital	290	188	71	0	3	20	8	0
13	GA – Piedmont Hospital	284	198	72	0	6	8	0	0
14	NC – Duke University Hospital	280	119	56	0	4	49	52	0
15	OH – Ohio State University Wexner Medical Center	280	148	70	0	7	18	37	0
16	IL – Northwestern Memorial Hospital	276	145	65	3	9	19	35	0
17	MO – Barnes-Jewish Hospital	273	128	81	2	6	18	38	0
18	NY – NY Presbyterian Hospital/Columbia Univ. Medical Center	272	104	57	3	2	50	53	1
19	VA – VCU Health System Authority, VCUMC	266	156	92	0	5	13	0	0
20	NY – NYU Langone Health	258	177	23	0	8	25	24	1



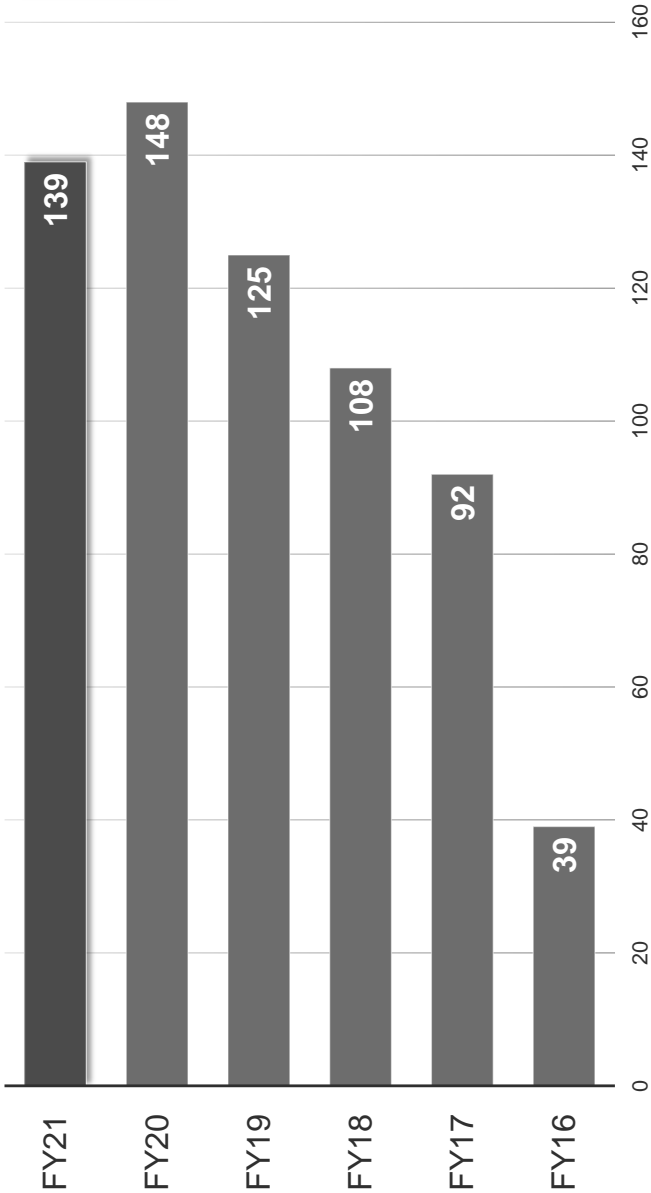
Kidney Transplant



**“Best in Ohio”
for Patient
Outcomes
(July 2021)**

**#19 by Volume
Nationally
(Jan - July 2021)**

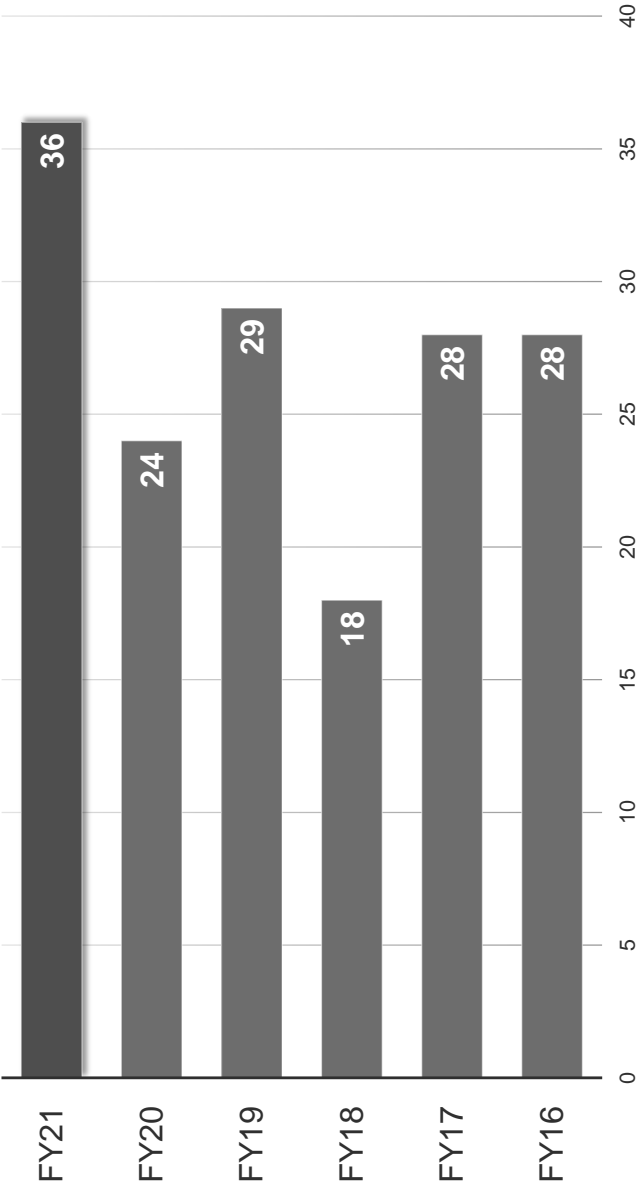
Liver Transplant



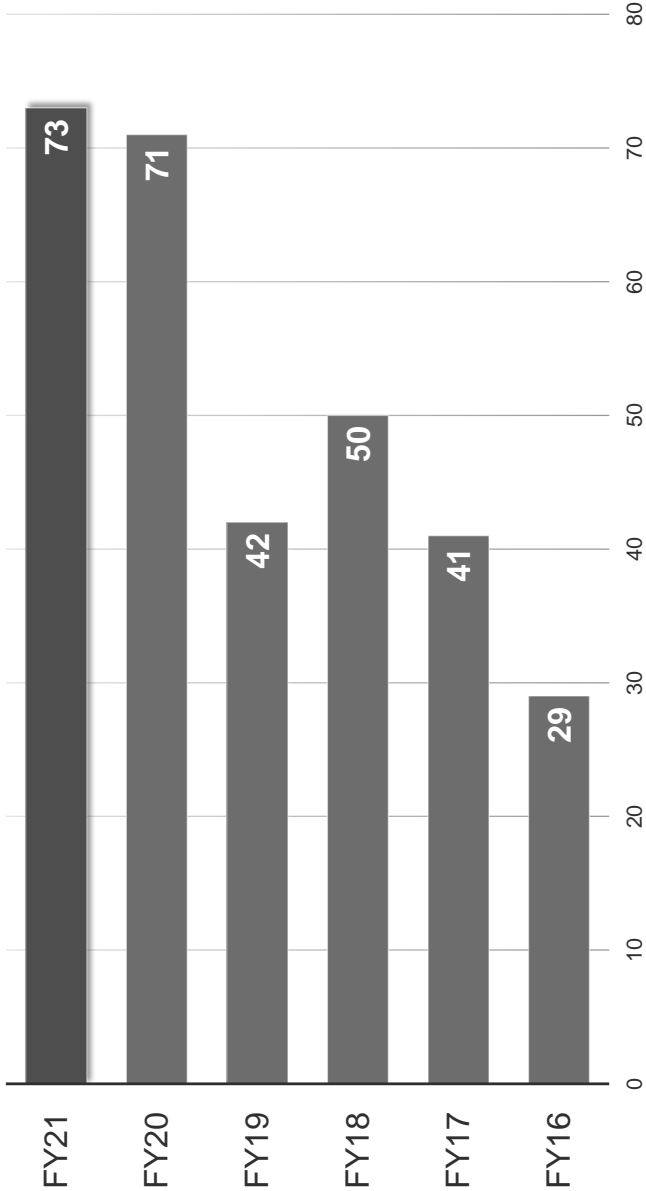
**#21 by Volume
Nationally**
(Jan - July 2021)

Heart Transplant

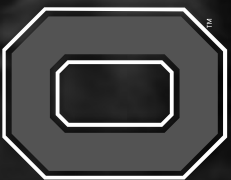
#39 by Volume
Nationally
(Jan - July 2021)



Lung Transplant



**#10 by Volume
Nationally**
(Jan - July 2021)



Comprehensive Transplant Center

QUALITY

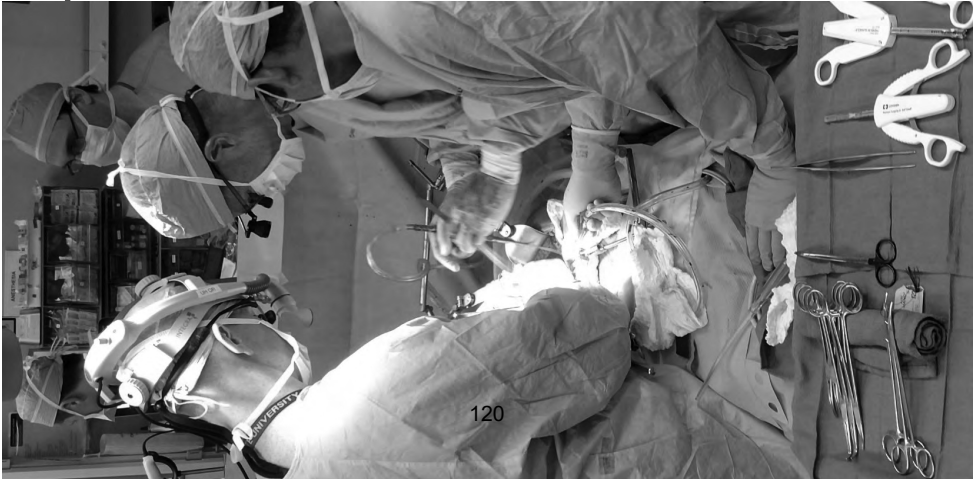


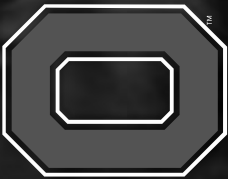
THE OHIO STATE
UNIVERSITY
WEXNER MEDICAL CENTER

Patient Survival Data

(Data released July 6, 2021)

1-YEAR PATIENT SURVIVAL		
	OSUWMC ACTUAL	NATIONAL OUTCOMES
Heart (n=52)	93.17%	91.88% (n=5,868)
Lung (121)	90.71%	89.68% (n=5,508)
Liver (n=254)	94.42%	93.92% (n=15,447)
Kidney (n=533)	98.69%	97.62% (n=40,563)
Above National Outcomes		





Comprehensive Transplant Center

RESEARCH & INNOVATION



THE OHIO STATE
UNIVERSITY
WEXNER MEDICAL CENTER

Bumgardner Transplant Immunology Lab

Improving lives with new discoveries

Mission:

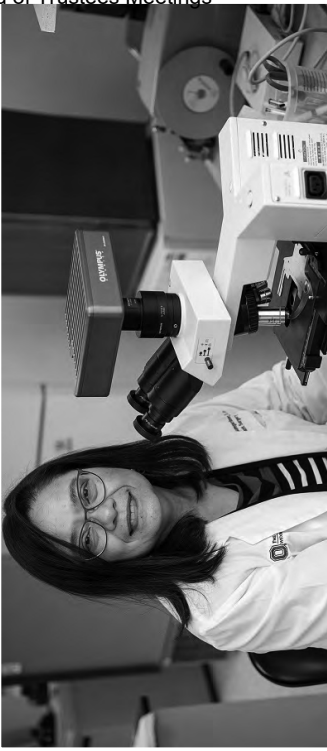
Investigate immune response to develop immunotherapies to prolong survival of transplanted organs

Current Awards:

- ARTIST NIH/NIAID Grant – \$1.6M
(Principal Investigator for Advanced Research Training in Immunology for Surgical Research Trainees)
- NIH RO1 Grant – \$2.6M
- TL1 NIH Grant – \$258K

Recent News:

Uncovered an immune cell that may predict a transplant patient's risk of developing antibodies that cause organ rejection



Ginny Bumgardner, MD, PhD

Lab Director

Associate Dean, ADM-Medicine Administration

Director, Medical Student Research

Director, Department of Surgery Research Training Program

Director, College of Medicine's Master of Medical Science Program

COPPER Lab

Improving lives with new discoveries

Mission:

Development of ex-vivo organ perfusion for organ assessment, repair and modification to improve transplant outcomes and increase the number of available organs for transplant

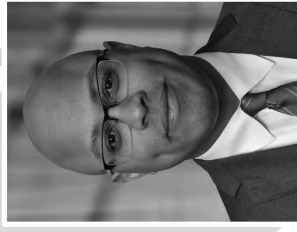
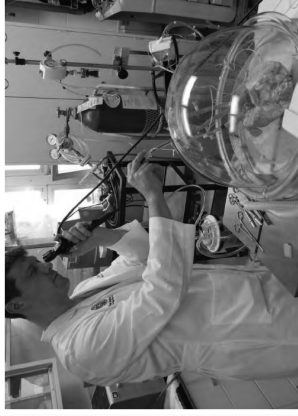
Current Awards:

- Accelerator Award (Drs. Whitson & Black jointly)
- Dr. Whitson:
 - NIH ROI – \$3.4M
 - Defense Dept – \$3.6M
- Dr. Black: NIH ROI – \$3.2M

Recent News:

- First ex-vivo lung perfusion study in 2016
- First ex-vivo liver perfusion study in 2019

Bryan Whitson, MD, PhD
Lab Co-Director



Sylvester Black, MD, PhD
Lab Co-Director

Schenk Transplant Immunology Lab

Improving lives with new discoveries

Mission:

Investigate immune response to develop immunotherapies to prolong survival of transplanted organs

Current Awards:

- AHA Career Development Award
- Ohio Solid Organ Transplant Consortium Grant

Recent News:

- Newest lab, opened in 2019
- Focus on T cell biology in transplantation



Austin Schenk, MD, PhD
Lab Director

Transplant Biorepository

Mission:

Provide high quality, clinically annotated samples from normal and diseased organs for OSU-affiliated research

Significance:

Prior to 2017 start, OSU did not have a human tissue processing center (outside of The James)

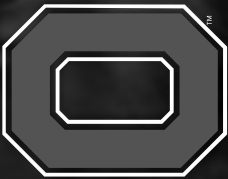
- Human tissue is in high demand for research as animal models do not always yield accurate results
- Access to human tissue facilitates innovation and allows investigators to be competitive for grants and high impact publications

Recent News:

- Processed nearly 5,000 tissue samples to date (both normal and diseased)
- Support 12 OSU and NCH investigators
- Provide research tissue for Battelle, Boehringer Ingelheim, Natera and CareDx



Brenda Reader, PhD
Lab Director



Comprehensive Transplant Center

OUTREACH & EXPANSION



THE OHIO STATE
UNIVERSITY
WEXNER MEDICAL CENTER

3 Transplant Clinics – Dayton, Lima, Cincy

Healthy State Alliance with Mercy Health

Opened Oct 2017 - Dayton



Beaver Creek Health Center

Liver = clinic 1x/every other month,
alternating with Cincy
Kidney = clinic 1x/month
Lung = clinic 1x/every other month,
moving to Cincy in Sept

FY21 Patients Seen = 79

Opened July 2020 – Lima



MH – St. Rita's Medical Center

Liver = clinic 1x/month
Kidney = clinic 1x/month
Lung = clinic 1x/every other month

Patients Seen at Location = 140

- 6 transplanted
- 1 transplant scheduled
- 5 added to wait list

Opened Oct 2020 - Cincinnati



The Jewish Hospital – MH

Liver = clinic 1x/every other month
Lung = opening Sept. 2021,
alternate months with Lima

Patients Seen at Location = 17

- 1 added to wait list

COVID-19 Related Lung Transplants

Regional area of expertise

- 7 double lung transplants related to COVID-19 since 12/10/2020 with no deaths (all in-state)
- 40+ referrals (approx. 25% out-of-state – IN, MI, WI, KY)
- Many of our out-of-state referrals came to OSU after being turned down in their local state
- Cleveland Clinic also performing in Ohio, but as of April we have performed more
- Matthew Henn, MD drafting scientific paper on care findings

Lung Transplant Leadership



Bryan Whitson, MD, PhD
Surgical Director



David Nunley, MD
Medical Director

The Columbus Dispatch

Some Ohio COVID patients get second shot at life thanks to lung transplants

Max Filby The Columbus Dispatch

Published Apr. 4, 2021

Greg Borden knew that COVID-19 would wreak havoc on his body, if he caught it, but he never expected it would take his lungs in the process.

After a year of "living in a bubble," Borden, 40, of Eron, caught the virus in mid-November.

"When COVID hit me, my breathing was so decimated," he said. "I could hardly walk or move around."

After Borden was hospitalized, doctors took a scan of his lungs that revealed a buildup of scar tissue. Soon afterward, they told him he'd need a rare double-lung transplant.



Greg Borden, 40, of Eron, rests in a bed at Ohio State University Wexner Medical Center after receiving a double-lung transplant. Borden needed the transplant after suffering a severe case of COVID-19. Photo provided

Organ Recovery Innovations

- **Ex-Vivo Organ Perfusion**
 - Rehabilitates organs once considered unusable for transplant

- **5 Doan Hall**
 - Heart
 - Lung
 - Liver
 - Kidney

Organ Assessment and Repair Center

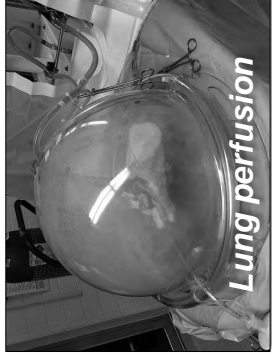


THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER
Comprehensive Transplant Center



- **Organ Recovery Team (ORT)**

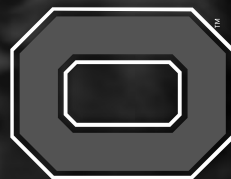
- 9 organ recovery specialists
- 18 months in operation
- Facilitated 550+ transplants
- Review 15-20 organ offers per day
- Coordinated 200+ transport flights



It Takes A Village...



Team Members Strong!



Comprehensive Transplant Center

MILESTONES

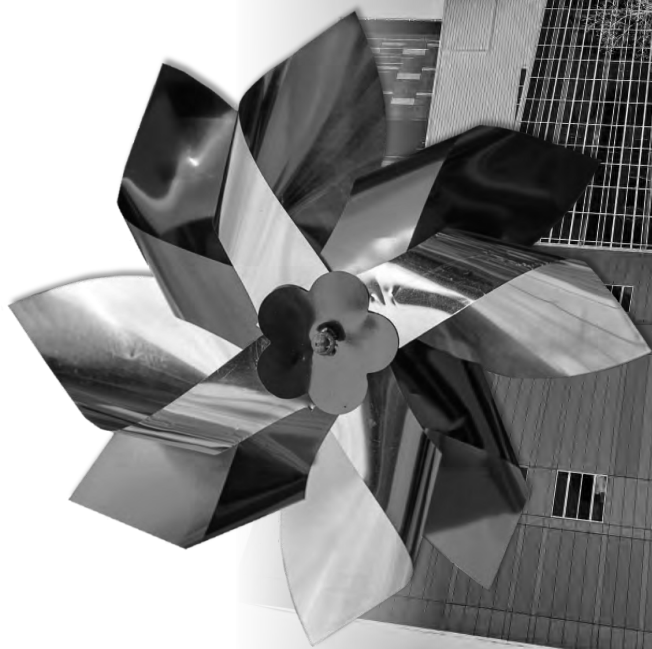
FY21 Milestones

Comprehensive Transplant Center

- 11,000 solid organ transplants
 - 10,000 abdominal transplants
 - 1,000 cardiothoracic transplants
- Consistently ranked top 20 transplant center by volume last 5 years
- Expanded pinwheels messaging during Donate Life Month
 - East Hospital
 - Mercy Health – St. Rita’s Medical Center
 - The Jewish Hospital – Mercy Health



Comments



The Ohio State University Wexner



THE OHIO STATE
UNIVERSITY

WEXNER MEDICAL CENTER

Wexner Medical Center Board Report

William Farrar, MD
August 17, 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

The OSUCCC – James is prioritizing the health and well-being of our faculty and staff by providing evidence-based resources, tools and education to support individuals in their journey to optimal wellness.

James Well-Being Advisory Council



Engaging in meaningful discussions with faculty and staff



Developing, implementing and providing tools and resources for support



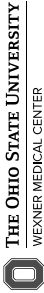
Identifying opportunities for education and training



Prioritizing taking care of ourselves, each other and our community

The James

The OSUCCC-James program is closely aligned with several OSUWMC and OSU programs including: Gabbe Health and Wellness, Your Plan for Health, the Employee Assistance Program and Caring for Our Own



A large research study at the OSUCCC – James will evaluate how vaccination against SARS-CoV-2, the virus that causes COVID-19, impacts the immune system of cancer patients.

A new study, known as SIIREN, will:

- Advance the scientific community's overall understanding of how effective the SARS-CoV-2 mRNA vaccine is in preventing the COVID-19 infection;
- Determine whether the vaccine is less effective in cancer patients receiving certain therapies; and
- Shed light on how long immunity lasts.



Co-principal investigators for the study are Peter Shields, MD (left), deputy director of the OSUCCC – James, and Zihai Li, MD, PhD (right), director of the Pelotonia Institute for Immuno-Oncology (PIIO) at the OSUCCC – James.

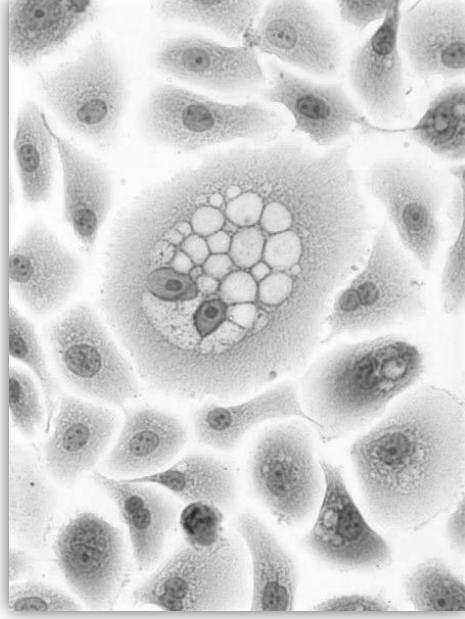
Note: As of mid-June, 28 individuals were enrolled in the trial, including 18 patients with cancer and 10 control individuals.

The COVID-19 pandemic has profoundly interrupted the delivery of key preventive services, resulting in many U.S. adults missing routine screenings.

Cancers caused by human papillomavirus (HPV) are a significant public health problem in the United States. But these cancers are preventable with HPV vaccination.

137

On May 21, the OSUCCC – James joined together with several NCI cancer centers across America to issue a joint statement urging the nation's health care systems, physicians, parents and children, and young adults to get the human papillomavirus (HPV) vaccination effort back on track.



The James

A new computer-aided colon polyp detection tool used for colorectal cancer screening could reduce cancer rates by 40%.

The Ohio State University is the first academic medical center in the United States to utilize a new computer-aided system for screening colonoscopy in patients undergoing testing at the OSUWMC and OSUCCC – James.

This is a game-changer for early detection of colorectal cancer because it pairs the expertise of a highly trained physician with the power of artificial intelligence to identify potential high-risk lesions that may have gone undetected with the human eye alone.



Note: Research is being led by Dr. Darwin Conwell, director of the Division of Gastroenterology, Hepatology and Nutrition at the Ohio State College of Medicine. Dr. Conwell is a gastroenterologist at the OSUCCC – James and the Wexner Medical Center.

The James



The Multinational Association of Supportive Care in Cancer (MASCC) has certified the OSUCCC – James as an MASCC-Designated Center of Excellence in Supportive Care in Cancer for 2021 to 2024.



Certification criteria include a supportive care focus in clinical activities, research, and educational initiatives, as well as adherence to international guidelines.

The OSUCCC – James is only the second institution in the United States to receive this certification, which recognizes oncology centers that demonstrate **best practices in supportive cancer care.**

The James



The OSUCCC – James has added two Ohio hospital systems to The James Cancer Network (JCN) – a system of collaborations among many institutions in cancer care.

Memorial Health



Memorial Health in Union County, a not-for-profit community hospital serving Union and five surrounding counties, joined on Feb. 1. With cancer services primarily in Marysville and Urbana, Memorial Health has a robust and growing cancer program.

Mercy Health – Lorain



Mercy Health – Lorain, which opened June 1, is part of Mercy Health, the largest health care provider in Ohio. Mercy Health – Lorain has a strong cancer program that offers therapies and surgical technologies for several cancer types.

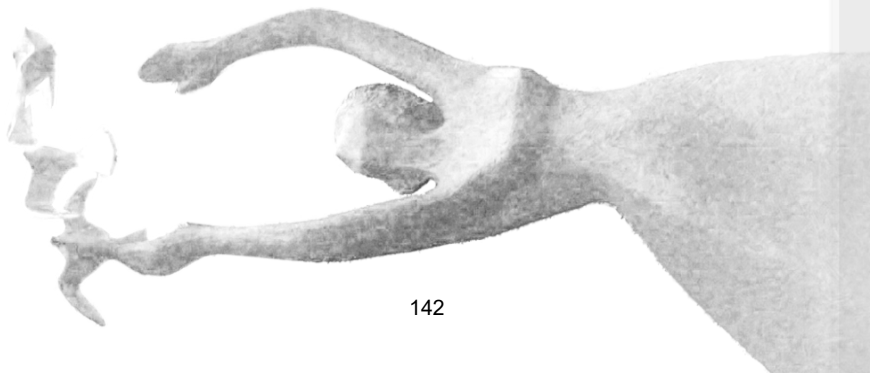
The Pelotonia community has come together in profound ways over the past 12 years, and this year has been no exception.



10,300+
2021 participants

\$10.6M+
2021 funds raised

\$228M+
All time funds raised



Thank You!

**Wexner Medical Center
Financial Report
Public Session**

August 17, 2021





FY21 Year in Review

The Ohio State University Health System

Consolidated Statement of Operations

For the YTD ended: June 30, 2021

(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	\$ 3,579,036	\$ 3,494,102	\$ 84,934	2.4%	\$ 3,221,114	11.1%
Operating Expenses						
Salaries and Benefits	1,496,815	1,499,078	2,263	0.2%	1,460,666	-2.5%
Resident/Purchases Physician Services	126,897	124,758	(2,139)	-1.7%	116,598	-8.8%
Supplies	419,098	385,152	(33,946)	-8.8%	364,303	-15.0%
Drugs and Pharmaceuticals	463,869	450,902	(12,967)	-2.9%	420,152	-10.4%
Services	324,074	336,805	12,731	3.8%	321,793	-0.7%
Depreciation	179,492	179,498	6	0.0%	170,511	-5.3%
Interest	29,508	29,508	-	0.0%	31,941	7.6%
Shared/University Overhead	73,221	72,384	(837)	-1.2%	65,825	-11.2%
Total Expense	3,112,974	3,078,085	(34,889)	-1.1%	2,951,789	-5.5%
Gain (Loss) from Operations (pre MCI)	466,061	416,017	50,044	12.0%	269,325	73.0%
Medical Center Investments	(183,964)	(183,964)	-	0.0%	(173,749)	-5.9%
Income from Investments	23,625	17,258	6,367	36.9%	22,272	6.1%
Other Gains (Losses)	23,632	25,227	(1,595)	---	196,218	---
Excess of Revenue over Expense	\$ 329,354	\$ 274,538	\$ 54,816	20.0%	\$ 314,066	4.9%
Margin Percentage	9.2%	7.9%	1.3%	17.1%	9.8%	-5.6%

The OSU Wexner Medical Center

Combined Statement of Operations

For the YTD ended: June 30, 2021
(in thousands)

August 17-19, 2021, Board of Trustees Meetings

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Revenue	\$4,566,803	\$4,463,793	\$ 103,011	2.3%	\$4,127,203	10.7%
Operating Expenses						
Salaries and Benefits	2,365,740	2,381,278	15,538	0.7%	2,261,050	-4.6%
Resident/Purchases Physician Service	126,897	124,758	(2,139)	-1.7%	116,598	-8.8%
Supplies	462,504	431,353	(31,151)	-7.2%	407,638	-13.5%
Drugs and Pharmaceuticals	472,885	460,121	(12,765)	-2.8%	429,662	-10.1%
Services	489,499	511,850	22,351	4.4%	488,919	-0.1%
Depreciation	196,026	201,660	5,634	2.8%	192,874	-1.6%
Interest/Debt	29,755	29,766	11	0.0%	32,220	7.7%
Other Operating Expense	26,756	13,199	(13,558)	-102.7%	(172,399)	115.5%
Medical Center Investments	11,021	16,763	5,743	34%	5,861	-88.0%
Total Expense	4,181,083	4,170,747	(10,336)	-0.2%	3,762,424	-11.1%
Excess of Revenue over Expense	\$ 385,721	\$ 293,046	\$ 92,675	31.6%	\$ 364,779	5.7%
Financial Metrics						
Integrated Margin Percentage	8.4%	6.6%	1.9%	28.7%	8.8%	-4.4%
Adjusted Admissions	129,767	139,705	(9,938)	-7.1%	127,329	1.9%
Operating Revenue per AA	\$ 27,580	\$ 25,011	\$ 2,570	10.3%	\$ 25,298	9.0%
Total Expense per AA	\$ 23,989	\$ 22,033	\$ (1,956)	-8.9%	\$ 23,182	-3.5%
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: June 30, 2021
(in thousands)

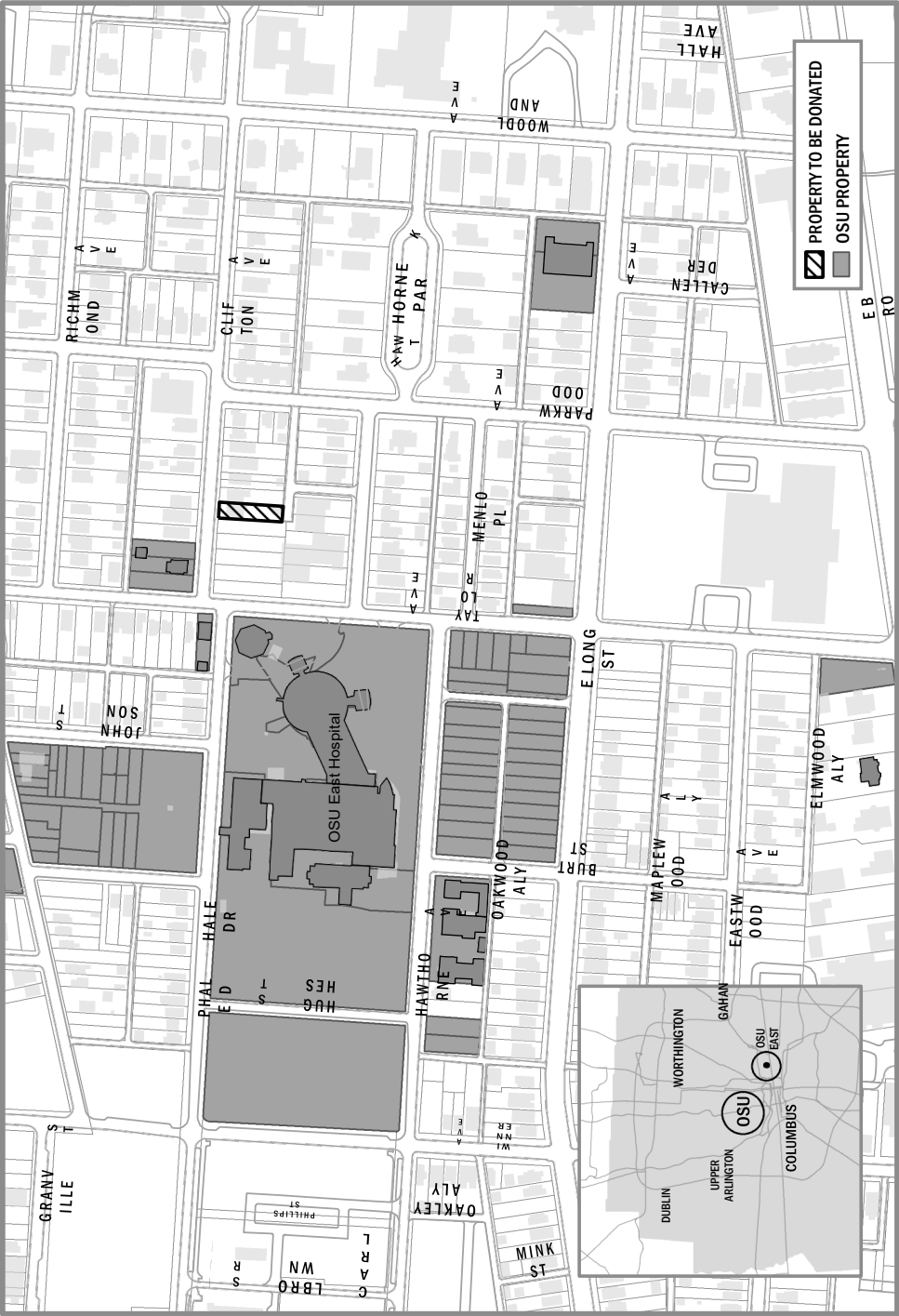
	June 2021	June 2020	Change
Cash	\$ 1,768,219	\$ 1,745,208	\$ 23,011
Net Patient Receivables	469,384	378,653	90,731
Other Current Assets	666,725	621,211	45,514
Assets Limited as to Use	432,455	421,698	10,757
Property, Plant & Equipment - Net	2,066,774	1,776,952	289,822
Other Assets	505,774	500,035	5,739
Total Assets	\$ 5,909,331	\$ 5,443,757	\$ 465,574
Current Liabilities	\$ 947,971	\$ 786,467	\$ 161,503
Other Liabilities	135,219	134,798	421
Long-Term Debt	602,415	660,405	(57,990)
Net Assets - Unrestricted	3,438,646	3,089,692	348,954
Net Assets - Restricted	785,081	772,395	12,686
Liabilities and Net Assets	\$ 5,909,331	\$ 5,443,757	\$ 465,574

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.

Thank You

Wexnermedical.osu.edu

ATTACHMENT V



Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: June 29, 2021
The Ohio State University Board of Trustees

PROPERTY ACQUISITION
PID 010-020507
COLUMBUS, FRANKLIN COUNTY, OHIO 43203

ATTACHMENT VI



Prepared by: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: June 29, 2021
The Ohio State University Board of Trustees

PROPERTY ACQUISITION
PID 010-039613
COLUMBUS, FRANKLIN COUNTY, OHIO 43203

ATTACHMENT VII

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Tower Upgrades

OSU-220060 (REQ ID: FAC220001)

Project Location: Martha Morehouse Medical Plaza - Tower

- approval requested and amount**
professional services \$2.5M
- project budget**
professional services TBD
construction TBD
total TBD
- project funding**
 - ☐ university debt
 - ☐ fundraising
 - ☐ university funds
 - ☒ auxiliary funds
 - ☐ state funds
- project schedule**
BoT approval 8/21
design 11/21 – 11/22
construction TBD
facility opening TBD
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- planning framework**
 - o this project is included in the FY22 Capital Investment Plan
 - o project scope is based on a 2018 HVAC study and a 2021 renovation study; additional building envelope and electrical infrastructure studies have also been completed
- project scope**
 - o the project will provide HVAC systems upgrades for floors 1-6, 9, and 10, and interior waterproofing measures
 - o the scope will also include ADA improvements and finish updates in select clinical areas, replacement of the nurse call system throughout, and electrical upgrades in the tower, pavilion and concourse
 - o final scope and budget will be validated during design, and a phased construction schedule will be developed to maintain operations during the project
- approval requested**
 - o approval is requested to enter into professional services



-
- project team**
University project manager: Alexandra Radabaugh
AE: TBD
CM at Risk: TBD

The Ohio State University
Wexner Medical Center Board

August 17, 2021

Background
Facility Optimization Study of The Ohio State University Wexner Medical Center

In support of the Wexner Medical Center and the University's strategic plans, six major capital projects across inpatient, ambulatory, academic and research programs are under construction today. While this \$3.2B investment will transform the delivery of health care, education and research across the entire Wexner Medical Center enterprise, there is a need to better understand the opportunities and limitations of the remaining facilities.

To plan purposefully and thoughtfully, the Wexner Medical Center seeks approval to engage professional services firms to conduct a Facility Optimization Study of the Wexner Medical Center's real property inventory. This study will leverage and build upon previous strategic, capital and master planning efforts. This is an enterprise-wide evaluation of clinical, research and academic facilities and functions, exclusive of the major capital projects currently under construction.

The final deliverable of the Facility Optimization Study will be a long-range, enterprise-wide facility optimization strategy and implementation plan which informs the utilization, renovation, recapitalization, consolidation, or demolition of Wexner Medical Center facilities across the three strategic pillars of research, education and clinical care. It will bridge the gap between the six major projects and the second phase of the Wexner Medical Center capital investment plan.

The recommendations will be based on guidance gleaned from the strategic plan, market data, facility inventory, facility condition assessments, facility functional assessments and other data sources. The final deliverable will also include program summaries and recommended phasing plans with supporting capital requirements aligned to the long-range financial forecast.

The Wexner Medical Center Board and Board of Trustees will receive updates on the planning process at each meeting.

Project Data Sheet for Board of Trustees Approval

Atwell – ADL Simulation Lab

OSU-200050 (CNI #: 19000136, 20000163 / REQ ID COM22001)

Project Location: Atwell Hall

- approval requested and amount**

increase professional services	\$0.4M
increase construction w/contingency	\$4.2M

- project budget**

professional services	\$0.4M
construction w/contingency	\$4.2M
total project budget	\$4.6M

- project funding**
 - ☐ university debt
 - ☐ fundraising
 - ☒ university funds
 - ☐ auxiliary funds
 - ☐ state funds

- project schedule**

BoT professional services approval	08/21
design	04/20 – 03/21
BoT construction approval	08/21
construction-phase 1	05/21 – 12/21
construction-phase 2	10/21 – 05/22
facility opening-phase 1	01/22
facility opening-phase 2	06/22

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

- planning framework**

- this project is included in the FY21 and FY22 Capital Investment Plans

- project scope**

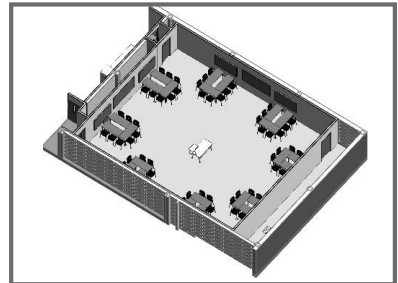
- phase 1 will renovate space in Atwell to create program space for the School of Health and Rehabilitation Services; construction includes the creation of an additional level in existing double height space for a flexible research laboratory and a 48-person, active learning classroom, and support space
 - phase 2 will renovate additional space in Atwell to create a 16-bed athletic training classroom with storage and faculty offices, an Active Daily Living (ADL) mock apartment, a 3-bed simulation exam space with observation room, and support space
 - the project has increased from \$2.9M to \$4.6M to include the second phase

- approval requested**

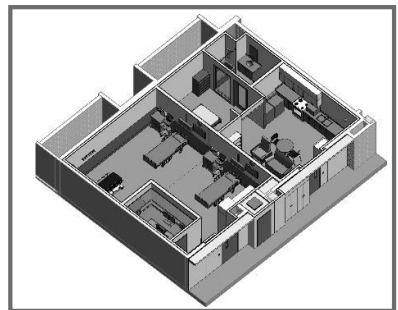
- approval is requested to increase professional services and construction contracts

- project team**

University project manager:	Josh Kranyik
AE/design architect:	Design Group
CM at Risk or Design Builder:	Robertson Construction



Phase 1: Active Learning Classroom



Phase 2: ADL Simulation Exam Suite

Project Data Sheet for Board of Trustees Approval

UHE – 4th Floor OR Upgrades

OSU-210545 (REQ ID: EAST210011)

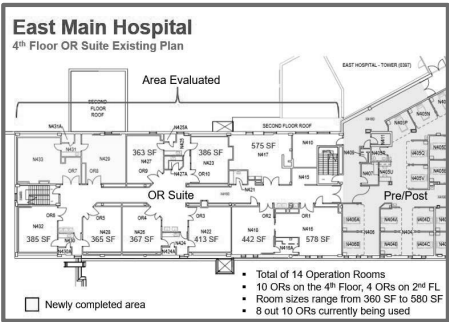
Project Location: OSU East North Tower

- approval requested and amount**

professional services	\$0.8M
construction w/ contingency	\$2.1M
- project budget**

professional services	TBD
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	08/21
BoT construction appr – phase 1	08/21
design	09/21 – 04/22
construction – phase 1	05/22 – 11/22
construction – phase 2	TBD
facility opening	TBD
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- planning framework**
 - o phase 1 of this project is included in the FY18 and FY19 Capital Investment Plans
- project scope**
 - o phase 1 will renovate up to four existing ORs including new finishes, HVAC, med gas and electrical upgrades, new lights/booms, new AV integration equipment, and new flooring
 - o phase 2 scope will renovate additional existing ORs
 - o approval requested is for programming for both phases of the project and complete design and construction services for phase 1
 - o final budget and scope will be validated during programming and design
- approval requested**
 - o approval is requested to enter into professional services and construction contracts



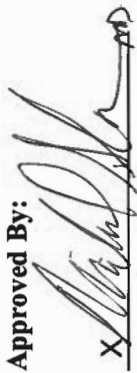
- project team**

University project manager:	Lance Timmons
AE/design architect:	TBD
CM at Risk:	TBD

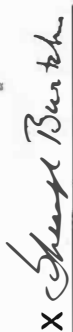
ATTACHMENT VIII

OSU AMBULATORY SURGERY CENTER
Scope of Care – Outpatient Care New Albany
Clinical Departments

Approved By:



Dr. M. Guerin MD
Medical Director

X 

Sheryl Burch MA BSN, RN
Director - Ambulatory Surgery

Department/ Patient Care Unit Name: The Ohio State University Ambulatory Surgery Center – Outpatient Care New Albany. The Center is an Ambulatory Surgery Center which provides for services related to elective outpatient procedures.

Types (and age range) of patients served:

Age:

- 18 or more years of age.
- Patients aged 13 to 17 with the following requirements please follow below approval process:
 1. Treating physician has admitting privileges at an age appropriate inpatient center
 2. Permission from Medical Director or Designee
 3. Minimum Height/ Weight requirements: 5'0" and 100 pounds. Variance shall require medical director (or designee) approval.
 4. All patients will have an anesthesia evaluation at the Pre-Procedure Preparation. Variance shall require medical director (or designee) approval.

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

5. Pediatric BMI limit is 40.0.
 6. An accompanying responsible adult, preferably the custodial parent or legal guardian, must remain present in the building. A custodial parent or legal guardian must be available by phone during the surgery admission.
- Physical Status:
- ASA I-II.
 - ASA III without signs or symptoms of uncontrolled or decompensated conditions.
 - ASA IV without signs or symptoms of uncontrolled or decompensated conditions and anesthesia limited to Monitored Anesthesia Care (MAC).
 - ASA III or IV patients may not have straight Local without Anesthesia care; they may have MAC or General Anesthesia at the discretion of the Anesthesiologist
 - General and MAC Anesthesia will be administered by Department of Anesthesia providers. Conscious sedation will be administered by any individual provider credentialed to do so.

Procedure Length

- Procedures requiring more than 4 hours of total OR time will need prior authorization by the Medical Director or designee.
- Patients anticipated to have an extended PACU length of stay will need prior authorization by the Medical Director or designee.
- These cases will be scheduled no later than the first case in a physician's block and will be scheduled to end by 3:00pm.

DNR:

All patients admitted to the center will have their DNR status suspended during their admission per current Medical Center Guidelines.

Malignant Hyperthermia:

Patients with a personal or family history of MH must be reviewed by the Medical Director or Designee.

Morbid Obesity:

Patients will be considered with identified criteria - Variance shall require medical director (or designee) approval.

- All patients must have current height & weight in IHIS before scheduled at the ASC.
- Patients with BMI > 35.0 **OR** weight > 300 pounds may not be performed in the prone position if anesthetized and unable to move themselves into that position.
- Patients with BMI > 45.0 **OR** weight > 300 pounds may not be performed in the lateral position if anesthetized and unable to move themselves into that position.

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

- Patients with a BMI 45.0-55.0 will be considered. Procedure planned should require minimal sedation and the patient should be evaluated by an in-person or video Pre-Procedure Preparation appointment. Elective conversion to General Anesthesia will not be an option. If General Anesthesia conversion is an anticipated option, the surgery/procedure should not be scheduled at the ASC.
- No patient with BMI > 55.0 will be accepted at the ASC.
- No pediatric (age < 18 years) patient with BMI > 40.0 will be accepted at the ASC.

Hemodialysis:

Hemodialysis patients cannot have procedure/surgery and hemodialysis scheduled on the same day. Either the date of procedure/surgery or dialysis must be changed if they are scheduled for the same day.

Ambulation:

Patients must be able to ambulate with minimal assistance including ability to stand up and pivot to cart.

- Procedures will not be performed with patient's personal medical equipment (i.e. wheelchairs).

Anesthesia:

General and MAC Anesthesia will be administered by Department of Anesthesia providers. Conscious sedation will be administered by any individual provider credentialed to do so.

Difficult Airway:

Patients with a history of difficult airway / intubation must be evaluated in-person or video by the Pre-Procedure Preparation department and approved by the Medical Director or Designee.

Pacemakers / Defibrillators:

- Patients with isolated pacemakers must have the device evaluated by their Cardiologist within twelve (12) months prior to Date of Service. Documentation of interrogation must be readily available and there should be no change in patient's clinical status since last cardiac evaluation.
- Patients with pacemakers will not be considered for ESWL procedures without OSU Pacer Clinic personnel on site throughout the surgical procedure.
- Patients with AICD's are considered for MAC Anesthesia/conscious sedation only. Patients must be evaluated by their cardiologist within six (6) months prior to Date of Service. Documentation of interrogation must be readily available and there should be no change in patient's clinical status since last cardiac evaluation. If placing a magnet would deprogram the AICD, these patients would not be candidates for the ASC.

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

Reference:

Crossley, George H. et al "The Heart Rhythm Society (HRS)/American Society of: " *Heart Rhythm* 8.7 (2011): 1114-140. Print.

Michael, Platonov A., MD, Anne Gillis, MD, and Katherine M. Kavanagh, MD. "Pacemakers, Implantable Cardioverter/Defibrillators." *Journal of Endourology* 22.2 (2008), 243-47. Print.

Obstructive Sleep Apnea:

Anesthesiology services will evaluate the appropriateness of outpatient procedures/surgery, given the patient's OSA history, the proposed procedure and the patient's co-morbidities.

- Patients with known diagnosis of OSA that have optimized co-morbid medical conditions will be considered if they are able to use a continuous positive airway pressure device in the post op period.
- Patients with a presumed diagnosis of OSA based on screening (STOP Bang) questionnaire, and with optimized co-morbid conditions, will be considered for the OSC if postoperative pain can be managed predominantly with non-opioid analgesia.

Reference:

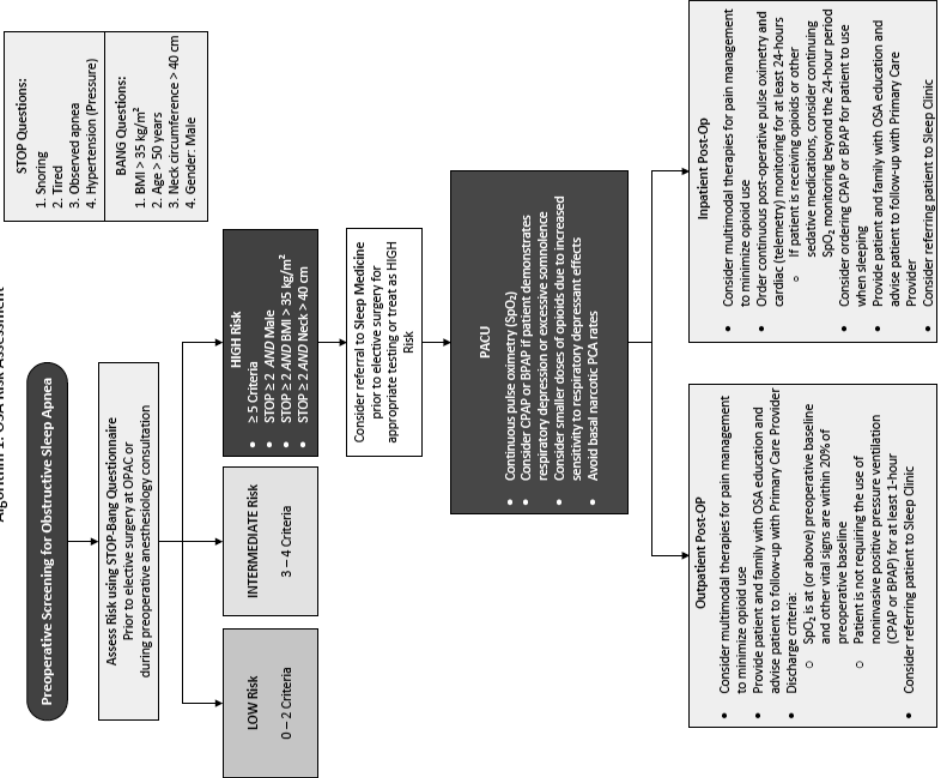
Joshi, Girish P., MBBS, MD, FFARSCI, Saravanan P. Ankichetty, MD, DA, MBA, Tong J. Gan, MD, MHS, FRCA, and Frances Chung, MBBS, FRCPC. "Society for Ambulatory Anesthesia Consensus." *Anesthesia & Analgesia* 115.5 (2012): 1060-068.

Approved OSC Executive Team: May 24, 2021

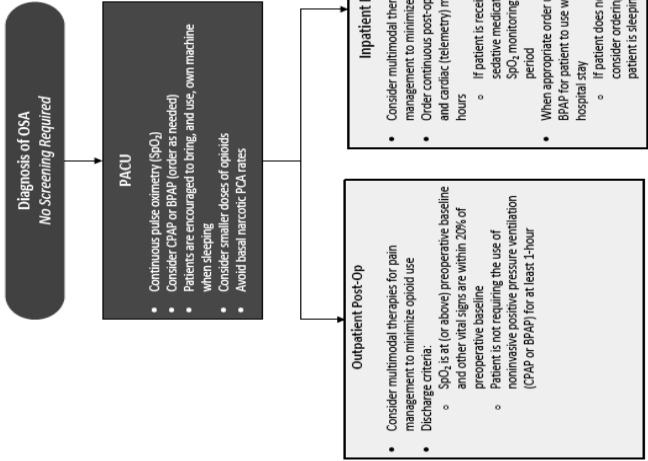
Date Last Revised:

Date Last Reviewed:

Algorithm 1: OSA Risk Assessment



Date Last Revised:
Date Last Reviewed:



Patients requiring isolation precautions (contact, droplet, airborne) as defined by medical center guidelines will not be admitted to the center.

Patients with wounds that are bleeding or draining will have sites contained with an occlusive dressing and treated with standard precautions. Patients with drainage that cannot be contained may have procedure completed at an alternate OSU location offering contact isolation.

Patients with known current Bed Bug infestation will not have their procedure performed at the Ambulatory Surgery Center.

Management of MRSA in Ambulatory Surgical Facilities. (n.d.). *Management of MRSA in Ambulatory Surgical Facilities*. Retrieved from <http://patientsafetyauthority.org/ADVISORIES/AdvisoryLibrary/2010/Jun7%282%29/Pages/61.aspx>

Guide to Infection Prevention In Outpatient Settings: Minimum Expectations for Safe Care. (n.d.). *CDC Gov*. Retrieved from

Pregnancy:

No patient with a known pregnancy or positive pregnancy test may be treated at the ASC.

Developmental Disabilities/Special Needs:

The ASC will be provided an updated History & Physical that includes diagnosis of specific conditions/ syndromes. Along with the H&P, the “Functional Ability Assessment” will be completed. All Developmentally Disabled/ Special Needs patients require Anesthesia approval prior to scheduling.

Toxicology Screen:

All patients who appear to be intoxicated and who test positive on Date of Service for methamphetamines, amphetamines, cocaine &/or alcohol will have their procedure cancelled. Patients testing positive for other drugs will be evaluated on an individual basis.

Preoperative Evaluation:

Patients may undergo pre-operative testing according to the current Pre Anesthetic Testing Algorithm. Complete pre-operative services are available by a Pre-Procedure Preparation appointment.

Accompanying Adult:

Patients who have undergone minor, superficial procedures ***without sedation*** may be discharged at the discretion of their admitting physician. If the procedure performed involves the hand, eye, or foot & impairs their visual acuity, or hand/ foot dexterity to the degree that they cannot operate a motor vehicle, the patient will not be permitted to drive when discharged.

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

All other patients will require an accompanying adult (18 or more years of age) to provide patient transportation upon discharge. The ASC will recommend that the adult representative remain at the ASC throughout the procedure. Patients will be made aware that the absence of an accompanying adult may result in their procedure being cancelled. Patients found to be without transportation after their procedure will be discharged according to current medical center policy.

Scope and complexity of patient's care needs:

Four operating rooms located on the second floor of The Ohio State University Outpatient Care New Albany servicing the following specialties: General Surgery, Colorectal, Gynecology, Ophthalmology, Plastic Surgery and Urology. Four endoscopy procedure rooms and one motility lab located on the second floor of The Ohio State University Outpatient Care New Albany servicing from Gastroenterology, Hepatology and Nutrition (GHN), General Surgery and open access referrals.

The Center is staffed from 0600AM-to 1700PM Monday through Friday, primarily for adult patients requiring surgical intervention under local anesthesia, conscious sedation, monitored anesthesia care, regional anesthesia or general anesthesia.

Patients are admitted to the Center on an ambulatory basis. Patients are required to have the ability to understand and carry out their discharge instructions or have a responsible adult which will assist them in fulfilling these needs.

All procedures performed at the Ambulatory Surgery Center are part of the Core Privileges approved by Ohio State University Wexner Medical Center.

The following types of procedures are not performed at the Center:

- Are associated with the risk of extensive blood loss.
- Require major or prolonged invasion of body cavities.
- Directly involve major blood vessels.
- Are an emergency or life threatening in nature.
- Noted on the CMS Inpatient Only List. This list will be reviewed and updated annually.

Methods used to assess and meet patient's care needs:

Care of all patients experiencing surgical intervention is based on the nursing process and standards from AORN, ASPSN, SGNA and other National Peri-operative organizations supporting the service lines of the Center. Preoperatively, the RN verifies the patient, identifies the patient's special needs, completes a patient assessment and develops a plan of care. Intra-operatively, the RN implements the patient's plan of care and documents on the appropriate medical records (e.g.: Op-Time and hospital approved documents).

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

Methods used to determine the appropriateness, clinical necessity and timeliness of support services provided directly or through referral

The Circulating RN works collaboratively with the proceduralists, surgeons, anesthesiologists, PACU RN, and the Pre-op Holding RN in assessing, prioritizing and meeting the patient's individual needs. Based on the scheduled procedure and communication with the physician/surgeon and anesthesia, specific patient concerns regarding safety, infection control, positioning, and psychosocial needs are anticipated and met (e.g.: preparation of OR environment for latex allergy patient, isolation protocols implemented, limitation of patients range of motion, need for an interpreter or caregiver for MR/DD patients). The continued need for support is communicated to the receiving unit via the oral transfer report and IHIS documentation. A collaborative effort to improve this communication is ongoing. The success of this method is determined by the achievement of positive patient outcomes, reflected by PI monitors and retrospective chart reviews.

In the event of an identified patient need to receive services not provided at the Center, the patient will be transferred to the OSUMC for subsequent evaluation.

Standards of practice/ practice guidelines, when available

The Ambulatory Surgery Center provides services related to elective outpatient procedures in the fields of General Surgery, GYN, Gynecology, Ophthalmology, Plastic Surgery and Urology at 6100 N. Hamilton Road, Westerville Ohio 43081. The OSUWMC Board of Directors, the OSUWMC Medical Staff, in conjunction with the Ambulatory Executive Director, Ambulatory Medical Director, Senior Director, Associate and Administrative Directors & Nurse Manager assess, plan, implement, and evaluate the delivery of care and services. The Ambulatory leadership team is responsible for ensuring that the delivery of care provided is consistent with the mission, standards, and policies established for patient care. The Ambulatory leadership team promotes an environment that fosters empowerment through active participation in strategic planning and development of processes that ensure adequacy of services and resources to meet the current and projected community needs, policy establishment, and professional growth.

The objective of The Ohio State University Ambulatory Surgery Center is to deliver excellent surgical, procedural, and anesthesia services to those we serve in accordance with the standards set forth by The Joint Commission, CMS Conditions of Participations for Hospitals and The Vision and Mission statements of The Ohio State University Wexner Medical Center. The Scope of Care is designed to provide appropriate care and services for all patients in a timely manner.

Utilizing a multi-disciplinary approach in the delivery of patient care, our services promote continuous quality and performance improvement activities provided in an environment where collaboration and multi-disciplinary approaches to problem identification and resolution are the expectation. Important criteria and thresholds are measured and continuously monitored through our Quality and Performance Improvement process to optimize patient outcomes and assure the highest level of satisfaction for all of our customers. Results of our Quality and Performance Improvement activities are used to improve patient outcomes enhance our services and our staff performance.

Approved OSC Executive Team: May 24, 2021

Date Last Revised:

Date Last Reviewed:

Understanding that the provision of health care services is dynamic and fluid; the Scope of Care will be *reviewed at least annually* and revised as needed to reflect the changing patient needs, community changes, and or facility needs and initiatives.

Approved OSC Executive Team: May 24, 2021
Date Last Revised:
Date Last Reviewed:

ATTACHMENT IX



QUALITY LEADERSHIP COUNCIL

**The Ohio State University Wexner Medical Center
Clinical Quality Management, Patient Safety, &
Service Plan**

FY 2022

July 1, 2021 - June 30, 2022

Clinical Quality Management, Patient Safety, & Service Plan

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PROGRAM SCOPE 4

PROGRAM PURPOSE 5

OBJECTIVES 5

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The Ohio State University Wexner Medical Center

Clinical Quality Management, Patient Safety, and Service Plan

MISSION, VISION, AND VALUES:

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

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

Values: Inclusiveness, Determination, Empathy, Sincerity, Ownership, and Innovation

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

Definition:

The Clinical Quality Management, Patient Safety and Service Plan is the organization-wide approach to the systematic assessment and improvement of process design and performance aimed at improving in areas of quality of care, patient safety, and patient experience. It integrates all activities defined in the Clinical Quality Management, Patient Safety & Service Plan to deliver safe, effective, optimal patient care and services in an environment of minimal risk. The Plan was developed in accordance with The Joint Commission (TJC) accreditation standards and the Center for Medicare & Medicaid Services (CMS) Conditions of Participation outlining a Quality Assurance and Performance Improvement (QAPI) program.

Scope:

The Clinical Quality Management, Patient Safety & Service Plan includes all inpatient and outpatient facilities in The OSU Wexner Medical Center (OSUWMC) and appropriate entities across the continuum of care. The plan includes quality, patient safety, and service goals for process improvement related to functions and processes that involve care in any clinical setting.

As part of the QAPI process, the organization provides oversight for contracted services. Each contract is categorized into one of four categories based on the goods or services provided: Professional Service, Supplies, Direct Patient Care, or directly relevant to a Condition of Participation. Once categorized, the appropriate evaluation for that contracted service category is utilized to evaluate the quality and performance improvement that has occurred or needs to occur. This evaluation is

reviewed annually by the Medical Staff Administrative Committee (MSAC) and then forwarded to the Quality and Professional Affairs Committee of the Governing Body (**Contract Evaluation Template Attachment I**).

Purpose:

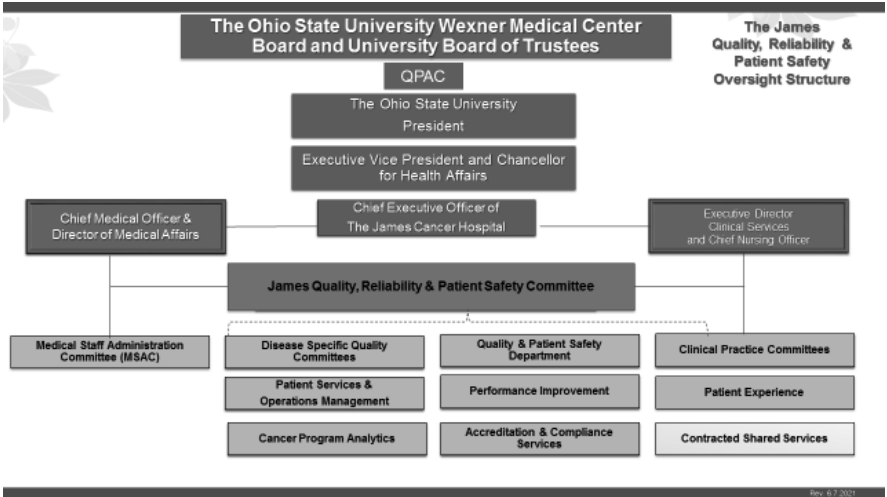
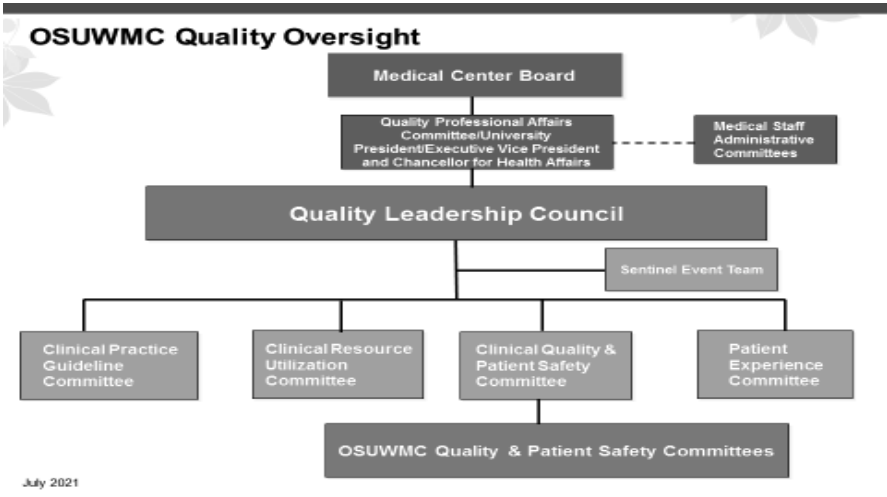
The purpose of the Clinical Quality Management, Patient Safety & Service Plan is to show measurable improvements in areas for which there is evidence they will improve health outcomes and value of patient care provided within The OSUWMC. The OSUWMC recognizes the importance of creating and maintaining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

Objectives:

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

Structure for Quality Oversight:

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



COMMITTEES:

Medical Center Board

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

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

Quality Professional Affairs Committee

Composition:

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

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

- (1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;
- (2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
- (3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;
- (4) Monitoring the achievement of accreditation and licensure requirements;
- (5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;

- (6) Reviewing and approving clinical privilege forms;
- (7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (9) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;
- (10) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;
- (11) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and
- (12) Such other responsibilities as assigned by the chair of the university Wexner medical center board.

Medical Staff Administrative Committees (MSACs)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

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

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

Quality Leadership Council (QLC):

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The QLC is responsible for designing and implementing systems and initiatives to enhance clinical care, outcomes and the patient experience throughout the integrated health care delivery system. The QLC

serves as the oversight council for the Clinical Quality Management and Patient Safety Plan as well as the goals and tactics set forth by the Patient Experience Council.

Clinical Practice Guideline Committee (CPGC)

Composition:

The CPGC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Pharmacy, and Nursing. An active member of the medical staff chairs the committee. The CPGC reports to QLC and shares pertinent information with the Medical Staff Administrative Committees. The CPGC provides guidance and support to all committees under the QLC for the delivery of high quality, safe efficient, effective patient centered care.

Function:

1. Develop and update evidence-based guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective patient centered care.
2. Develop and implement Health System-specific resources and tools to support evidence-based guideline recommendations and best practices to improve patient care processes, reduce variation in practice, and support health care education.
3. Develop processes to measure and evaluate use of guidelines and outcomes of care.

Clinical Quality and Patient Safety Committee (CQPSC)

Composition:

The CQPSC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Nursing, Pharmacy, Laboratory, Respiratory Therapy, Diagnostic Testing and Risk Management. An active member of the Medical Staff chairs the Committee. The committee reports to QLC and additional committees as deemed applicable.

Function:

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

9. Receive reports from committees that have a potential impact on the quality & safety in delivering patient care.

Patient Experience Council

Composition:

The Patient Experience Council consists of executive, physician, and nursing leadership spanning the inpatient and outpatient care settings. The Council is co-chaired by the Chief Nurse Executive for the Health System and Chief Quality and Patient Safety Officer. The committee reports to the QLC and reports out to additional committees as applicable. The Council's key strategic initiatives center on empathy, trust, and personal connections as well as leveraging technology to enhance communication with patients and families. The details on the priorities and initiatives for FY 22 can be found in Attachment V.

Function:

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

Clinical Resource Utilization Committee (CRU)

Composition:

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

Function:

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

5. Ensure compliance with regulatory requirements related to utilization management (ie: RAC Audits, denial management, etc.).
6. Administration of the Utilization Management Plan.

Key areas of focus:

- Availability and appropriateness of clinical resources and services
- Billing compliance
- Denial management reporting
- Avoidable Hospital days
- VAF reports (help with utilization issues)
- LOS
- Case management issues as new software and workflows are introduced
- Readmissions
- CMS conditions of participation
- Being nimble as new CMS directives are introduced
- How do other hospitals in the system fit into the UM work plan/CMD conditions of participation

Practitioner Evaluation Committee (PEC)

Composition:

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

Function:

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

Health System Information Technology Steering (HSITS)

Composition:

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

Function:

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

Sentinel Event Team

Composition:

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

Function:

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

The Sentinel Event Determination Group (SEDG)

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

Composition:

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

Clinical Quality & Patient Safety Sub-Committees

Composition:

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

Function:

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

UH Quality Council

Composition:

The committee will be led by the UH Triad Leaders for Quality & Patient Safety. The core members represent leaders from administration, surgery, medicine, nursing, pharmacy, analytics and GME.

Function: Review quality KPIs and improvement initiatives; discuss challenges and barriers; communicate decisions and share updates for broader awareness; and initiate task forces to address issues/ opportunities. Each KPI will have an Oversight Team that is responsible for providing direction on opportunities, chartering workgroups, and overseeing action plan development/implementation.

Process Improvement Teams

Composition:

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

Function:

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

ROLES AND RESPONSIBILITIES:

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

Executive Vice President and Chancellor for Health Affairs

The Chancellor leads the \$3.7-billion Wexner Medical Center Enterprise which includes seven hospitals, a nationally ranked college of medicine, 20-plus research institutes, multiple ambulatory sites, an accountable care organization and a health plan. Additionally, the Chancellor serves as the Chief Executive Officer for Wexner Medical Center. The Chancellor serves in an ex-officio role for the Wexner Board of Trustees, as well as being the Chairman for the Quality and Professional Affairs committee which is a Board committee.

Chief Operating Officer (COO)

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

Chief Clinical Officer (CCO)

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

Chief Quality and Patient Safety Officer (CQPSO)

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

Associate Chief Quality and Patient Safety Officers

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

Medical Director/Director of Medical Affairs

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

Associate Medical Directors

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

Chief Administrative Officers – Acute Care Division/Post-Acute and Home-Based Care Division/Outpatient and Ambulatory Division/Clinical and Physician Network

The OSUWMC Chief Administrative Officers are responsible to the Board for implementation of the Clinical Quality Management Patient Safety & Service Plan for their respective divisions.

Business Unit Executive Directors

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

Clinical Department Chief and Division Directors:

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

Medical Staff

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

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

Quality, Safety & Service.

House Staff Quality Forum (HQF)

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

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

Nursing Quality

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

Hospital Department Directors

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

Health System Staff

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

- Reporting events that reach the patient and those that almost reach the patient via the internal Patient Safety Reporting System
- Suggesting processes to improve quality, safety and service

- Monitoring activities and processes, such as patient complaints and patient satisfaction participating in focus groups
- Attending staff meetings
- Participating in efforts to improve quality and safety including Root Cause Analysis and Proactive Risk Assessments

Quality and Operations Improvement Department:

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

The department is comprised of five main functions – Clinical Quality, Patient Safety, Analytics, Disease and Outcome Management, and Peer Review. Attachment V shows the current Organizational Chart with a brief summary of each team.

Patient Experience Department

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

Analytics Center of Excellence

Approach to Clinical Quality, Patient Safety & Service Management:

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

Health System employs the following principles of continuous quality improvement in its approach to quality management and patient safety:

Principles

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

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

These principles are:

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

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

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

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

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

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

Continuous: Measurement and improvement are ongoing.

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

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

Model:

Systematic Approach/Model to Process Improvement

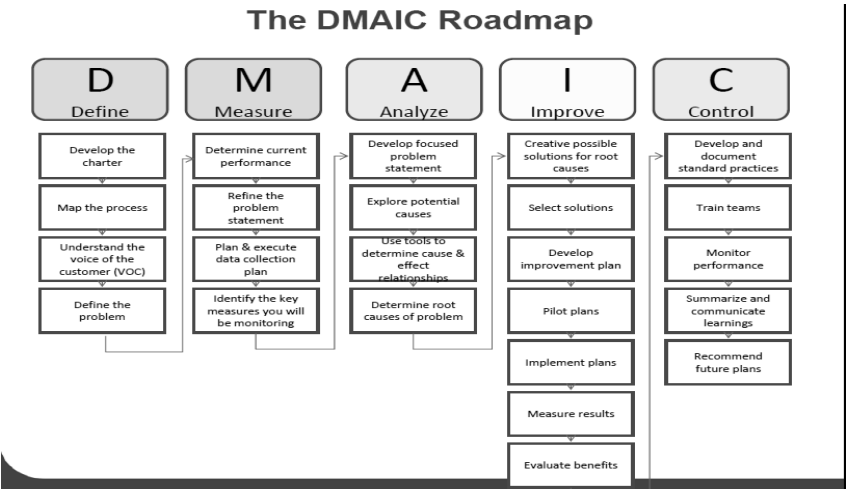
The OSU Medical Center embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general Process Improvement Model that includes 1) an organizational expectation that the entire workforce is responsible for enhancing organizational performance, 2) active involvement of multidisciplinary teams and committees focused on improving processes and 3) a toolkit* of process

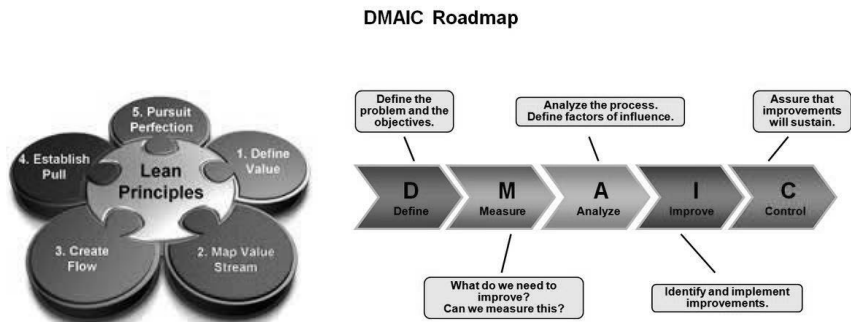
improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with longer term sustainability.

***The Process Improvement Toolkit**

Methodology
PDCA
Rapid Cycle Improvement
DMAIC
Lean Principles

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





Consistent Level of Care:

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

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

Performance Transparency:

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

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

Confidentiality:

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

Conflict of Interest:

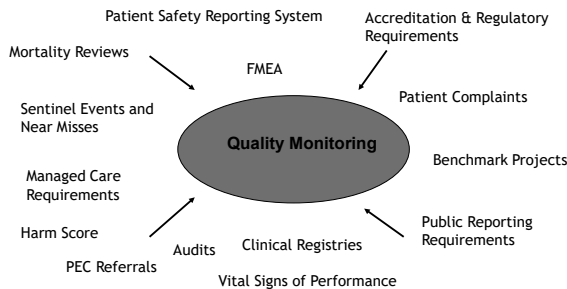
Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a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

Determining Priorities:

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

Data Measurement and Assessment

Methods for Monitoring



Determination of data needs

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

External reporting requirements

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

Collection of data

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

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

Assessment of data

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

Surveillance system

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

Quality & Safety Scorecard

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as, hospital-acquired infections, falls, patient safety indicators, mortality, length-of-stay, readmissions, and patient experience. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program [Attachment III].

Vital Signs of Performance

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

Patient Satisfaction Dashboard

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

Quality, Patient Safety, and Service Educational Information

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

- On line videos

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

Benchmark data

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

Internal Benchmarking

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

External Benchmarking

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

Design and evaluation of new processes

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

Performance Based Physician Quality & Credentialing

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

Profiling Process:

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

Service-Specific Indicators

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

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

Purpose of Medical Staff Evaluation

- To monitor and evaluate medical staff performance ensuring a competent medical staff

- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care, safe, and efficacious care
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff
- To identify opportunities for improving the quality of care

Annual Approval and Continuous Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the QLC, the Medical Staff Administrative Committees, and the Medical Center Board on an annual basis. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure. The progress and priorities are continuously evaluated throughout the year through monitoring outcomes, processes, and trends found in clinical reviews.

Attachment II: Priority Criteria

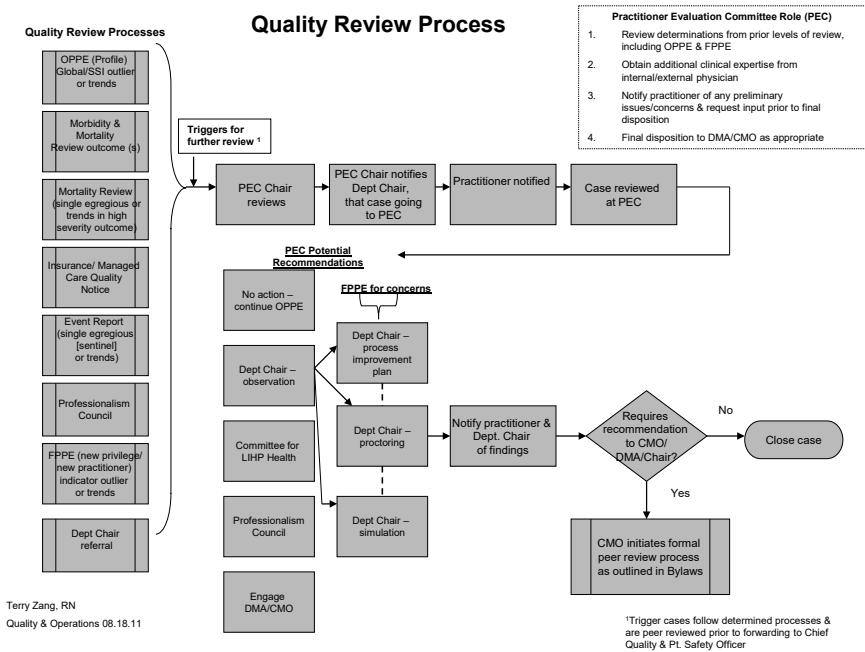
The following criteria are used to prioritize clinical value enhancement initiatives to ensure the appropriate allocation of resources.

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



Attachment III: QLC FY21 Priorities & Scorecard

Metric	FY 2020 Goal	Aspirational Goal	FY 2021 (Year 2) Goal
CAUTI	0.74	0.63	Keep FY 20 Goal (0.74)
CLABSI	0.89	0.66	Keep FY 20 Goal (0.89)
CDI	5.23	4.19	Keep FY 20 Goal (5.23)
SSI – COLO	4.94	3.49	Keep FY 20 Goal (4.94)
SSI – HYST	1.82	1.38	Keep FY 20 Goal (1.82)
MRSA	0.95	0.75	Keep FY 20 Goal (0.95)
PSI03 - Pressure Ulcer	0.81	0.29	Top Quartile (0.41)
PSI10 – Post-Op AKI	2.96	2.21	Keep FY 20 Goal (2.96)
PSI12 - Perioperative PE/DVT	3.54	3.05	5% Improvement 3.25
PSI13 - Post-op Sepsis	6.20	3.73	Keep FY 20 Goal (6.20)
Mortality Index (Medical Center)	0.79	0.69	Top Quartile (0.75)
Mortality Index (No James)	0.79	0.69	Top Quartile (0.75)
Overall Readmission Rate (No James)	10.80%	9.30%	3% Improvement (9.5%)
LOS Index (No James)	1.04	0.99	Keep FY 20 Goal (1.04)
HCAHPS Overall (Medical Center)	79.00%	90 th percentile	85th Percentile (79.2%)
HCAHPS Overall (No James)	75.00%	90 th percentile	Keep FY 20 Goal (75.0%)
CG-CAHPS Willingness to Recommend	92.30%	90 th percentile	61st Percentile (92.8%)
Ambulatory HVF Composite	18 Points	20 points	19 points

Attachment IV: Quality Review Process & Physician Performance Based Profile



Profile for member SERVICE: INTERNAL MEDICINE-CARDIOVASCULAR MEDICINE Profile last viewed by Provider: None									
Status	Indicator	My Score	Peers Score	Target	SPC Alert	Current Period	6 Month Values		
							My Score	Peer Score	Start Month
A - Volume and Acuity									
	CMI	n/a	2.63	n/a	Q2 2013		No Data	1.97	Feb 2013
	IP Discharges	n/a	14.6	n/a	Q2 2013		No Data	14.0	Feb 2013
★ ▼	IP LOS Index (Obs_Exp Total Days)	0.83	1.06	1.00	Q1 2013		No Data	1.08	Feb 2013
▼	IP Procedures	4	42.7	n/a	Q2 2013		4	34.5	Mar 2013
▼	Observation Cases	9	1.85	n/a	Q2 2013		0	2.83	Feb 2013
▲	Outpatient Visits	189	102	n/a	Q2 2013		396	102	Feb 2013
B - Patient Care									
★ —	Autopsy Discrepancy	0	0.00	0	Q2 2013		0	1.00	Feb 2013
	Cath PCI Peri-procedure AMI	No Data	1.1%	n/a	Q2 2013		No Data	1.2%	Mar 2013
	Cath PCI Retro-peritoneal Bleed	No Data	0.3%	n/a	Q2 2013		No Data	0.2%	Mar 2013
	CM - AMI_2 Aspirin Prescribed at Discharge	n/a	91.2%	100.0%	Q4 2012		No Data	No Data	No Data
	CM - AMI_3 ACEI or ARB for LVSD	n/a	24.6%	100.0%	Q4 2012		No Data	No Data	No Data
	CM - AMI_5 Beta Blocker at Discharge	n/a	87.7%	100.0%	Q4 2012		No Data	No Data	No Data
	CM - AMI_9 Inpatient Mortality	n/a	0.0%	0.0%	Q4 2012		No Data	No Data	No Data
	CM - HF_2 Evaluation of LVS Function	n/a	86.7%	100.0%	Q4 2012		No Data	No Data	No Data
	CM - HF_3 ACEI or ARB for LVSD	n/a	46.8%	100.0%	Q4 2012		No Data	No Data	No Data
	ICD Registry CVA	No Data	0.0%	n/a	Q1 2013		No Data	0.0%	Mar 2013
★ ▼	IP Mort Index (Obs_Exp)	0.80	0.50	0.79	Q1 2013		No Data	0.47	Feb 2013
—	Mortalities Reviewed	1	0.44	n/a	Q2 2013		1	1.57	Mar 2013
★ —	Mortalities Sent for Peer Review	0	0.14	0	Q2 2013		0	1.07	Feb 2013
★ —	Mortality Peer Review #1 Score 4 or 5	0	0.00	0	Q2 2013		0	No Data	No Data
★ —	Quality Management Events - Standard of Care Not Met	0	0.04	0	Q2 2013		0	1.14	Mar 2013
—	Related Readmit 30 days	0.00%	3.34%	n/a	Q1 2013		No Data	3.10%	Feb 2013
	SSI CABG Procedures	No Data	0.0%	3.0%	Q2 2013		No Data	0.0%	May 2013
	SSI Pacemaker and AICD	No Data	0.0%	n/a	Q2 2013		No Data	0.0%	Apr 2013
C - Medical and Clinical Knowledge									
★ —	Formal Peer Reviews	0	0.00	0	Q2 2013		0	0.00	Feb 2013
E - Interpersonal and Communication									
★ —	Patient Complaints	0	0.02	0	Q2 2013		0	1.00	Mar 2013

Status	Indicator	My Score	Peer Score	Target	SPC Alert	Current Period	# Month Values		
							My Score	Peer Score	Start Month
	Patient Satisfaction Ave Score	98.6%	91.9%	N/A		Q2 2013	99.3%	91.9%	Feb 2013
G - Practice Based Learning and Improvement									
	Surgical Team Safety Checklist Variations	0	0.00	0		Q2 2013	0	0.00	Feb 2013

Profile Generated 09/04/2013 13:53:57
Next Review Due: Aug 13, 2013

NEXT REVIEW DATE: Aug 13, 2013			
	Reviewed By	Outcome	Notes
Jan 29, 2013	<name>	Maintain privileges without modification	The Provider's performance meets expectations.

SPC Alert Legend



Most recent period is below Lower Control Limit



Most recent period is above Upper Control Limit



Process shift: Most recent 8 periods are all above the Center Line



Process shift: Most recent 8 periods are all below the Center Line



Most recent 6 periods are all increasing



Most recent 6 periods are all decreasing

Green border: The alert is in a positive direction

Green border	The alert is in a positive direction
Red border	The alert is in a negative direction
Yellow border	The alert is in a neutral direction

No border: There is no target

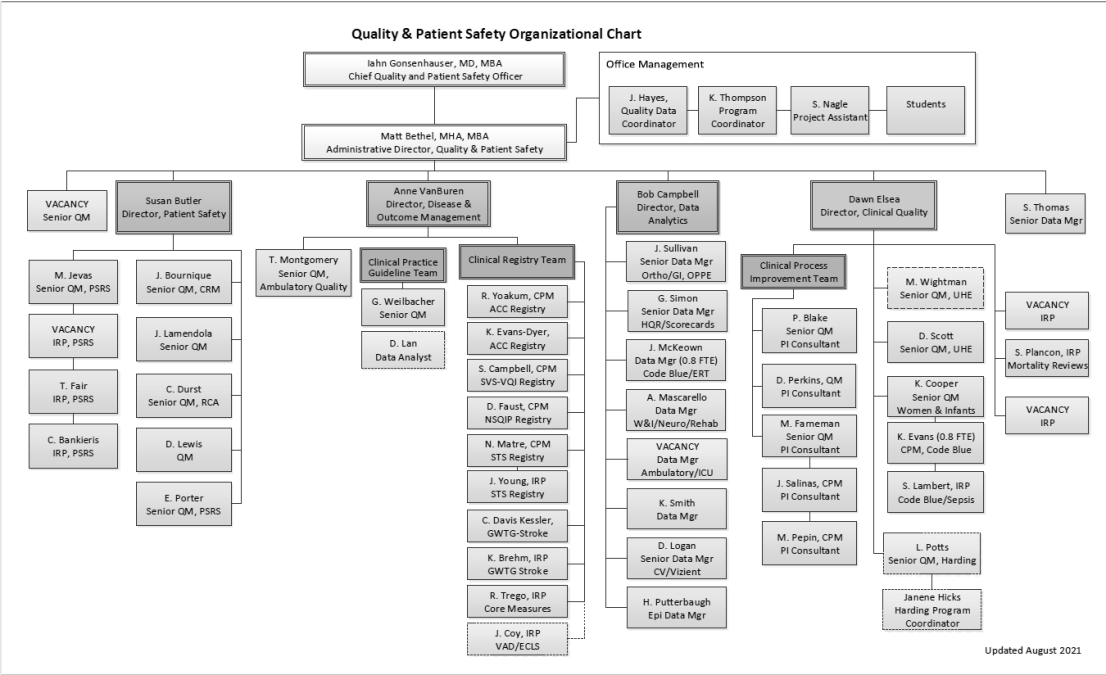
no barrier. There is no default direction for the indicator

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Attachment V: Quality Organizational Chart



Quality and Patient Safety Teams:

Clinical Quality:

The Clinical Quality Team focuses on process improvement across the enterprise through business unit committee facilitation and rapid cycle improvement teams based on opportunities found in metric review. Consultation for front line led improvement efforts is also provided.

Patient Safety:

- Oversee Patient Safety Reporting System process and review all events
- Facilitate SEDGE and Sentinel Event process
- Facilitate Crew Resource Management
- Review all National Patient Safety Goals and provide gap analysis
- Annual FMEA
- Oversee patient safety leadership rounds

Analytics

The Analytics team provides data support for all department activities related to process improvement, patient safety and peer review. Information is gathered from multiple sources including Epic, Vizient, Midas, Clinical Registry software, PSRS, and other systems as needed.

Disease and Outcome Management

The Disease and Outcome Management team oversees and facilitates the process for creation of clinical practice guidelines. This includes creation of the guideline, the approval process, developing and monitoring metrics associated with the guideline and updating it at least every two years. This team is closely tied with IT to create tools used to increase adherence to the guidelines.

This team also oversees clinical registries used to evaluate performance, benchmark with peers nationally, identify opportunities, and drive improvement initiatives. Many are required for CMS reimbursement, public reporting, and other managed care or regulatory reporting requirements.

Peer Review

Quality oversees the Peer Review process across the entire medical staff. This includes facilitating the Provider Evaluation Committee, Ongoing Professional Practice Evaluation, responding to insurance inquiries and grievances, and monitoring all physician performance data. An evaluation was provided by an outside vendor and recommendations are currently being implemented.

ATTACHMENT X

The James



James Clinical Quality, Patient Safety,
and Reliability Plan

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

Fiscal Year 2022

July 1, 2021 through June 30, 2022

The James Cancer Hospital Quality, Patient Safety and Reliability Plan

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The James Cancer Hospital & Solove Research Institute

Quality, Patient Safety, and Reliability Plan

MISSION, VISION, AND VALUES:

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

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

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

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

Definition:

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

Scope:

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

With a close partnership within OSUWMC, this plan helps provide oversight of the clinical contracted services and serves as a component of the Quality Assurance and Performance Improvement (QAPI) requirements from the Center for Medicaid and Medicare services. These services are evaluated on annual basis by The James Quality, Patient Safety, and Reliability Committee, The James Medical Staff Administrative Committee (MSAC), and then forwarded each year to the Quality and Professional Affairs Committee (QPAC) as a part of the governing body, to ensure quality and safety of care is provided to all James' patients. See Attachment C – the contract evaluation sample for clinical services. (See Figure 1 Contracted Services)

Contracted Services – Patient Support Services

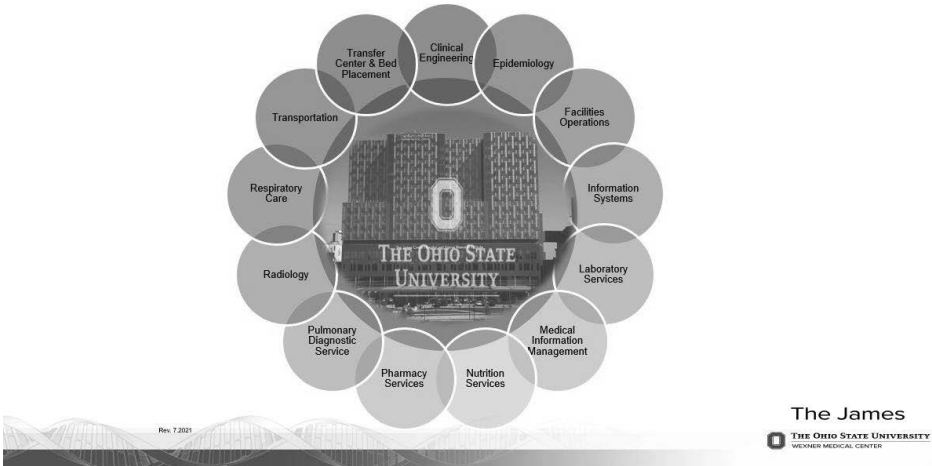


Figure 1 Contracted Services

Purpose:

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

Objectives:

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

1. Provide guidance for monitoring and evaluation of effort(s) in clinical care in order to sustain high performance and improved outcomes for all patients.
2. Evaluate and recommend system changes to improve patient care and safety by assessing, identifying, and reducing risk within the organization when undesirable patterns or trends in performance are identified, or when events requiring intensive analysis occur.
3. Assure overall compliance which meets or exceeds accreditation standards, state, federal and licensure regulations.
4. Provide information for adherence to evidence-based practice guidelines to standardize clinical care and reduce practice variation.
5. Improve patient satisfaction and perception of treatment, care and services by continuously identifying, evaluating, and improving performance based on needs, expectations, and satisfaction results.
6. Enhance the patient experience by providing safe and high-quality care at the best value.
7. Provide education to the governance, faculty and staff regarding quality management principles and processes for improving systems.

- 8. Provide appropriate levels of data transparency.
- 9. Assure quality and patient safety processes are developed with an approach of always involving trans-disciplinary teamwork.
- 10. Provide improvement processes to clinical systems to prevent or eliminate patient harm.

Structure for Quality Oversight:

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

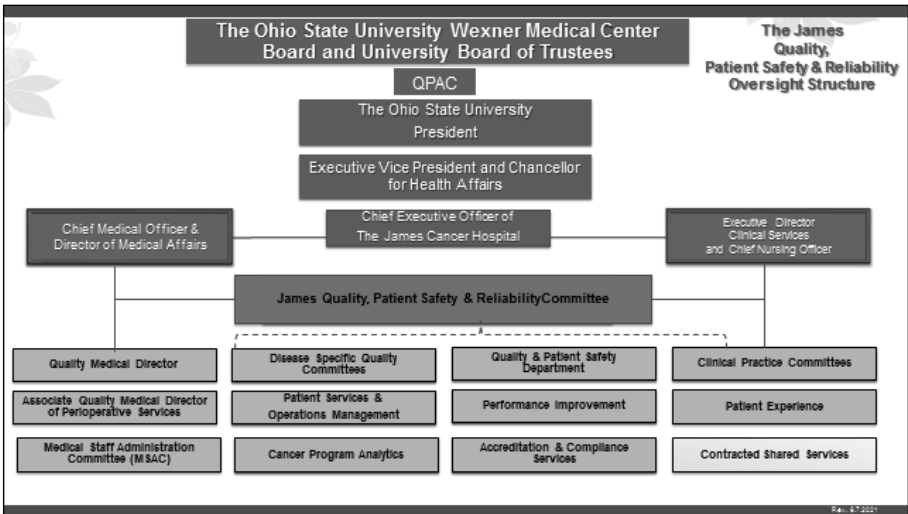


Figure 2 The James Quality, Patient Safety, & Reliability Oversight Structure

Governance and Committees:

Governing Body

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

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

Quality and Professional Affairs Committee:

Composition:

This committee consists of no fewer than four voting members of the University Wexner Medical Center Board of Trustees. Members are appointed each year by the Chair of the OSUWMC Board, and one of these shall be assigned as the Chair of the committee. The CEO of the OSU Health System; CMO of the University Medical Center; CMO of The James; the medical director of credentialing for The James; the Chief of Medical Staff of the University hospitals; the Chief of Medical Staff for The James; the Associate Dean of Graduate Medical Education; the Chief Quality and Patient Safety Officer; The Chief Nurse Executive for the OSU Health System; and the Chief Nursing Officer for The James serve in ex-officio, voting positions. Other members as may be appointed by The Chair of the OSUWMC board, in consultation with the Chair of Quality and Professional Affairs committee.

Function:

The QPAC shall be responsible for the following specific duties:

1. Reviewing and evaluating the Quality and Patient Safety programs of OSUWMC.
2. Overseeing all patient care activity in all facilities as a part of OSUWMC, including but not limited to, hospitals, clinics, ambulatory care, and physician office facilities.
3. Monitoring quality assurance performance in accordance with the standards set by OSUWMC.
4. Monitoring the achievement of accreditation and licensure requirements.
5. Reviewing and then recommending to the OSUWMC board changes to the medical staff bylaws and medical staff rules and regulations.
6. Reviewing and approving clinical privilege forms.
7. Reviewing and approving membership, as well as granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the hospital's Medical Staff Administrative Committee (MSAC).
8. Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying the minimum approved criteria which is determined by the OSUWMC board and recommended for membership and clinical privileges to the MSACs of OSUWMC and The James.
9. Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice.
10. Conducting Peer Review activities and recommending professional review actions to the OSUWMC board.
11. Reviewing and resolving any petitions by the medical staff for amendments to any rule, regulation or policy presented by the Chief of Staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the hospitals MSACs.
12. Such other responsibilities as assigned by the Chair of the OSUWMC Board.

The James Medical Staff Administrative Committee (MSAC)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The organized medical staff, under the direction of the Director of Medical Affairs/Chief Medical Officer, implements The Plan throughout the clinical departments. The MSAC reviews reports and recommendations related to clinical quality management, patient safety and service quality activities. This Committee has responsibility for evaluating the quality and appropriateness of clinical performance and service quality of all individuals with clinical privileges. The MSAC reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety and service quality activities.

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

Composition:

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

Function:

- Create a culture which promotes organizational learning and recognition of clinical quality (improving outcomes) and patient safety (reducing harm).
- Develop and sustain a culture of safety which strives to eliminate individual blame or retribution for involvement in health care errors.
- Assure compliance with patient safety-related accreditation standards.
- Proactively identify risks to patient safety and creates a call-to-action to reduce risk with a focus on process and system improvement.
- Oversee education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
- Evaluate standards of care and evidence-based practices and provide recommendations to improve clinical care and outcomes.
- Ensure actions are taken to improve performance whenever an undesirable pattern or trend is identified.
- Receive reports from committees that have a potential impact on the quality & safety in delivering patient care such as, but not limited to, Environment of Care, BMT & Acute Leukemia, Radiation Oncology, Translational Research and Infection Prevention Committee.
- Receive reports from Shared Services as they represent the metrics for quality and safety of care for the cancer patient population. (See Attachment)
- Maintain follow-up on Shared Services action plans as necessary for improving metrics for quality and safety of care for the cancer patient population.

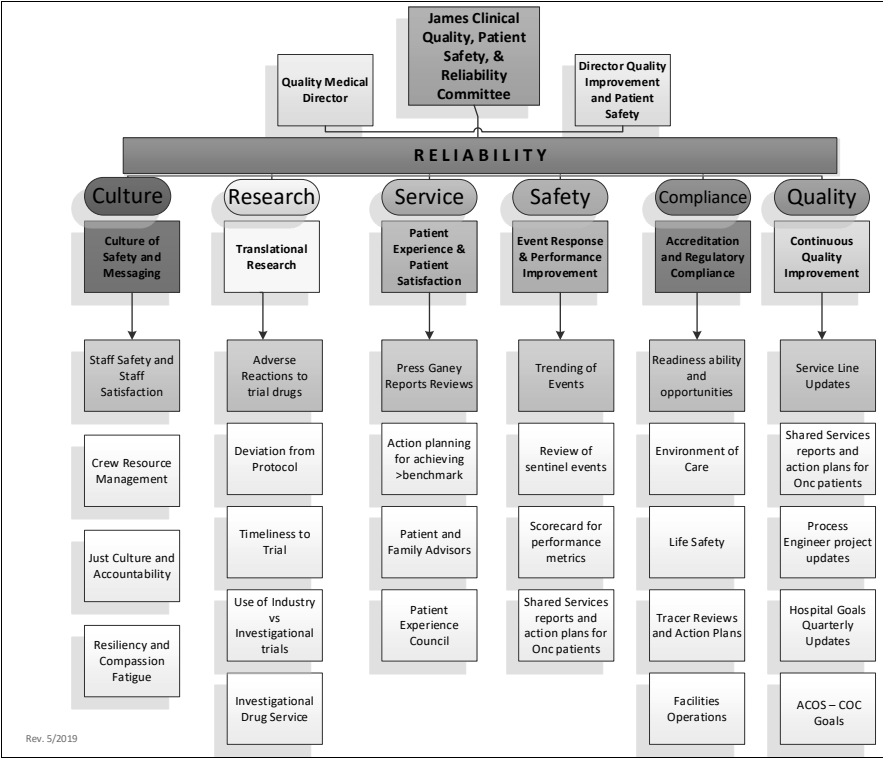


Figure 3 The James Quality, Patient Safety and Reliability Committee Structure

The James Patient Experience Council

Composition:

The Patient Experience Council consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Nursing, Nutrition Services, Environmental Services, Communications and the Patient Experience Department. The Patient Experience Council has a liaison member connected to The James Quality, Patient Safety and Reliability committee.

Function:

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

- Oversees the service excellence reward and recognition program.
- Serves as a coordinating body for subcommittees working on specific aspects of the patient experience.

The James Utilization Management Committee (JUMC)

Composition:

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

Function:

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

Practitioner Evaluation Committee (PEC)

Composition:

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

- Provide leadership for the provider clinical quality improvement processes.
- Provide clinical expertise to the practitioner peer review process by thorough and timely review of clinical care and/or patient safety issues referred to the PEC.
- Give advice to the Director of Medical Affairs/CMO at The James regarding action plans to improve the quality and safety of clinical care.
- Provide input to the Director for Advanced Practice Providers when there is an APP Peer Review completed.
- Develop follow up plans to ensure action is successful in improving quality and patient safety.

Health System Information Systems Steering Team (HSISST)

Composition:

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

Function:

The HSISST oversees information technology for both The James and OSUWMC. The team is responsible for oversight of information technology and processes currently in place, as well as reviewing replacement and/or introduction of new systems, and related policies/procedures. Individual team members are charged with responsibility to communicate and receive input from their various communities of interest on relevant topics discussed at committee meetings and other forums.

Sentinel Event Committee and Sentinel Event Determination Group (SEDG):

Composition:

The Sentinel Event Team includes membership from both The James and the OSUWMC. Membership from The James includes: the Executive Director Medical Affairs/Chief Medical Officer, the Quality Medical Director for The James, the Quality Medical Director for Perioperative services, and the Director of Quality Patient Safety and Nursing Quality. Members from the Medical Center include: an Administrator, Chief Medical Officer, Chief Quality Officer, Associate Chief Quality and Patient Safety Officer, Associate Executive Director of Quality & Safety, a member of the Physician Executive Council, Quality and Operations Improvement, and Nursing Quality. Members from Risk Management are also included.

The Sentinel Event Determination Group (SEDG) is a sub-group of the Sentinel Event Team which is comprised of quality leaders from The James and OSUWMC, and is chaired by the Health System Chief Quality Officer. The SEDG membership includes the CQO, Associate CQO, Director of Risk Management, James Quality Medical Director, Directors of Quality & Patient Safety and Nursing Quality Directors of respective business units. The SEDG meets weekly to review sentinel event and significant events. Once an event is determined to be a significant or sentinel event, SEDG members assign a Root Cause Analysis (RCA) Team which includes: Executive Sponsor, RCA Workgroup Leader, and RCA Workgroup Facilitator. The James Director of Quality and Patient Safety serves as the executive sponsor for the RCA, and receives the input from SEDG, collaborates with facilitators and physician leaders to finalize the team membership, initiate team charters and ensure that team meetings and action plans are completed in accordance with requirements to satisfy regulatory compliance.

Function:

Approve & make recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group. Results of a sentinel event, significant event or near-miss information are considered confidential according to Ohio Revised Code Section 2305.25, and are not externally reported or released.

The James Quality, Patient Safety and Reliability Sub-Committees

Composition:

For the purposes of this Plan, Quality, Patient Safety and Reliability Sub-Committees refer to any standing committee or sub-committee functioning under the quality oversight structure. Membership on these committees represents the major clinical and support services throughout the hospitals and/or clinical departments, as well as members from The James Quality, Patient Safety, and Reliability Committee. These committees report, as needed, to the appropriate oversight committee(s) defined in this Plan.

Function:

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

The James Continuous Quality Improvement Teams and Operational Excellence

Composition:

For the purposes of this plan, Quality Improvement Teams are considered as ad-hoc committees, workgroups, teams, taskforces, etc., that function under the quality oversight structure and are generally time-limited in nature. Continuous Quality Improvement teams are comprised of owners or participants in the process under study. The process may be clinical or non-clinical. Generally, the members fill the following roles: team leader, Process Engineer or facilitator, physician advisor, administrative sponsor, and technical experts.

Function:

Improve current practice or processes using traditional continuous process improvement tools such as rapid cycle improvements, LEAN principles and DMAIC/DMADV.

Roles and Responsibilities

The management of clinical quality, patient safety and excellence are responsibilities of all faculty, staff and volunteers.

Executive Vice President and Chancellor for Health Affairs

The Chancellor leads the \$3.7-billion Wexner Medical Center Enterprise which includes seven hospitals, a nationally ranked college of medicine, 20-plus research institutes, multiple ambulatory sites, an accountable care organization and a health plan. Additionally, the Chancellor serves as the Chief Executive Officer for Wexner Medical Center. The Chancellor serves in an ex-officio role for the Wexner Board of Trustees, as well as being the Chairman for the Quality and Professional Affairs committee which is a Board committee.

Chief Executive Officer (CEO)

The CEO for The James reports to the Executive Vice President and Chancellor for Health Affairs and is responsible for providing leadership and oversight for the overall functions within The James. The CEO has authority for the Clinical Quality and Patient Safety Plan and works with all employees and medical staff to ensure safe care is delivered to our patients to achieve quality outcomes for each encounter.

Director of Medical Affairs/Chief Medical Officer (CMO)

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

Quality Medical Director

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

Associate Director of Perioperative Quality

The James Associate Director Perioperative Quality reports to the Medical Director Perioperative Services for The James, and is also responsible for assisting the Quality Department with medical review for patient safety and quality outcomes concerns. The physician works collaboratively with the health system quality medical directors and the Chief Quality and Patient Safety Officer in determining sentinel and significant events that occur within the perioperative service area, and can report events when needed to the peer review process.

Clinical Department Chief and Division Directors

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

Medical Director

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

Medical Staff

Medical staff members are responsible to achieve the highest standard of care and services within their scope of practice. As a requirement for membership on the medical staff, members are expected and must participate in the functions and expectations set forth in The Plan. In addition members serve on quality management/patient safety committees and/or continuous quality improvement teams throughout the year

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

The James Executive Director for Clinical Services, Chief Nursing Officer provides leadership and oversight of The Plan, and works collaboratively with the OSUWMC Quality Leadership Council (QLC, formerly known as LCCQSS) initiatives. The Executive Director/CNO is integral to the establishment and implementation of The Plan, organization-wide quality goals, and performance improvement achievements.

Associate Chief Nursing Officer (ACNO)

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

Nursing Staff

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

Nursing directors and managers are to implement recommendations or participate in action plans for individual employees or the department as a whole. They provide input regarding committee memberships, and serve as participants in the departmental, hospital and Health System quality/patient safety committees. Clinical Nurse Specialists (CNS) support quality improvement initiatives by providing leadership in the application and use of

evidence-based practice. The James nursing staff is responsible to provide the highest standard of care and services within their scope of practice. (See Figure 3)

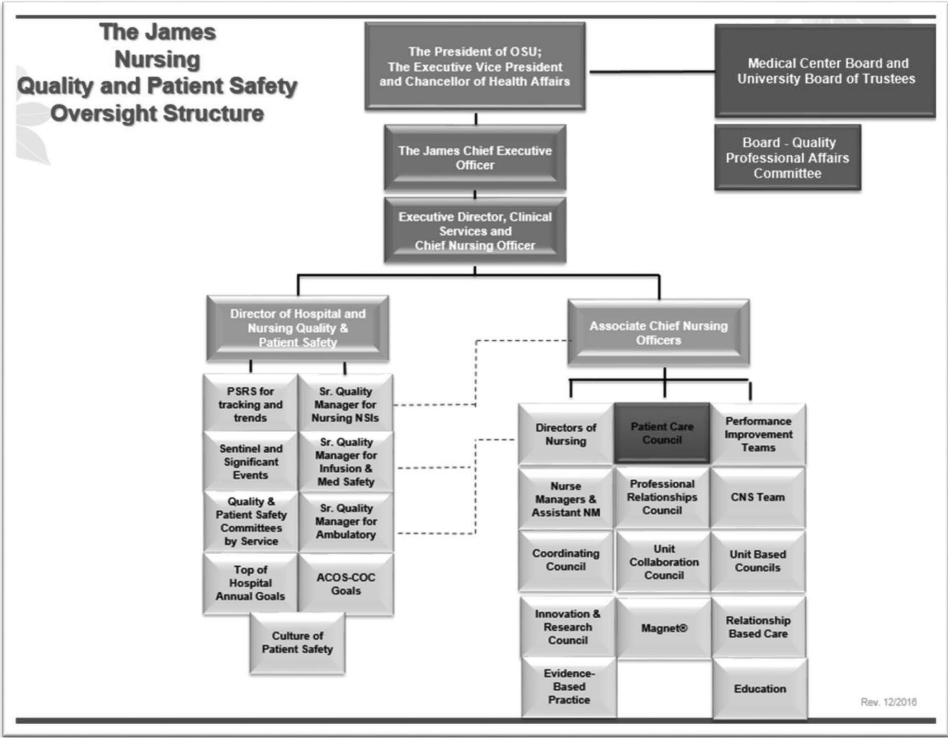


Figure 4 Nursing Quality

Director of Quality and Patient Safety, and Director of Nursing Quality

The Director for Quality and Patient Safety works directly with the executive leaders as well as the directors and managers of all areas in order to evaluate, plan and improve on patient safety and quality outcomes. The director reports to the Administrator for Patient Resource Management and is responsible for the output of the annual Quality Plan. In addition, the Director has leadership oversight of the quality improvement goals, patient safety improvements, and works with the facilitators and team(s) charged for implementation of annual hospital level goals. The director serves as a co-chairperson for The James Quality, Patient Safety and Reliability committee. This role also has responsibility for oversight of the Nursing Quality Team, which focuses on Nurse-Sensitive Indicators (NSI) with front-line staff and other leaders.

Hospital Management Team

Each associate executive director, all service line administrators, department directors and managers are responsible to ensure the standards of care and service are maintained or exceeded within their department(s),

and are responsible to implement, monitor, and evaluate activities in their areas and assist clinical staff members in developing appropriate mechanisms for data collection and evaluation. Department directors, managers and/or assistant managers participate in action plans for individual employees or the department as a whole. All department directors/managers provide input regarding committee memberships, and serve as participants on quality management/patient safety committees and/or quality improvement teams.

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

- Suggesting process improvements and reporting medical/health care events and near misses.
- Implementing evidence-based practices.
- Monitoring and responding to activities and processes, such as patient complaints and patient satisfaction.
- Participating in audits, observations and peer-to-peer review and feedback; and,
- Participating in efforts to improve patient outcomes and enhance patient safety.

The James Staff

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

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

The James Quality Improvement and Patient Safety Department

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

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

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

The James Patient Experience/Guest Services Department

The primary responsibility of The James Patient Experience and Guest Services Department is to coordinate and facilitate a service oriented approach to providing healthcare. This is accomplished through both strategic program developments as well as by managing operational functions. The Patient Experience staff serves as an

internal consultant for the development and evaluation of service-quality activities. The Department maintains human and technical resources for interpreter services, information desks, patient relations, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. The Department also oversees the Patient/Family Advisor Program which consists of current and former patients, or their primary caregivers, who have had experiences at any James facility. These individuals are volunteers who serve on committees and workgroups, as Advisory Council members, complete public speaking engagements and review materials.

Figure 5 Contracted Services - Patient Support Services

Approach to Clinical Quality, Patient Safety & Reliability Management:

Philosophy of Patient Care Services

The James provides innovative and patient-focused comprehensive cancer care and services which includes the following:

- A mission statement that outlines the relationship between patient care, research and teaching.
- Long-range, strategic planning conducted by leadership to determine the services to be provided.
- Establishing annual goals and objectives that are consistent with the hospital mission, and which are based on a collaborative assessment of patient/family and the community's needs.
- Provision of services appropriate to meet the needs of patients.
- Ongoing evaluation of services provided such as: performance assessment and improvement activities, budgeting and staffing plans.
- Integration of services through the following: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management operations meetings, nursing shared governance structure, Medical Staff Administrative Committee, administrative staff meetings; participation in OSUWMC and OSU governance structures, special forums; and leadership and employee education/development.
- Maintaining competent patient care leadership and staff by providing education and ongoing competency reviews which are focused towards identified patient care needs.
- Respect for each patient's rights and decisions as an essential component in the planning and provision of care.
- Utilizing the Relationship Based Care principles which encompass Care of Patient, Care of Colleague, Care of Self and Care of the Community.
- Embracing the principles of a Just Culture and honoring a Culture of Safety for all team members, faculty and staff.
- .

Principles

The principles of providing high quality, safe care support the Institute of Medicine's *Six Aims of Care* which are:

- **Safe:** Care should be as safe for patients in health care facilities as in their homes;
- **Effective:** The science and evidence behind health care should be applied and serve as the standard in the delivery of care;
- **Efficient:** Care and service should be cost effective, and waste should be removed from the system;

- **Timely:** Patients should experience no waits or delays in receiving care and service;
- **Patient centered:** The system of care should revolve around the patient, respect patient preferences, and put the patient in control; and
- **Equitable:** Unequal treatment should be a fact of the past; disparities in care should be eradicated.

The IOM *10 Rules for Redesign* are guiding principles for the provision of safe and quality care. These are:

1. **Care is based on continuous healing relationships.** Patients should receive care whenever they need it and in many forms, not just face-to-face visits. This implies that the health care system must be responsive at all times, and access to care should be provided over the Internet, by telephone, and by other means in addition to in-person visits.
2. **Care is customized according to patient needs and values.** The system should be designed to meet the most common types of needs, but should have the capability to respond to individual patient choices and preferences.
3. **The patient is the source of control.** Patients should be given the necessary information and opportunity to exercise the degree of control they choose over health care decisions that affect them. The system should be able to accommodate differences in patient preferences and encourage shared decision making.
4. **Knowledge is shared and information flows freely.** Patients should have unfettered access to their own medical information and to clinical knowledge. Clinicians and patients should communicate effectively and share information.
5. **Decision making is evidence-based.** Patients should receive care based on the best available scientific knowledge. Care should not vary illogically from clinician to clinician or from place to place.
6. **Safety is a system property.** Patients should be safe from injury caused by the care system. Reducing risk and ensuring safety require greater attention to systems that help prevent and mitigate errors.
7. **Transparency is necessary.** The system should make available to patients and their families information that enables them to make informed decisions when selecting a health plan, hospital, or clinical practice, or when choosing among alternative treatments. This should include information describing the system's performance on safety, evidence-based practice, and patient satisfaction.
8. **Needs are anticipated.** The system should anticipate patient needs, rather than simply react to events.
9. **Waste is continuously decreased.** The system should not waste resources or patient time.
10. **Cooperation among clinicians is a priority.** Clinicians and institutions should actively collaborate and communicate to ensure an appropriate exchange of information and coordination of care.

Following these principles, The James has instituted the following guidelines as the approach to quality, safety, and reliability services:

- **Customer Focus:** Knowledge and understanding of internal and external customer needs and expectations.
- **Leadership & Governance:** Dedication to continuous improvement instilled by leadership and the Board.
- **Education:** Ongoing development and implementation of curricula for quality, safety, and reliability for all faculty, staff, volunteers and students.
- **Involvement:** All team members must have mutual respect for the dignity, knowledge, and contributions of others. Everyone is engaged in improvement of processes where they work.
- **Data-driven decision making:** Decisions for quality, safety, and reliability are based on the knowledge derived from data.

- **Continuous Process Improvement:** Analysis of processes for design, redesign and to reduce variations are accomplished by use of an approach using science and LEAN/DMAIC. Measures and improvements are ongoing.
- **Just Culture:** Our framework of quality, safety, and reliability services are based on a culture that is open, honest, transparent, collegial, team-oriented, accountable, and non-punitive when system failures have occurred.
- **Personalized Health Care:** The incorporation of evidence-based medicine in patient-centered care which considers the patient’s health status, genetics, cultural tradition, personal preferences, and values family and lifestyle situations.

Model:

Model and Systematic Approach to Continuous Quality Improvement and Operational Excellence

The James Cancer Hospital embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general process improvement model that includes:

- An organizational expectation the entire workforce is engaged and responsible for enhancing organizational performance and exemplary outcomes for our patients.
- Active involvement of multidisciplinary teams and committees focused on improving processes and,
- A broad toolkit of continuous quality improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with long term sustainability. With the increased organizational emphasis on utilizing a metric-driven approach to reducing medical errors, eliminating rework, and enhancing efficiency and effectiveness of work, DMAIC (See Fig 5), DMADV (See Fig 6), and Green and Lean (See Fig 7) project methods are used to help focus our efforts.

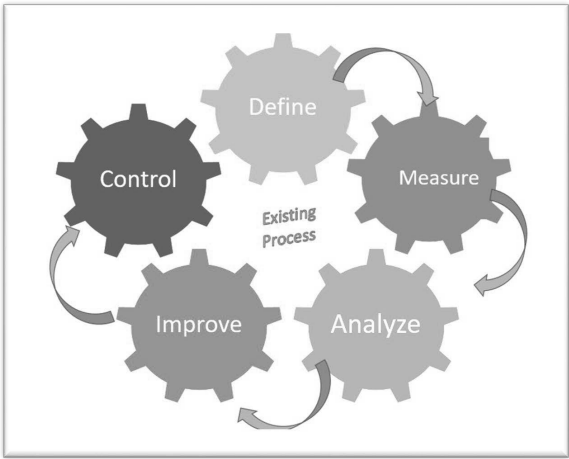


Figure 5 DMAIC

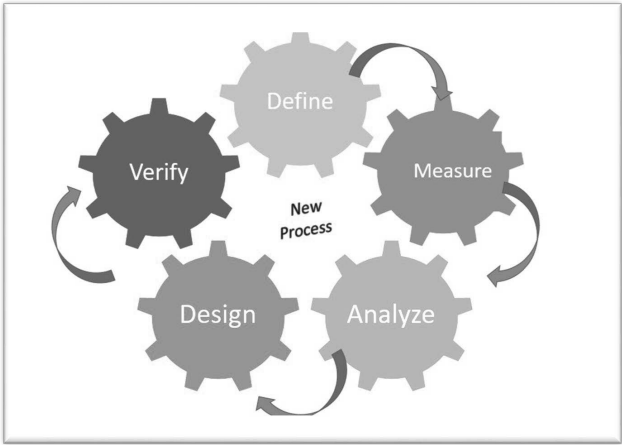


Figure 6 DMADV

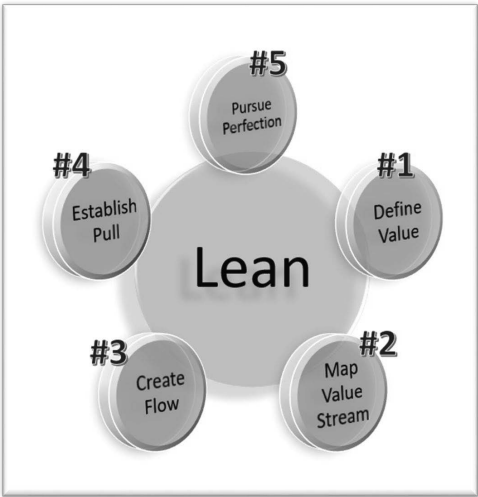


Figure 7 LEAN

Consistent Level of Care

Certain elements of The Plan help to ensure that patient care standards for the same or similar services are comparable in all areas. These elements include, but are not limited to:

- Policies and procedures and services provided are not payer driven and are standardized to promote high quality and safe care.
- Application of a single standard for physician credentialing.
- Cancer care delivery is based upon nationally recognized standards of care from the National Comprehensive Cancer Network (NCCN).
- Use of monitoring tools to measure like processes in areas of the Health System and The James.

Performance Transparency

The James Medical and Administrative leadership have a long-standing and strong commitment to transparency of performance as it relates to clinical quality, safety and service performance.

Performance data are shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to assist faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. Transparency of information is provided within the limits of the Ohio law that protects attorney –client privilege, quality inquiries and reviews, as well as peer review. Current quality data is shared on The James internal intranet site. Cancer Program Analytics has worked with many departments to build and enhance quality and safety dashboards, as well as display of other important metrics to build on the equation of value for our patients.

Confidentiality

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

Conflict of Interest

A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in a case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

Priority Criteria:

The following criteria are used to prioritize clinical value enhancement initiatives and continuous quality improvement opportunities, to ensure the appropriate allocation of resources.

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

Determining Priorities

The James has a process in place to identify and direct resources toward quality management, patient safety, and service excellence activities. The prioritization criteria are reevaluated annually according to the mission and strategic plan. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events. Whenever possible, NCI, ADCC or other appropriate cancer specific benchmarks are utilized to compare performance metrics for The James, in order to assist with determination of priorities each year to improve performance.

Design and evaluation of new processes

New processes are designed and evaluated according to the organizational mission, vision, values and priorities, and are consistent with sound business practices.

The design or re-design of a process may be initiated by:

- Surveillance data indicating undesirable variance.
- Patients, staff, or payers perceived need to change a process.
- Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events.
- Review and assessment of data and/or review of available literature to confirm the need and/or by evidence-based practices.

Data Measurement and Assessment

Determination of Needs

Data needs are determined according to improvement priorities and surveillance needs. The James Cancer Program Data Analytics and the Quality and Patient Safety departments collect data for monitoring important processes and outcomes related to patient care. In addition, each department is responsible for identifying quality indicators specific to their area of service. The quality management committee of each area is responsible for monitoring and assessment of the data collected. Quality and Safety monitoring is on-going and reviewed by The James Quality and Patient Safety Committee each year.

External reporting requirements

There are a number of external reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations. The table below displays some examples of external organizations where quality, safety, and service data are reported. (See Figure 7)

Quality Data and External Reporting		
Regulatory / Public Data	Payers	Registries/ Benchmarking
Center for Medicare/Medicaid Services (CMS)	Anthem	Society of Thoracic Surgeons (STS)
Ohio Department of Health (ODH)	United Healthcare	American College of Surgeons - National Surgical Quality Improvement (ACOS - NSQIP)
The Joint Commission (TJC)	Aetna	ACOS/ CoC – Commission on Cancer
National HealthCare Safety Network (NHSN)	Optum Health	National Cancer Care Network
Center for Disease Control (CDC)	MMO	Nursing Database of Nursing Quality Indicators (NDNQI)
Stem Cell Therapeutic Outcomes Database (SCTOD)	Cigna	Press Ganey
Health Resources and Administration Services (HHS)		
Red = Public Data/Reporting		
<div>The James THE OHIO STATE UNIVERSITY JAMESON MEDICAL CENTER</div>		

Figure 8 External Reporting

Collection of data

Data, including patient demographic and diagnosis, are systematically collected by various mechanisms including but not limited to:

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

Assessment of data

Statistical methods are used to identify undesirable variance, trends, and opportunities for improvement. The data are compared to the previous performance, external benchmarks, and accepted standards of care to establish goals and targets. Annual goals are established as a means to evaluate performance.

Surveillance system

The James systematically collects and assesses data in different areas to monitor and evaluate the quality and safety of services, including measures related to accreditation and other requirements. Data collection also functions as a surveillance system for timely identification of undesired variations or trends in quality indicators. (See Fig 9)



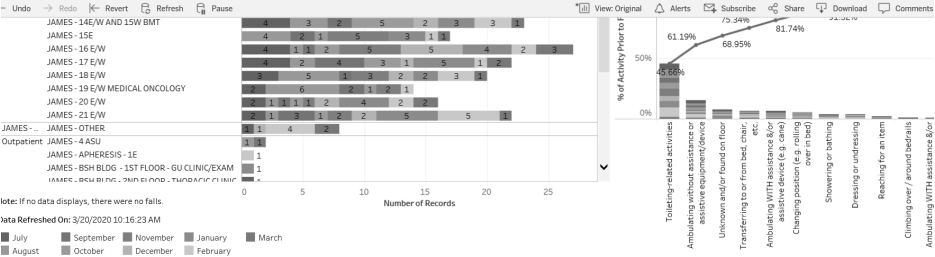
Figure 9 Quality & Patient Safety Monitoring

The James Patient Quality and Safety Scorecard

Patient Safety is the highest priority for all faculty and staff at The James. As a crucial element to caring for our patients, there is an on-going process of monitoring safety events and any untoward trends from patient care. The James Patient Quality and Safety Scorecard (hereinafter The Scorecard) is a set of indicators related to those events considered potentially preventable and which cause some level of harm to the patient. The Scorecard (see Figure 10) covers the areas such as sentinel events, mortality, and mortality related to sepsis, hospital acquired infections, falls with injury, hospital-acquired pressure ulcers, medication events that reach the patient and cause harm, as well as several other categories.

The information is shared in various quality forums with the medical staff, clinicians, James administration and senior staff, and the Quality and Professional Affairs Committee (QPAC) at the Wexner Medical Board. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the Quality and Patient Safety program. The Patient Safety program (see Fig. 11) evaluates opportunities each quarter at The James Quality and Patient Safety Committee, as well as monthly at the Medical Staff Administrative Committee. Annually, safety goals are reviewed and adjusted as necessary by use of event trending, regulatory changes, needs identified from the culture of safety surveys and/or national cancer benchmarks.

Patient Safety Scorecard James Quality



Event Details

Day of Event occurrence date	Ref	Setting	Location
July 1, 2019	PSR-62230	Inpatient	JAMES - 17 E/W
July 2, 2019	PSR-62315	Inpatient	JAMES - 12 SURGICAL ONCOLOGY
July 3, 2019	PSR-62373	Outpatient	JAMES - BSH BLDG - 2ND FLOOR - THORACIC CLINIC
July 4, 2019	PSR-62384	Inpatient	JAMES - 14E/W AND 15W BMT

Falls Hour of Day

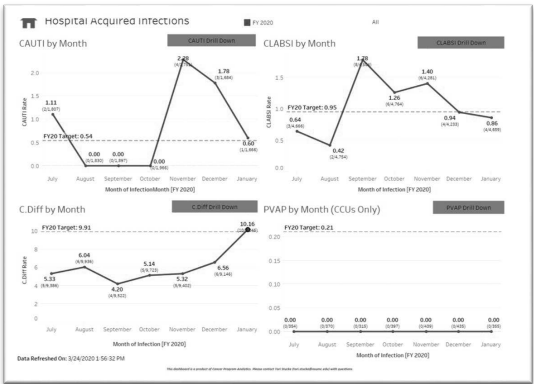
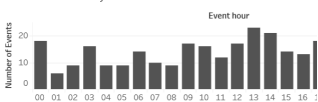


Figure 10 Quality & Patient Safety Scorecard example

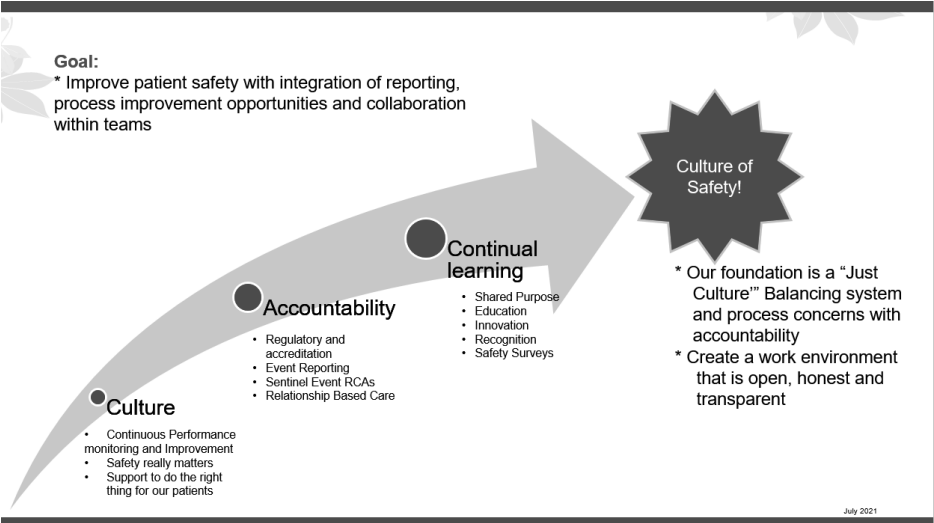


Figure 11 Patient Safety Program

The James Patient Satisfaction Portal/Dashboard

The Patient Satisfaction dashboard (See Fig 12) is a set of patient experience indicators gathered from surveys after discharge or visit to a system based clinic or hospital. The dashboard covers performance in areas such as physician communication, nursing responsiveness, pain management, admitting and discharging speed and quality in addition to many other service categories. The information is shared in forums with staff, clinicians, administration, including the Boards. Performances on many of these indicators serve as annual goals for leaders and members of clinical and patient experience teams.

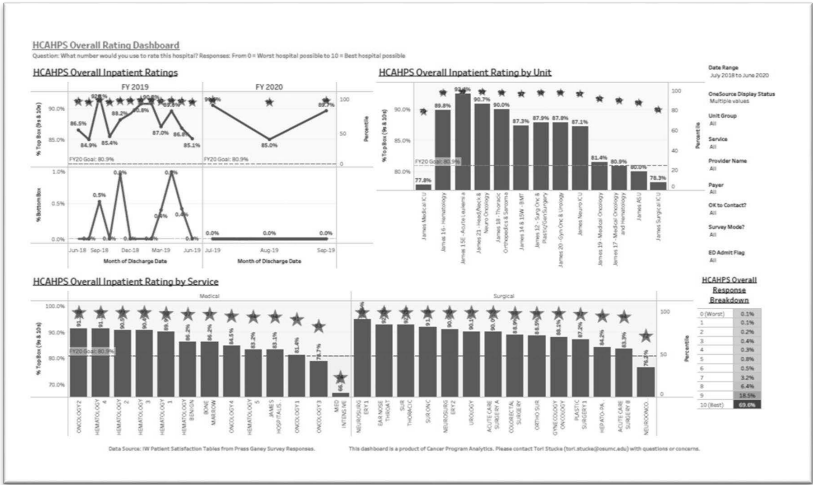


Figure 12 Patient Satisfaction Portal

Quality, Patient Safety & Reliability Staff Education

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

- Online videos
- Quality & Patient Safety Simulcasts
- Newsletters
- Classroom forums
- Simulation training
- Computerized Based Learning Modules (e-learning/CBLs)
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety/Quality Lesson's Learned and Patient Safety Alerts

The James Benchmark data

Both internal and external benchmarking provides value when evaluating performance.

Internal Benchmarking

Internal benchmarking uses processes and data to compare The James performance to itself over time and provides a gauge of improvement strategies within the organization.

External Benchmarking

The James participates in various database systems and focused benchmarking projects to compare performance with that of cancer hospital - peer institutions. The James Cancer Hospital utilizes and joins other comprehensive cancer centers for benchmarking such as C4QI (Comprehensive Cancer Center Consortium for Quality Improvement) and ADCC (Alliance of Dedicated Cancer Centers), National Cancer Institute (NCI). Also, The James participates in national benchmarking efforts through the following: The Vizient, The US News Report, and the Ohio Department of Health, Press Ganey, and National Database of Nursing Quality Indicators.

Innovation, Design, Evaluation

A new process can be initiated by innovative staff and leaders, and design of a new process is brought about by The James' ambition, mission, vision, values, priorities, and sound practices. Evaluation is an integral part of all existing processes and certainly key in any new innovation or design.

The design or redesign of a process comes from:

- Surveillance of data which indicates a variance that is not desired
- Patients, faculty, staff, or payers perception of a change being necessary
- Information and updates from both within the organization and from other organizations about potential risks to patient safety
- Sentinel or significant events
- Review and analysis of data and/or review of available literature confirming a need for change.

Performance Based Physician Quality & Credentialing See Figure 13

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

Profiling Process:

- Data gathering from multiple sources
- Report generation and indicator analysis
- Profile review meetings with department chairs
- Discussion at Credentialing Committee
- Final recommendation & approval:
- Medical Staff Administrative Committees
- Medical Director
- Hospital Board

Service-Specific Indicators

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

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

The purpose of the medical Staff Evaluation is several-fold:

- To appoint quality medical staff.
- To monitor and evaluate medical staff performance.
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care.
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff.
- To identify opportunities for improving quality of care.

Provider Performance Based Process

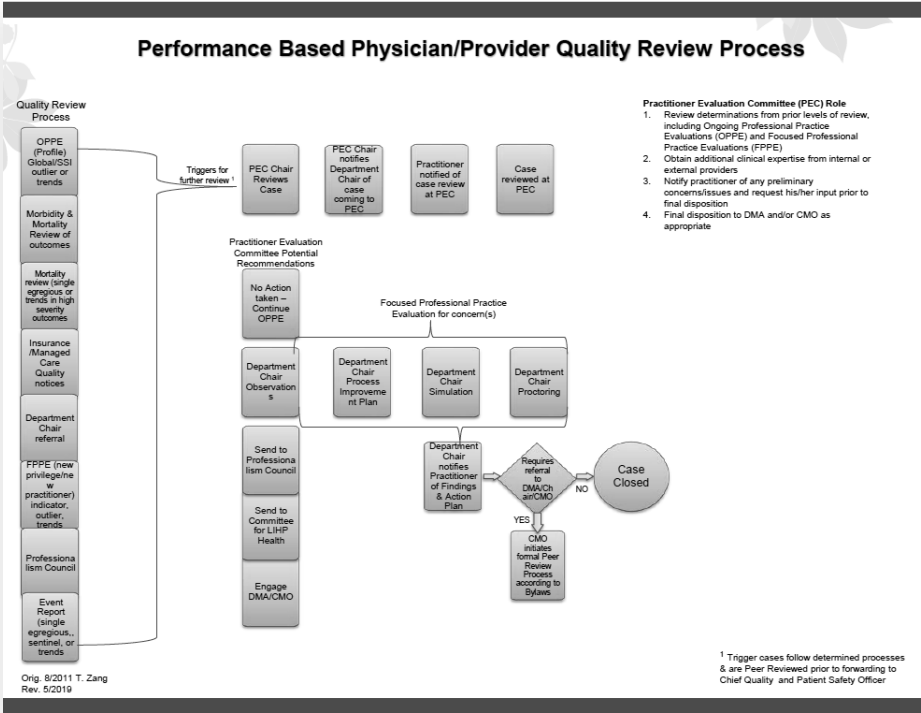


Figure13 Process for Provider Evaluations

Annual and on-going evaluations

The James Quality, Patient Safety and Reliability Plan is approved annually by The James Quality and Patient Safety Committee and QPAC. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure.

- Attachment A outlines the annual quality goals for FY22
- Attachment B outlines the annual patient safety goals for FY22.
- Attachment C examples of Shared Service metrics and annual review

Attachment A: FY 2022 James Annual Clinical Quality Goals

July 1 2021 through June 30 2022

FY22 Goals

- Translational Research
 - In conjunction with Pathology, the following goal has been determined for FY22: To increase the efficiency and effectiveness of Tissue Archive Services in fulfilling research requests.
 - This will be an inter-disciplinary goal

- Just Culture® education & implementation – a multi-year goal
 - Working together to improve the culture of safety by implementing the Just Culture® program which allows us to examine events through a lens that provides accountability to the organization and individuals, with joint responsibility to improve systems and patient safety
 - This goal is a multi-disciplinary plan

FY22 Goals

- Serious Illness Conversation - continued
 - A program designed to prepare front-line clinicians to have greater ease and comfort in discussing goals of care with patients along the trajectory of the continuum of care.
 - This goal is a multi-disciplinary plan.

- Plan of Care – Patient Education
 - A goal designed to improve the quality, quantity and documentation of education to all of our patients, in both ambulatory and inpatient settings.
 - This goal is a multi-disciplinary plan.

Attachment B: FY2022 James Annual Patient Safety Goals

July 1 2021 through June 30 2022

FY22 Goals

ELIMINATE HARM! GO FOR ZERO!

Reduce or eliminate harm related to:

- Hospital Acquired Conditions (HAC)
- Pressure Injuries – Any Stage
- PSI-90 Indicators
- Mortality
- CAUTI
- CLABSI
- MRSA
- Cdiff
- SSI-Colon
- SSI-Hysterectomy

Safety Indicators such as:

- Falls with injury (any level)
- Hand hygiene compliance

Attachment C: FY2022 Sample documents for Shared Services

July 1 2021 through June 30 2022

2020 Evaluation of Contract Services: The James

Name:

Department:

Date Eval. Completed: 2/28/2020

Contract Services from OSUWMC to The James: X Department

		YES	NO
1.	Are there any known outstanding requirements for improvement issued by the accrediting body for this organization?		X
2.	Do you monitor key quality and performance indicators for the service? Describe how and how often you monitor these indicators (e.g. direct observation, audits, incident reports, efficiency, satisfaction reports, etc.) Percentage of clinical nutrition consults completed within 24 hrs is monitored, this data is received twice annually and provides a monthly breakdown of completion rates. Patient satisfaction scores for James Ambulatory RD team and patient food services is also monitored monthly.	X	
3.	Does the contracted service provide the organization with performance/efficiency / quality data? If so, describe indicator, analysis, and frequency of data. Yes, department scorecard is updated monthly to include the above metrics	X	
4.	Is there a process in place to carry out improvement efforts if a problem area is identified? Explain briefly. Yes, department has a quarterly QAPI meeting to discuss scorecard and any needed corrective plans	X	
5.	Were any improvements made in the past year? Describe briefly. Validated malnutrition screening tool (MST) added to EMR in November of 2019	X	
6.	Has the organization (or any staff of the organization) providing the contracted service ever been sanctioned by CMS?		X
7.	If the contract is terminated, do you have continuity plans developed for the services provided? Please describe.		X

2020 OSUWMC to The James Evaluation

Internal Contract Evaluation Summary: 2020							
Evaluation Criteria: <i>All questions were answered by contract manager at OSUCCC</i>	Are there any known outstanding requirements for improvement issued by the accrediting body for this organization?	Do you monitor key quality and performance indicators for the service?	Does the contracted service provide the organization with performance/efficiency / quality data?	Is there a process in place to carry out improvement efforts if a problem area is identified?	Were any improvements made in the past year?	Has the organization (or any staff of the organization) providing the contracted service ever been sanctioned by CMS?	If the contract is terminated, do you have continuity plans developed for the services provided?
Laboratory Services	N	Y	Y	Y	Y	Y	N
Medical Information Management Services	N	Y	Y	Y	Y	N	N
Security	N	Y	Y	Y	N	N	N
Nutrition	N	Y	Y	Y	Y	N	N
Credentialing	Not yet recieved						
Respiratory	N	Y	Y	Y	N	N	N
Pharmacy Services	N	Y	Y	Y	N	N	N
Heart and Vascular	Not yet recieved						
Rehabilitation Services	N	Y	Y	Y	Y	N	N
Central Sterile Processing Services	N	Y	Y	Y	Y	N	N
Radiological Services	N	Y	Y	Y	Y	N	N
Pastoral Care	N	Y	Y	Y	Y	N	Y
Radiological Technical Services	N	Y	Y	Y	Y	N	N
Interventional Radiology Call Services	N	Y	Y	Y	Y	N	N

ATTACHMENT XI



Approvals:
MSAC- June 9, 2021
QPAC- July 27, 2021
Wexner Medical Center Board –

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

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

OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER (OSUWMC) MISSION, VISION AND VALUES

Mission Statement:

To improve health in Ohio and across the world through innovations and transformation in research, education, patient care, and community engagement.

Vision Statement:

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

Values:

Inclusiveness, Determination, Empathy, Sincerity, Ownership and Innovation

The mission, vision and values statements, developed by our staff members, physicians, governing body members and administration team members, complements and reflects the unique role the hospitals fulfill within The Ohio State University.

PHILOSOPHY OF PATIENT CARE SERVICES

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

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

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

THE HOSPITAL LEADERSHIP

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

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

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

Other leadership responsibilities include:

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

- h) Establishing standards of care that all patients can expect and which can be monitored through the hospital's quality assurance and performance improvement (QAPI) process;
- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;
- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

ROLE OF THE CHIEF NURSING OFFICER, HEALTH SYSTEM

The Chief Nursing Officer, Health System is responsible for the practice of nursing at the OSU Wexner Medical Center by ensuring consistency in the standard of nursing practice across the clinical settings. As a member of the OSUWMC executive team, the CNO Health System supports and facilitates an interdisciplinary team approach to the overall delivery of care to patients, families, and the community. This includes creating an environment in which collaboration is valued and excellence in clinical care, education, and research is promoted and achieved. The CNO Health System leads quality, safety, and innovation initiatives in partnership with the Chief Quality and Patient Safety Officer. The CNO Health System ensures the vision, strategic direction, and the advancement of the profession of Nursing at OSU Wexner Medical Center.

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

ROLE OF THE CHIEF NURSING OFFICER, HOSPITAL

The Chief Nursing Officer, Hospital is responsible for the practice of nursing by ensuring consistency in the standard of nursing practice across the clinical settings. As a member of the OSUWMC nurse executive team, the CNO, Hospital supports and facilitates an interdisciplinary team approach to the overall delivery of care to patients, families, and the community. The CNO, Hospital leads quality, safety, and innovation initiatives in partnership with the Hospital Executive Directors.

The CNO, Hospital is responsible for driving the nursing strategic plan to deliver excellent patient care. The role will include responsibility for nursing performance improvement, program management, business operations, budgets, resource utilization, and financial stewardship. The CNO, Hospital ensures the vision, strategic direction, and the advancement of the profession of Nursing at OSUWMC under the direction of the Chief Nursing Officer, Health System.

ROLE OF THE ASSOCIATE CHIEF NURSING OFFICER

The Associate Chief Nursing Officer (ACNO) of each hospital is a member of the Nursing Executive Leadership team under the direction of the Chief Nursing Executive and Patient Care Services Officer, the Chief Nursing Officer and CEO/Executive Director of the business entities. The ACNO has the authority and responsibility for directing the activities related to the provision of nursing care in those departments defined as providing nursing care to patients.

The ACNO is responsible to plan, develop, implement, and oversee programs and projects designed to evaluate and improve clinical quality, safety, resource utilization and operations in all areas staffed by nurses. The role includes implementation of patient care services strategies to support efficiency, clinical effectiveness, clinical operations and quality improvement with interdisciplinary team members. The ACNO works with teams to develop projects, programs and implement system changes that promote care coordination across the health care continuum.

The Chief Nursing Officer of the Health System, CNO of the Hospital and ACNOs ensure the following functions are addressed:

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

DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT

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

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

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

Competency for patient caregivers is determined in orientation and at least annually through performance evaluations and other department specific assessment processes. Credentialed providers direct all medical aspects of patient care as delineated through the clinical privileging process and in accordance with the Medical Staff By-Laws. Registered nurses support the medical aspect of care by directing, coordinating,

and providing nursing care consistent with statutory requirements and according to the organization's approved Nursing Standards of Practice and hospital-wide Policies and Procedures. Allied health care professionals provide patient care and services in keeping with their licensure requirements and in collaboration with physicians and registered nurses. Unlicensed staff may provide aspects of patient care or services at the direction of and under the supervision of licensed professionals.

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

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

SCOPE OF SERVICES / STAFFING PLANS

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

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

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

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

The Administrative Team, in conjunction with the budget and performance measurement process, reviews all patient care areas staffing and monitors ongoing regulatory requirements. Each department staffing plan

is formally reviewed during the budget cycle and takes into consideration workload measures, utilization review, employee turnover, performance assessment, improvement activities, and changes in customer needs/expectations. A variety of workload measurement tools may be utilized to help assess the effectiveness of staffing plans.

STANDARDS OF CARE

Patients of the Hospitals can expect that:

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

Patient Assessment:

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

Coordination of Care:

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

STANDARDS OF COMPETENT PERFORMANCE/STAFF EDUCATION

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

CARE DELIVERY MODEL

The care delivery model is guided by the following goals:

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

PATIENT RIGHTS AND ORGANIZATIONAL ETHICS

Patient Rights

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

Organizational Ethics

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

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

Biomedical Ethics

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

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

INTEGRATION OF PATIENT CARE, ANCILLARY AND SUPPORT SERVICES

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

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

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

CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES

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

INFORMATION MANAGEMENT PLAN

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

- Develop and maintain an integrated information and communication network linking research, academic and clinical activities.
- Develop computer-based patient records with integrated clinical management and decision support.
- Support administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.

- Build an information infrastructure that supports the continuous improvement initiatives of the organization.
- Ensure the integrity and security of the Hospital's information resources and protect patient confidentiality.

PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES

All departments are responsible for following the Hospitals' Quality Assurance and Performance Improvement (QAPI) plan. Departments utilize the QAPI plan and cascade the hospital's goals to service line quality plans to ensure proper alignment to support the overall hospital quality goals.

PLAN REVIEW

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

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

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

DEPARTMENT	SERVICE
BEHAVIORAL EMERGENCY RESPONSE TEAM (BERT)	Expert team that provides innovative and quality care to patients with complex behavioral symptoms while working collaboratively with staff through consultation, education, and early intervention
CAPACITY MANAGEMENT AND THE TRANSFER CENTER	Monitors and supports all admissions, discharges, and transfers across OSUWMC. Ensures timely, safe, and individualized access to all patients and families through collaboration with the healthcare team.
CARDIAC PROCEDURAL	Cardiac procedural areas include both cardiac catheterization and electrophysiology. Procedures may be diagnostic or interventional.
CARDIOVASCULAR IMAGING SERVICES	Diagnostic and therapeutic procedures in cardiac MR/CT, Nuclear Medicine, Echocardiography, Vascular Imaging Stress Test. Cardiovascular Imaging Services can be provided at inpatient, outpatient, and emergency locations.
CASE MANAGEMENT	As part of the health care team, provides personalized care coordination and resource management with patients and families.
CENTRAL STERILE SUPPLY (CSS)	Responsible for supporting all instrument cleaning and sterilization needs across the Health System. In addition, CSS is responsible for providing case carts to the operating rooms which contain all of the instrumentation and disposable supply needs for each surgical case.
CHAPLAINCY AND CLINICAL PASTORAL EDUCATION	Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
CLINICAL ENGINEERING	Routine equipment evaluation, maintenance, and repair of electronic equipment owned or used by the hospital; evaluation of patient owned equipment.
CLINICAL LABORATORY	Responsible for pre-analytic, analytic and post-analytic functions on clinical specimens in order to obtain information about the health of a patient as pertaining to the diagnosis, treatment, and prevention of disease; assisting care providers with clinical information related to patient care, education, and research.
COMMUNICATIONS AND MARKETING	Responsible for developing strategies and programs to promote the organization's overall image and specific products and services to targeted internal and external audiences. Handles all media relations, advertising, internal communications, special events and publications.
DECEDENT AFFAIRS	Provide support to families of patients who died & assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency (OPO) – Lifeline of Ohio (Lifeline). Promote & facilitate organ/eye/tissue donation by serving as the OSU hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
DIAGNOSTIC TRANSPORTATION	Provision of on-site transportation services for patients requiring diagnostic, operative or other ancillary services.
DIALYSIS	Dialysis is provided for inpatients of the medical center within a dedicated unit unless the patient cannot be moved. In those instances, bedside dialysis will be administered.

DEPARTMENT	SERVICE
EARLY RESPONSE TEAM (ERT)	Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. Consists of a Critical Care RN and Respiratory Therapist who are trained to help patient care staff when there are signs that a patient's health is declining.
EDUCATIONAL DEVELOPMENT & RESOURCES	Provides and promotes ongoing development and training experiences to all member of the OSU Wexner Medical Center community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
ENDOSCOPY	Provides services to patients requiring a nonsurgical review of their digestive tract.
ENVIRONMENTAL SERVICES	Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request: extermination, wall cleaning, etc.
EPIDEMIOLOGY	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting.
FACILITIES OPERATIONS	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request.
FISCAL SERVICES	Works with departments/units to prepare capital and operational budgets. Monitors and reports on financial performance monthly.
HUMAN RESOURCES	Serves as a liaison for managers regarding all Human Resources information and services; assists departments with restructuring efforts; provides proactive strategies for managing planned change within the Health System; assists with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develops hiring strategies and coordinates process for placements; provides strategies to facilitate sensitivity to issues of cultural diversity; provides HR information to employees, and establishes equity for payroll.
INFORMATION SYSTEMS	Work as a team assisting departments to explore, deploy and integrate reliable, state of the art Information Systems technology solutions to manage change.
MATERIALS MANAGEMENT	Routinely stocks supplies in patient care areas, distributes linen. Sterile Central Supply, Storeroom - upon request, distributes supplies/equipment not stocked on units.
MEDICAL INFORMATION MANAGEMENT	Maintains patient records serving the needs of the patient, provider, institution, and various third parties to health care.
NUTRITION SERVICES	Provides nutrition care and food service for Medical Center patients, staff, students, and visitors. Clinical nutrition assessment, care plan development, and consultation are available in both inpatient and outpatient settings. The Department provides food service to inpatients and selected outpatient settings in addition to operating a variety of retail café locations and acts as a liaison for vending and sub-contracted food services providers. Serve as dietetic education preceptors.
PATIENT ACCESS SERVICES	Coordinates registration/admissions with nursing management.
PATIENT EXPERIENCE	Develops programs for support of patient relations and customer service, and includes front-line services such as information desks.
PATIENT FINANCIAL SERVICES	Provides financial assistance upon request from patient/family. Also responsible for posting payments from patients and insurance companies among others to a patient's bill for services.

DEPARTMENT	SERVICE
PERIOPERATIVE SERVICES	Perioperative Services include preoperative, intraoperative and postoperative care.
PHARMACY	Provides comprehensive pharmaceutical care through operational and clinical services. Responsible for medication distribution via central and satellite pharmacies, as well as 797 compliant IV compounding room and automated dispensing cabinets. Some of the many clinical services include pharmacokinetic monitoring, renal and hepatic dose adjustments, and patient educational Specialist pharmacists also round with patient care teams to optimize medication regimens and serve as the team's primary medication information resource.
QUALITY AND OPERATIONS IMPROVEMENT	Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center.
RADIOLOGIC SERVICES	Diagnostic and therapeutic procedures in MR, CT, X-ray, Fluoroscopy, Interventional Radiology, Ultrasonography. Radiologic Services can be provided at inpatient, outpatient, and emergency locations.
RESPIRATORY THERAPY	Provide all types of respiratory therapeutic interventions and diagnostic testing, by physician order, mainly to critically ill adults and neonates, requiring some type of ventilator support, bronchodilator therapy, or pulmonary hygiene, due to chronic lung disease, multiple trauma, pneumonia, surgical intervention, or prematurity. Provides pulmonary function testing and diagnostic inpatient and outpatient testing to assess the functional status of the respiratory system. Bronchoscopy and other diagnostic/interventional pulmonology procedures are performed to diagnose and/or treat abnormalities that exist in the airways, lung parenchyma or pleural space.
REHABILITATION SERVICES	Physical therapists, occupational therapists, speech and language pathologists, and recreational therapists evaluate and develop a plan of care and provide treatment based on the physician's referral. The professional works with each patient/family/caregiver, along with the interdisciplinary medical team, to identify and provide the appropriate therapy/treatment and education needed for the established discharge plan and facilitates safe and timely movement through the continuum of care.
RISK MANAGEMENT	Protect resources of the hospital by performing the duties of loss prevention and claims management. Programs include: Risk Identification, Risk Analysis, Risk Control, Risk Financing, Claims Management and Medical-Legal Consultation.
SAFETY	Handles issues associated with licensing and regulations, such as EPA and fire regulations.
SECURITY	Provides a safe and secure environment for patients, visitors, and staff members by responding to all emergencies such as workplace violence, fires, bomb threats, visitor/staff/patient falls, Code Blues (cardiac arrests) in public places, internal and external disasters, armed aggressors, or any other incident that needs an emergency response.
SOCIAL WORK SERVICES	Social Work services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by members of the treatment team, patients or family members.
VOLUNTEER SERVICES	Volunteer Services credential and place volunteers to fill departmental requests. Volunteers serve in wayfinding, host visitors in waiting areas, serve as patient / family advisors, and assist staff. Volunteer Services manage the patient mail & flower room, cultural support volunteer program, and the pet visitation program. Volunteer

DEPARTMENT	SERVICE
	Services serve as a liaison for the Service Board auxiliary which annually grants money to department-initiated projects than enhance the patient and family experience.
WOUND CARE	Wound Care includes diagnosis and management for skin impairments.



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Approvals:
MSAC: 7/16/2021
QPAC: 7/27/2021
Wexner Medical Center Board:

**Title: Arthur G. James Cancer Hospital and Richard J.Solove Research Institute
Plan for Patient Care Services**

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

The Mission, Vision, and Values:

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

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

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

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

Philosophy of Patient Care Services

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

- Maintaining a mission which outlines the synergistic relationship between patient care,

research, and teaching; Developing a long-range strategic plan with input from hospital leaders to determine the services and levels of care to be provided;

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

Hospital Leadership

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

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

- Developing a long range strategic plan;
 - Developing operational plans;
 - Establishing annual operating and capital budgets,
- Monitoring compliance;

- Establishing resource allocations and policies, and;
- Ongoing evaluation of each plan's implementation and success.

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

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

Other leadership responsibilities include:

- Communicating the organization's mission, vision, goals, objectives and strategic plans across the organization;
- Ensuring appropriate and competent management and leadership of all services and/or departments;
- Collaborating with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- Supporting the continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;
- Ensuring staff resources are available and competent to effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;
- Ensuring the provision of a uniform standard of patient care throughout the continuum of care;
- Providing appropriate job enrichment, employee development and continuing education opportunities that serve to promote retention of staff and to foster excellence in care delivery and support services;
- Establishing standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;

- Implementing an effective and continuous program to improve patient safety;
- Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- Supporting patient rights and ethical considerations.

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

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

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

- Evaluating patient care programs, policies, and procedures which describe how patients' care needs are assessed, evaluated, and met throughout the organization;
 - Implementing the Plan for the Provision of Patient Care;
 - Participating with leaders from the governing body, medical staff and clinical areas in organizational decision-making, strategic planning and in planning and conducting performance improvement activities through the organization;
 - Implementing an effective, ongoing program to assess, measure and improve the quality of care and safe outcomes of care provided for patients;
 - Implementing standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research and evidence based practice;
 - Participating with organizational leaders to ensure that resources are allocated to provide sufficient number of qualified staff to provide patient care;
 - Ensuring that services are available to patients on a continuous, timely basis; and
- Reviewing the Plan for the Providing Patient Care Services on an annual basis.

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

Patient Services

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

- Access in: emergency process, admission decision, transfer or admission process, registration and information gathering, placement;

- Treatment and evaluation: full scope of services; and
- Access out: discharge decision, patient/family education and counseling, arrangements for continuing care and discharge.

Patient Care:

Encompasses the recognition of disease and health, and patient education which allows the patient to participate in their care, their own advocacy, and spirituality. The full scope of patient care is provided by professionals who perform the functions of assessing and planning patient care based on information gathered from the assessment as well as past medical history, social history and other pertinent findings. Patient care and services are planned, coordinated, provided, delegated and supervised by professional health care providers who recognize the unique physical, emotional and spiritual (body, mind and spirit) needs of each person. Under the auspices of the hospital medical staff, registered nurses and allied health care professionals function collaboratively as part of an interdisciplinary, patient-focused care team in order to achieve positive patient outcomes and personalized care.

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

Nursing Care and Practice:

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

Patient Support:

Provided by the rich resource of individuals and departments which may not have direct contact with patients, but which support the integration and continuity of care provided

throughout the continuum of care by the hands-on care providers.

Scope of Services/Staffing Plans

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

- The types and age ranges of patients served;
- Methods used to assess and meet patient care needs (including services most frequently provided such as procedures, medication administration, surgery, etc.);
- The scope and complexity of patient care needs;
- The appropriateness, clinical necessity and timeliness of support services provided directly or through referral contact;
- The extent to which the level of care or service meets patient needs, hours of operation if other than 24 hours a day/7 days a week, and a method used to ensure hours of operation meet the needs of the patients to be served with regard to availability and timeliness;
- The availability of necessary staff (staffing plans); and
- Recognized standards or practice guidelines.

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level and mix of staff that can most appropriately, competently, and confidently provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census.

Unit management (including nurse manager, assistant nurse manager, charge nurse or the Administrative Nursing Supervisor (ANS) provide onsite oversight in the absence of the Nurse Manager and review the demand for patient care in order to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs or changes in volume. When the census is high or the need is great, float/resource staff are available to assist in providing care.

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

Standards of Care

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

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

- Hospital staff provide the correct procedures, treatments, interventions and care. The efficacy and appropriateness of care will be demonstrated based on patient assessment and reassessments, evidence-based practices and achievement of desired outcomes.
- Hospital staff design, implement and evaluate care delivery systems and services which are consistently focused on patient-centered care that is delivered with compassion, respect and dignity for each individual without bias, and in a manner that best meets the individual needs of the patients and families.
- Staff will provide a uniform standard of care and services throughout the organization.
- Patient care will be coordinated through interdisciplinary collaboration to ensure continuity and seamless delivery of care to the greatest extent possible.
- Efficient use of financial and human resources, streamlined processes, decentralized services, enhanced communication, and supportive technological advancements all while focused on quality of care and patient safety.

Patient Assessment:

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

Coordination of Care:

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

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

Care Delivery Model

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

- The patient and family will experience the benefits of individualized care that integrates skills of all care team members. These benefits include enhanced quality of care, improved service, appropriate length of hospitalization and value-based cost related to quality outcomes and patient safety.
- Hospital employees will demonstrate behaviors consistent with the philosophy of personalized health care. This philosophical foundation reflects a culture of collaboration, enthusiasm and mutual respect.
- Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximize the patient's involvement in their own plan of care.
- Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
- Primary nursing characteristics, such as relationship-based care, a conceptual framework supporting the professional practice model, are used to reflect the guiding philosophy and vision of providing individualized care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.

Patient Rights and Organizational Ethics

Patient Rights:

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

given a list of patient rights and responsibilities upon admission and copies of this list are posted in conspicuous places throughout the hospital.

Organizational Ethics:

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

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

Biomedical Ethics:

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

- Improve patient care and ensure patient safety.
- Clarify any uncertainties regarding medical decisions.
- Explore the values and principles of underlying disagreements.
- Facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate).
- Mediate and resolve disagreements.

Integration of Patient Care and Support Services

The importance of a collaborative interdisciplinary team approach, which takes into account the unique knowledge, judgment, and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration of patient care. Continual process improvement initiatives support effective integration of hospital and health system policies, procedures and protocols, and relationships between departments. See appendix A (Page 11) for a listing of support services.

An open line of communication exists between all departments providing patient care, patient services and support services within the hospital, and, as appropriate with community agencies to ensure efficient, effective and continuous patient care. To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem at hand. Staff is receptive to addressing one another's issues and concerns and work to achieve mutually acceptable solutions. Supervisors and managers have the responsibility and authority to mutually solve problems and seek solutions within their scope;

positive interdepartmental communications are strongly encouraged. Direct patient care services maintain open communication channels and forums with each other; as well as with service support departments to ensure continuity of patient care, maintenance of a safe patient environment, and positive outcomes.

Consultations and Referrals for Patient Services

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

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

Information Management Plan

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

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

Patient Organization Improvement Activities

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

Plan Review

The hospital's Plan for Providing Patient Care will be reviewed regularly by the leadership to

ensure the plan is adequate, current, and that the hospital maintains compliance with the plan. Interim adjustments to the overall plan are made as necessary to accommodate changes in patient population, care delivery systems, processes that affect the delivery, and level of patient care required.

Appendix A: Scope of Services for Ancillary and Support Services

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

Department	Service
Central Sterile Supply	Coordinates the comprehensive cleaning, decontamination, assembly and dispensing of surgical instruments, equipment and supplies needed for regular surgical procedures in Related departments.
Chaplaincy and Clinical Pastoral Education	Assist patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
Clinical Engineering	Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment. Refer to James Hospital Policy 04-08 "Equipment Safety for Patient Care Areas."

Cell Therapy Laboratory	Responsible for the processing, cryopreservation and storage of cells for patients undergoing bone marrow or peripheral blood stem cell transplantation.
Clinical Call Center	Nurse-run telephone triage department that receives and manages telephone calls regarding established James patients outside normal business hours. The hours of operation for this department are: 4:00 p.m. – 8:30 a.m. Monday through Friday and 24 hours a day on Saturday, Sunday and all university holidays.
Communications and Marketing	Responsible for developing strategies and programs to promote the organization's overall image, brand, reputation, and specific products and services to targeted internal and external audiences. Manages all media relations, advertising, internal communications, special events, digital and social properties, collateral materials and publications for the hospital.
Decedent Affairs	Provide support to families of patients who died and assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency – Lifeline of Ohio (Lifeline). Promote and facilitate organ/eye/tissue donation by serving as the OSU Hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
Diagnostic Testing Areas	Provide tests based on verbal, electronic or written consult requests. Final Reports are included in the patient record.
Early Response Team (ERT)	Provide timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. The team is comprised of response RN and Respiratory Therapist trained to assist patient care staff when there are signs that a patient's health is declining.
Educational Development and Resources	Provides and promotes ongoing development and training experiences to all members of The James Cancer Hospital community; provide staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
Endoscopy	Provide services to patients requiring a nonsurgical review of their digestive tract.
Environmental Services	Provide housekeeping/cleaning and disinfecting of patient rooms and nursing unit environments.
Epidemiology	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital and ambulatory settings.

Facilities Operations	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provides preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff.
Financial Services	Assist managers in preparation and management of capital and operational budgets; provide comprehensive patient billing services and works with patients and payers to facilitate meeting all payer requirements for payment.
Human Resources	Serve as a liaison for managers regarding all human resources information and services; assist departments with restructuring efforts; provide proactive strategies for managing planned change within the health system; assist with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develop hiring strategies and coordinates process for placements; provide strategies to facilitate sensitivity to issues of cultural diversity; provide human resources information to employees, and established equity for payroll.
Immediate Care Center (ICC)	Patients are seen for symptom management related to their disease, or treatment of their disease, and any acute needs requiring evaluation by an advanced practice provider (APP), subsequent treatments, and/or supportive care infusion therapy. Patient visits may include diagnostic, interpretive analysis, and minor invasive procedures. Referrals to other physicians, home care and hospice agencies, dieticians etc. are made by our APPs in collaboration with the primary team.
Information Systems	Assist departments to explore, deploy and integrate reliable, state-of-the-art information systems technology solutions to manage change.
Laboratory	Provide laboratory testing of ambulatory patients with a diagnosis of malignant disease and those that require urgent medical treatment given by the emergency department. Lab Reports are included in the patient record.
Materials Management	Supply stock in patient care areas.
Medical Information Management	Maintain patient records serving the needs of the patient, provider, institution and various third parties to health care in the inpatient and ambulatory setting.
Nutrition Services	Provide nutrition care and food service to The James and ambulatory site patients, staff and visitors. Clinical nutrition assessment and consultation are available in both inpatient and outpatient settings. The department provides food service to inpatients and selected ambulatory settings.
Oncology Laboratories	Provide clinical laboratory support services for medical, surgical blood & marrow transplantation and radiation oncology units.

Pathology	The Molecular Pathology Laboratory provides testing of inpatient and ambulatory patients with a diagnosis of malignant disease and/or genetic disease. Final Reports are included in the patient record.
James Patient Access Services (JPAS)	Coordinate registration/admissions with nursing management.
Patient Care Resource Management and Social Services	Provide personalized care coordination and resource management with patients and families. Provide discharge planning, coordination of external agency contacts for patient care needs and crisis intervention and support for patients and their families. Provide services upon phone/consult request of physician, nurse or the patient or family.
Patient Education	Provide easy-to-understand educational resources that facilitate patient learning and encourage the patient to take an active role in their care. These resources are evidence- based, comply with national standards for health literacy/plain language/accessibility and meet Joint Commission and organizational standards. Based on their assessment, clinicians use patient education resources to assist in patient and caregiver understanding and to reinforce the learning provided during their hospital stay or clinic visit.
Patient Experience	Develop programs for support of patient relations and customer service and information desk. Volunteers do way-finding, host visitors in waiting areas, serve as patient/family advisors and assist staff. Volunteer Services serves as a liaison for the Service Board auxiliary, which annually grants money to department-initiated projects, enhancing the patient and family experience.
Perioperative Services	Provide personalized care of the patient requiring surgical services, from pre-anesthesia through recovery, for the ambulatory and inpatient surgical patient.
Pharmacy	Patient care services are delivered via specialty practice pharmacists and clinical generalists. Each practitioner promotes optimal medication use and assists in achieving the therapeutic goals of the patients. Areas of service include, but are not limited to: Oncology, Breast Oncology, Hematology, Blood & Marrow Transplant, Gynecologic Oncology, Pain and Palliative Care, Anticoagulation Management, Infectious Disease, and Intensive Care.
Operations Improvement/Process Engineers	Operations Improvement Process Engineers utilize industrial engineering knowledge and skills, as well as LEAN and Six Sigma methods to provide internal consulting, coaching and training services for all departments across all parts of The James Cancer Hospital in order to develop, implement, and monitor more efficient, cost-effective business processes and

	strategies.
Pulmonary Diagnostics Lab	Provide services to patients requiring an evaluation of the respiratory system including pulmonary function testing, bronchoscopy and other diagnostic/interventional pulmonary procedures.
Quality and Patient Safety	Provide integrated quality management and facilitate continuous quality improvement efforts throughout the Hospital. Focus on the culture of safety and work with teams to provide information on trends and improvement opportunities.
Radiation Oncology	Responsible for clinical care related to the application of radiation treatments.
Radiology Services	Provide state-of-the-art radiological diagnostic and therapeutic testing and treatment. Services offered by the Radiology Imaging Department range from general radiography and fluoroscopy to new and advanced interventional procedures, contrast imaging, which include, but not limited to CT, MRI, IVP, etc., in which contrast agents are administered by IV certified radiology technologists.
Rehabilitation Services	Physical therapists, occupational therapists, speech and language pathologists and recreational therapists, evaluate, formulate a plan of care, and provide treatment based on physician referral and along with the interdisciplinary medical team for appropriate treatment and education needed for the established discharge plan.
Respiratory Therapy	Provide respiratory therapeutic interventions and diagnostic testing, by physician order including ventilator support, bronchodilator therapy, and pulmonary hygiene.
Safety	Hospital safety personnel handle issues associated with licensing and regulations, such as EPA, OSHA, and fire regulations.
Security	Provide a safe and secure environment for patients, visitors, and staff members by responding to emergencies such as workplace violence, fires, bomb threats, internal and external disasters, armed aggressors, or any other incident that needs emergency response.
Social Work Services	Social Work Services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by

	members of the treatment team, patients or their family members.
Staff Development and Education	Provide and promote ongoing employee development and training related to oncology care, provides clinical orientation, and continuing education of staff.
Transfer Center	Coordinate with inpatient units and ancillary departments to ensure patient flow efficiency and timely access for patients who seek care. Provide transparency real-time across the Medical Center on capacity and all ADT (Admission, Discharge, and Transfer) activity. Timely and accurate patient placement based on level of care and service line is expedited through a capacity management technology platform.
Transportation	Supply patients with a secure and proficient transport within the Wexner Medical Center by transferring patients between rooms/floors within the hospitals, taking patients to and from test sites, and discharging patients to Dodd Rehabilitation Center, On-Site Hospice, and the Morgue.
Wound Care	Wound Care includes diagnosis and management for skin impairments.

ATTACHMENT XIII

2020 Contracted Services Evaluation

Person Completing Evaluation	Name of the Contracted Service	Contract Category	Contract Description
Sheryl Burtch	American Kidney Stone Management	Direct Patient Care	Provider of lithotripsy services
Jill Hannah	AMN Healthcare	Direct Patient Care	Float pool nurses
Elizabeth Bell	AMN Healthcare	Direct Patient Care	Float pool nurses
Jeffrey S. Miller	ASIST Translation Services, Inc.	Direct Patient Care	Translation and interpretation services
Bonnie Meyer	Chaplaincy Services	Direct Patient Care	Contracted chaplaincy services
Jeffrey S. Miller	Deaf Service Center	Direct Patient Care	ASL interpreting services
Trish Neel-Wilson	Fairfield Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Sheryl Burtch	Fortec	Direct Patient Care	ForTec technicians assisting with laser surgical cases using ForTech equipment
Trish Neel-Wilson	Gensis HealthCare System	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Trish Neel-Wilson	Hardin Health System	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Trish Neel-Wilson	Kettering Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Jeffrey S. Miller	Language Line Services, Inc.	Direct Patient Care	Interpreting, translation services, localization, and interpreter training. Connect to a professional interpreter 24/7
Trish Neel-Wilson	Mary Rutan	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Beth Haselwood	MedCare	Direct Patient Care	Ambulance transportation services
John Lindaman	MedFlight of Ohio	Direct Patient Care	Not-for-profit, air and ground critical care transportation company
Trish Neel-Wilson	Memorial Health System	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Beth Haselwood	Midwest Ambulance Transport	Direct Patient Care	Ambulance transportation services
Coranita Burt	Nationwide Children's Hospital	Direct Patient Care	Graduate Medical Education; funds flow bi-directional based on residents learning needs / location
Armin Rahmanian / Steven Turner	Nuvasive Clinical Services Monitoring	Direct Patient Care	Intraoperative Neurological monitoring
Coranita Burt	Ohio Health	Direct Patient Care	Graduate Medical Education; funds flow bi-directional based on residents learning needs / location
Trish Neel-Wilson	Ohio Health Marion General Hospital	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Trish Neel-Wilson	Southeastern Ohio Regional Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Trish Neel-Wilson	Southwest General Health Center	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Trish Neel-Wilson	University Hospital Health System	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
Jeffrey S. Miller	US Together	Direct Patient Care	Local interpretation service
Rick Sargent	AHC, Inc	Patient Impact Service	Licensed asbestos abatement and mold remediation, clean up
Rick Sargent	Air Force One	Patient Impact Service	HVAC contractor
Rick Sargent	Bruner Corp	Patient Impact Service	HVAC and Mechanical solutions contractor
Rick Sargent	Chem Aqua	Patient Impact Service	Water treatment solutions
Michelle Zieber	Crothall	Patient Impact Service	Environmental services main campus through 3/31/2021
Sarah Miller	EDMXpress	Patient Impact Service	Cleaning services/EVS at EEI and JCSMI
Stacie Gecse	Epic Systems Corporation	Patient Impact Service	Healthcare software company for medical record management
Angela Adkins	Follett	Patient Impact Service	Repair parts, ice machines, freezers
Angela Ferguson	Franklin County Department Job & Family Services	Patient Impact Service	Works with our uninsured and underinsured patients evaluating and helping them to apply for government resources for which they may be eligible. FCDJFS, provides case managers that help OSUWMC patients to apply for assistance
Rick Sargent	FX Facility	Patient Impact Service	Construction, renovation and facilities maintenance projects
Rick Sargent	Hina Environmental	Patient Impact Service	Environmental company focusing on Testing and Abatement of Asbestos, Lead-Based Paint, Radon, Meth Clean-up and Mold Remediation
Rick Sargent	HMPIC	Patient Impact Service	HVAC contractor
Anita Cygnor	Innovative Medical Systems	Patient Impact Service	Infant security system
Heidi Pieper	Intuitive Surgical, INC	Patient Impact Service	Manufacturer of the da Vinci surgical system; provides robotic assisted technologies
Rick Sargent	JL Erlich	Patient Impact Service	Pest control
Rick Sargent	Limbach	Patient Impact Service	Mechanical solutions including in-house Design Engineering, Sheet Metal Fabrication and Installation, HVAC Piping, Plumbing, HVAC Service & Maintenance, Controls
Amanda Zeid	LindeGas North America LLC	Patient Impact Service	Supplier of medical gases
Rick Sargent	Mid-American Cleanings	Patient Impact Service	Cleaning services/EVS at various ambulatory locations
Rick Sargent	Mid-West Elevator	Patient Impact Service	Full service elevator contractor
Rick Sargent	Pro-Flow	Patient Impact Service	Modular Fluid System used for flow in HVAC systems
Thomason Smith	SHAW-DAVIS FUNERAL HOME	Patient Impact Service	Decedent cremation and body transport (through Jan 2021)
Michelle Zieber	STERICYCLE INC	Patient Impact Service	Medical Waste
Rick Sargent	The Kings	Patient Impact Service	Cleaning services/EVS at various ambulatory locations

2020 Contracted Services Evaluation

Person Completing Evaluation	Name of the Contracted Service	Contract Category	Contract Description
Michael Dorne	Towne Park - Valet Services	Patient Impact Service	Valet services
Services OSUWMC Purchases from The James			
Person Completing Evaluation	Name of Contracted Service	Contract Category	Contract Description
James Baldwin	Apheris Nursing Services	Direct Patient Care	On call, emergency Apheris services for patients based on need
Cassandra England	Chemotherapy Nurse Float Pool Services	Direct Patient Care	Patients receiving chemotherapy outside of The James
Erin Farrell	Emergency Oncology Services	Direct Patient Care	Oncology nurses, PCA, UCA, Patient Flow Coordinators, SANE nurses for ED oncology pod on 24/7 basis
Traci Mignery	Infusion Services	Direct Patient Care	Infusion administration on weekends and holidays and as needed
Kerri Walker	Interventional Radiology Call Services	Direct Patient Care	Radiologic services based on need outside of normal business hours
Kerri Walker	Interventional Radiology Nursing Float Pool Services	Direct Patient Care	Nursing services through The James float pool IR
Kerri Walker	Interventional Radiology Tech Services	Direct Patient Care	Radiologic services based on need
Amy Gallatin	Laboratory Services	Direct Patient Care	Lab services as defined by the Test Catalog of The James laboratories; Emergency Laboratory Services
Jennifer Watson	Nutrition Services	Direct Patient Care	Provide meals to patients, staff, and visitors
Laura Stillion / Kevin Shively	Pastoral Care Services	Direct Patient Care	0.10 FTE Chaplain and 0.40 FTE residents providing direct pastoral / spiritual support to patients and families of OSUWMC
Erin Farrell / James Baldwin	Pharmacy Services	Direct Patient Care	Administrative and operational support; clinical pharmacist support and Quality and Safety Support
Julie Meddles	Radiologic Services	Direct Patient Care	MR, CT, X-ray, Fluoroscopy, Interventional Radiology, Ultrasound, Nuclear Medicine at The James or Spielman Breast Center
Vanessa Jamison	Wound Ostomy Services	Direct Patient Care	Evaluate, assess, and treat patients in collaboration with OSUWMC Wound Ostomy Team
Hanci Newberty	Materials Management	Patient Impact	Supplies acquisitions and inventory control; software execution; supply rooms for Critical Care, Progressive Care and Emergency Department
Vanessa Jamison	Officer of the Day	Patient Impact	Review surgical case movement on a daily basis; review predictable pattern to better utilize OR for main campus pavilions
Robert Weber / Ben Lopez	Perioperative Policy and Procedure Support Services	Patient Impact	Research, edit, update and educate on perioperative policies and procedures

ATTACHMENT XIV

Contracted Services

	Person Completing Evaluation	Name of the Contracted Service	Contract Category	Contract Description
1	Sheryl Burtch	American Kidney Stone Management	Direct Patient Care	Provider of lithotripsy services
2	Jill Hannah	AMN Healthcare	Direct Patient Care	Float pool nurses
3	Elizabeth Bell	AMN Healthcare	Direct Patient Care	Float pool nurses
4	Jeffrey S. Miller	ASIST Translation Services, Inc.	Direct Patient Care	Translation and interpretation services
5	Bonnie Meyer	Chaplaincy Services	Direct Patient Care	Contracted chaplaincy services
6	Jeffrey S. Miller	Deaf Service Center	Direct Patient Care	ASL interpreting services
7	Trish Neel-Wilson	Fairfield Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
8	Sheryl Burtch	Fortec	Direct Patient Care	ForTec technicians assisting with laser surgical cases using ForTech equipment
9	Trish Neel-Wilson	Genesis HealthCare System	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
10	Trish Neel-Wilson	Hardin Health System	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
11	Trish Neel-Wilson	Kettering Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
12	Jeffrey S. Miller	Language Line Services, Inc.	Direct Patient Care	Interpreting, translation services, localization, and interpreter training. Connect to a professional interpreter 24/7
13	Trish Neel-Wilson	Mary Rutan Hospital	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
14	Beth Haselwood	MedCare	Direct Patient Care	Ambulance transportation services

15	John Lindaman	MedFlight of Ohio	Direct Patient Care	Not-for-profit, air and ground critical care transportation company
16	Trish Neel-Wilson	Memorial Health System	Direct Patient Care	Provides rehab locally for OSUWMC LVRS patients
17	Beth Haselwood	Midwest Ambulance Transport	Direct Patient Care	Ambulance transportation services
18	Coranita Burt	Nationwide Children's Hospital	Direct Patient Care	Graduate Medical Education; funds flow bi-directional based on residents learning needs / location
19	Armin Rahmadian / Steven Turner	Nuvasive Clinical Services Monitoring	Direct Patient Care	Intraoperative Neurological monitoring
20	Coranita Burt	Ohio Health	Direct Patient Care	Graduate Medical Education; funds flow bi-directional based on residents learning needs / location
21	Trish Neel-Wilson	Ohio Health Marion General Hospital	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
22	Trish Neel-Wilson	Southeastern Ohio Regional Medical Center	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
23	Trish Neel-Wilson	Southwest General Health Center	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
24	Trish Neel-Wilson	University Hospital Health System	Direct Patient Care	Provides rehab locally for OSUWMC/The James LVRS patients
25	Jeffrey S. Miller	US Together	Direct Patient Care	Local interpretation service
26	Rick Sargent	AHC, Inc	Patient Impact Service	Licensed asbestos abatement and mold remediation, clean up
27	Rick Sargent	Air Force One	Patient Impact Service	HVAC contractor
28	Rick Sargent	Bruner Corp	Patient Impact Service	HVAC and Mechanical solutions contractor

29	Rick Sargent	Chem Aqua	Patient Impact Service	Water treatment solutions
30	Michelle Zieber	Crothall	Patient Impact Service	Environmental services main campus through 3/31/2021
31	Sarah Miller	EDMXpress	Patient Impact Service	Cleaning services/EVS at EEI and JCSMI
32	Stacie Gecse	Epic Systems Corporation	Patient Impact Service	Healthcare software company for medical record management
33	Angela Adkins	Follett	Patient Impact Service	Repair parts, ice machines, freezers
33	Angela Ferguson	Franklin County Department Job & Family Services	Patient Impact Service	Works with our uninsured and underinsured patients evaluating and helping them to apply for government resources for which they may be eligible. FCDJFS, provides case managers that help OSUWMC/The James patients to apply for assistance
34	Rick Sargent	FX Facility	Patient Impact Service	Construction, renovation and facilities maintenance projects
35	Rick Sargent	Hina Environmental	Patient Impact Service	Environmental company focusing on Testing and Abatement of Asbestos, Lead-Based Paint, Radon, Meth Clean-up and Mold Remediation
36	Rick Sargent	HMPC	Patient Impact Service	HVAC contractor
37	Anita Cygnor	Innovative Medical Systems	Patient Impact Service	Infant security system
38	Heidi Pieper	Intuitive Surgical, INC	Patient Impact Service	Manufacturer of the da Vinci surgical system; provides robotic assisted technologies

39	Rick Sargent	JL Erlich	Patient Impact Service	Pest control
40	Rick Sargent	Limbach	Patient Impact Service	Mechanical solutions including in-house Design Engineering, Sheet Metal Fabrication and Installation, HVAC Piping, Plumbing, HVAC Service & Maintenance, Controls
41	Amanda Zeid	LindeGas North America LLC	Patient Impact Service	Supplier of medical gases
42	Rick Sargent	Mid-American Cleanings	Patient Impact Service	Cleaning services/EVS at various ambulatory locations
43	Rick Sargent	Mid-West Elevator	Patient Impact Service	Full service elevator contractor
44	Rick Sargent	Pro-Flow	Patient Impact Service	Modular Fluid System used for flow in HVAC systems
45	Thomason Smith	SHAW-DAVIS FUNERAL HOME	Patient Impact Service	Decedent cremation and body transport (through Jan 2021)
46	Michelle Zieber	STERICYCLE INC	Patient Impact Service	Medical Waste
47	Rick Sargent	The Kings	Patient Impact Service	Cleaning services/EVS at various ambulatory locations
48	Michael Dorne	Towne Park - Valet Services	Patient Impact Service	Valet services

Services The James has purchased from OSUWMC

[Note: for the purposes of The James MSAC review, we are required to assess the adequacy of services provided by OSUWMC as an external entity. The converse process has already occurred at UH MSAC]

Person Completing Evaluation	Name of Contracted Service	Contract Category	Contract Description
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1	Andrea Scurria	Acute Hemodialysis Nurse Services	Direct Patient Care	As ordered by a nephrologist, Acute Hemodialysis Services are provided to The James' patients on a daily basis during normal business hours; Emergency Acute Hemodialysis Services are available, via on call
2	Shannon Thompson	Central Sterile Supply	Patient Impact	All duties related to cleaning and decontamination of general and specialty surgical instruments, power equipment, endoscopes, as well sterilization, preparation & packaging, and delivery of surgical instruments and supplies to the James operating room
3	Penny Moore	Clinical Engineering Services	Patient Impact	Assurance of the accuracy, safety, and proper performance of electrical and non-electrical medical equipment
4	Michelle Ross	Employee Health Services	Direct Patient Care	Provide new hire screening, faculty and staff injuries, manage blood and body fluid exposures, annual vaccinations
5	Megan Mooney	Fetal and Uterine Nurse Monitoring Services	Direct Patient Care	Fetal and Uterine Monitoring Services include, but are not limited to, fetal movement assessment, auscultation, electronic fetal monitoring, non-stress test, contraction stress test, fetal biophysical profile, and modified biophysical profile
6	Shannon Thompson	Interventional Radiology Call Services	Direct Patient Care	Provide a call team, consisting of one (1) IR nurse and one (1) IR Technician, to cover all of The James' after hours calls and services
7	Shannon Thompson	Interventional Radiology Technician Services	Direct Patient Care	Confirm and review order from an authorized practitioner; manage supplies; assist in preparation for procedures, obtain radiographic procedural imaging for patients
8	Michelle Ross	Legal Services	Patient Impact Service	On-call legal and risk management consultative services; provision of legal consultation and legal review of new-risk related policies and policy changes for The James.
9	Andrea Scurria	Nursing Float Pool Services	Direct Patient Care	Provide RNs in the event of unexpected surges in case volume or low staff numbers

10	Megan Mooney	Pastoral Care Services	Patient Impact Service	0.30 FTE staff member shall be dedicated to providing Pastoral Care Services
11	Michelle Ross	Physician Advisor Services	Patient Impact Service	Provide second-level medical necessity of review of appropriate level of care cases
12	Shannon Thompson	Radiologic Services	Patient Impact Service	Supply diagnostic and therapeutic radiology services to The James
13	Mike Callahan	Registration Services	Patient Impact Service	Provide a complete registration for The James' patients in OSUWMC's and The James' joint EMR system according to organizational guidelines
14	Andrea Scurria	Rehabilitation Services	Direct Patient Care	Oversees James Acute Rehab team
15	Shannon Thompson	Operating Room Nurse Float Pool Services	Direct Patient Care	Provide RNs and/or surgical technicians to offset unexpected surges in case volume or low staff numbers due to vacancies or use of benefit time

ATTACHMENT XV



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Ohio State University Wexner Medical Center
Hospital Division

Doan Hall 168
410 W. 10th Avenue
Columbus, OH 43210
614-293-9700 Phone

wexnermedical.osu.edu

July 8, 2021

Jeremy Young, MD
Division of Infectious Disease
The Ohio State University Wexner Medical Center
1581 Dodd Dr
4th Floor
Columbus, OH-43210-1267

Dear Dr. Young,

Thank you for continued service as the Medical Director of the Antimicrobial Stewardship program for the Ohio State University Wexner Medical Center (OSUWMC).

For the purposes of this letter, the OSU Wexner Medical Center includes University Hospital, East Hospital, Brain and Spine Hospital, Richard M. Ross Heart Hospital, Harding Hospital, Dodd Rehabilitation Hospital, Ambulatory Clinics and Services.

In accordance with new CMS regulations (CMS 482.42), as the medical and pharmacy leadership for the Medical Center, we will be forwarding your appointment as the leader of this program to the OSUWMC board for their approval.

We deeply appreciate your willingness to serve the Ohio State University Wexner Medical Center in this important capacity.

Sincerely

Andrew Thomas, MD, MBA
Chief Clinical Officer
Senior Vice President for Health Services

Robert J. Weber, PharmD
Administrator, Pharmacy

ATTACHMENT XVI

The James



THE OHIO STATE UNIVERSITY
COMPREHENSIVE CANCER CENTER

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

Hospital Division

460 W. 10th Avenue
Columbus, OH 43210-1240
614-293-3121
cancer.osu.edu

June 21, 2021

Zeinab El Boghdadly, MBBCh
Division of Infectious Disease
OSUCCC-The James
460 West 10th Ave. 5th floor
Columbus, OH-43210-1267

Dear Dr. El Boghdadly,

Thank you for agreeing to serve as the leader for the Antimicrobial Stewardship Program for The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – The James). In accordance with CMS 482.42, we will be moving our recommendation for your leadership role forward to the Wexner Medical Center Board for final approval.

We deeply appreciate your willingness to serve the Ohio State University Comprehensive Cancer Center — James Cancer Hospital in this important capacity.

Sincerely,

Dr. David E Cohn, MD, MBA
Chief Medical Officer
OSUCCC-The James

Robert Weber, RPh, PharmD, MS, BCPS, FASHP
Chief Pharmacy Officer, Administrator Pharmacy Services
OSUCCC-The James and OSU Wexner Medical Center



A Comprehensive Cancer
Center Designated by the
National Cancer Institute

Ohio State is a Comprehensive Cancer Center designated by the National Cancer Institute.

APPENDIX III



THE OHIO STATE UNIVERSITY

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

SUMMARY OF ACTIONS TAKEN

August 18, 2021 – Talent, Compensation & Governance Committee Meeting

Members Present:

Hiroiyuki Fujita
Lewis Von Thae

Alexander R. Fischer
John W. Zeiger

Elizabeth P. Kessler
Gary R. Heminger (ex officio)

Members Present via Zoom:

Abigail S. Wexner

Members Absent:

Brent R. Porteus
(*joined late, left early*)

PUBLIC SESSION

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, August 18, 2021, in person at Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Hiroiyuki Fujita called the meeting to order 11:13 a.m.

Dr. Fujita began the meeting by welcoming Dr. Jeff Risinger as the university's new SVP of Talent, Culture and Human Resources. It was Dr. Risinger's third day with Ohio State. He previously served at Texas A&M University as VP for Human Resources and Organizational Effectiveness.

EXECUTIVE SESSION

It was moved by Dr. Fujita, and seconded by Mr. Zeiger, that the committee recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss personnel matters regarding the appointment, employment and compensation of public employees, 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: Dr. Fujita, Mr. Von Thae, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mr. Fischer and Mr. Porteus were not present for this vote, and Mrs. Wexner could not vote via Zoom.

The committee entered executive session at 11:16 a.m.



PUBLIC SESSION

Dr. Fujita reconvened the committee meeting in public session at 11:51 a.m.

Items for Discussion

1. Annual Trustee Ethics Training: Per the Board's Statement of Ethical Conduct and Leadership Integrity, all trustees are required to participate in ethics education on an annual basis. There are three ways for trustees to fulfill this requirement. The first option is to attend this ethics presentation, which is shared annually during a Talent, Compensation & Governance Committee meeting. For any trustees who were not present at this meeting, they are able to schedule a one-on-one meeting with the Office of University Compliance and Integrity, or they can complete a one-hour online training course offered by the Ohio Ethics Commission. The training was presented by Ohio State SVP and General Counsel Anne Garcia, VP and Chief Compliance Officer Gates Garrity-Rokous, and Ethics Director and Compliance Investigator Jessica Tobias.
(See Attachment XVII for background information, page 280)
2. Key Critical Searches: Interim HR leader Paul Patton shared updates on the high-level searches that were in motion, including the searches for the positions of the Dean of the College of Social Work and Vice Provost and Dean of the Graduate School.

Items for Action

3. Approval of Minutes: No changes were requested to the May 19, 2021 and July 26, 2021 meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
4. Resolution No: 2022-16, Amendments to the *Statement of Expectations*

Preamble

As trustees of The Ohio State University, Board members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the State of Ohio and society at-large. The Board's principal duty, as fiduciaries, requires loyalty to the University as a whole—not to any particular parts or personal agendas—and an objective, long-term view.

This document is a guide for trustee behavior, a statement of what we ask and expect of one another. Compliance with the principles and practices delineated here will enable the Board to serve and govern the University most effectively. For that reason, above all others, we individually and collectively pledge adherence to the Statement as a commitment to the University and the citizens of Ohio and as a covenant with one another. We aim, through allegiance to the Statement, to ensure due diligence, a culture of constructive inquiry and open discussion, a climate that is respectful of shared governance and University leadership, and an intense focus on matters of strategic importance.

The Board of Trustees strives to function as a collective, cohesive corporate entity. The voices and votes of Board members count equally; no one enjoys special privilege or status except as accorded by the Board as a whole. We recognize that we are not free agents empowered to speak or act on behalf of the Board or the University.

Comportment among Trustees

The Board of Trustees has specific expectations about trustee performance and behavior that apply uniformly to all Board members and facilitate the Board's effectiveness. Every Board member:



THE OHIO STATE UNIVERSITY

- Shall be engaged, informed and thoughtful leaders. Specifically, all trustees shall prepare diligently and participate constructively and collaboratively as a Board member by:
 - Carefully reading and reviewing all relevant materials;
 - Thoughtfully preparing for all Board and committee meetings;
 - Expending the time and effort to understand the issues at hand;
 - Making a good faith effort to attend important campus events and participating in programs and conferences designed to educate and update university trustees;
 - Speaking openly on matters under consideration;
 - Participating actively by asking pertinent questions, offering insights, registering concerns, contributing expertise, and proposing alternative opinions and perspectives;
 - Accepting and competently completing, to the greatest extent possible, assignments from the Board Chair or a Committee Chair.
- Shall foster a culture of inclusivity and curiosity, seeking to better understand this university—its mission, its constituents, and how it is constituted and operates—the unique and ever-changing higher education environment more broadly, as well as the diverse background and perspectives each board member contributes to the collective body.
- May expect from and shall accord to every other Board member civil, respectful treatment, even when trustees have different opinions or recommendations. Civility and respect include:
 - Extending good will to one another;
 - Listening attentively and taking seriously the comments of all trustees;
 - Being open to alternative points of view;
 - Encouraging healthy debate, and seeking no reprisals for dissent;
 - Refraining from publicly or privately disparaging or criticizing fellow trustees or impugning their motives;
 - Refraining from “multi-tasking” during Board and committee meetings.
- Shall adhere to the highest standards of ethical conduct and comply fully with all laws and policies relating to conduct of public officials and university trustees, including, but not limited to, the Ohio Ethics Laws and the Board Statement of Ethical Conduct and Leadership Integrity.
- Shall adhere to the letter and spirit of all Board bylaws, policies, processes and protocols, including, but not limited to, this Statement of Expectations and the Bylaws of the Board of Trustees of The Ohio State University.
- Shall, except for extraordinary reasons, attend all Board meetings and, as assigned, all committee meetings, consistent with the attendance requirements set forth under Ohio Revised Code Section 3.17. When a trustee cannot attend, for instance due to personal illness, family matters, or work-related imperatives, the individual will so inform the Chair with as much advance notice as possible and provide an explanation for the absence. In the event that a board member fails to faithfully attend Board and committee meetings, the matter shall be referred to the Governance Committee.
- Shall, *without exception*, maintain confidentiality. Any information, written or oral, whatever the source, the Board receives or discusses in confidence shall remain in confidence. To ensure candor and trust, no trustee, at any time for any reason, shall disclose points of view privately or confidentially expressed by Board members or officers of the University, particularly with regard to any information shared or topics discussed in executive sessions. Disclosure of confidential information to any person for any reason without the express consent of the Board Chair or the University President violates the public trust placed in the Board collectively and the trust Board members extend to each other.



THE OHIO STATE UNIVERSITY

- Shall be supportive of the precepts of the State's "sunshine laws," and the practice of open discussions at open meetings except when executive sessions are both permissible and warranted.
- Shall have the opportunity to understand and participate in processes associated with the selection of Board officers and the review of the President's performance.
- Shall support the University philanthropically, commensurate with one's means as one expression, among others, of a personal commitment to the University's well-being.
- Shall submit annually to the General Counsel and the Office of University Compliance & Integrity a written declaration of any potential or actual conflicts of interest with respect to the discharge of one's responsibilities as a trustee of the University.

Comportment with the President

A strong working relationship between the University President and the Board of Trustees is paramount to the University's success. The Board recognizes the President as the University's Chief Executive Officer. In general, the Board delegates management of the University to the President, and holds the President accountable for the institution's performance, progress, and well-being. In partnership with the President, the Board will, to the greatest degree possible, focus on strategic opportunities and challenges of paramount significance and, at the same time, minimize the amount of attention accorded operational matters except as necessary to fulfill the Board's fiduciary duties.

The President reports to and serves at the pleasure of the Board, not individual Board members. Publicly, trustees should be supportive and respectful of the President. In executive sessions, trustees should be candid and, as warranted, provide constructive feedback. Performance-related concerns about the President should be presented to the Board Chair. Performance reviews of the President shall occur no less than annually and through a defined process that invites contributions from all Board members and that appraises all Board members of the overall assessment. The Chair (and others the Chair may designate) shall convey the Board's evaluation to the President.

All trustees should seek to develop a comfortable working relationship with the President, but none should ever usurp the role of Board member to offer the President a personal performance review, to advocate personnel actions, to seek or gain special access or favors personally or on behalf of others, or to ensure a particular outcome to a matter under consideration. If a trustee has a relationship with the President (e.g., a business or financial connection) that creates a potential or actual conflict of interest, that information should be disclosed immediately to the General Counsel and the Office of University Compliance & Integrity.

Board members are encouraged to have one-on-one conversations with the President to share information, insights, concerns, and advice, and to build a relationship. However, trustees must not explicitly or implicitly direct the President to reach a particular conclusion or take a particular course of action. Suggestions and observations from Board members are always welcome; directives are never appropriate.



THE OHIO STATE UNIVERSITY

Comportment with Internal Constituents

Both the Board as a whole and trustees singly must strike a balance between the equally undesirable extremes of daily engagement with campus constituents and distant detachment from the life and people of the University. Trustees are encouraged to interact with the University's campus constituents, especially members of the administration, faculty, and student body. However, Board members must exercise great care, particularly when trustees approach constituents rather than vice versa. Under those circumstances, the possibility always exists that constituents will perceive the interaction as an attempt by the trustee to exert influence, seek favors, or prescribe a course of action.

Conversations with internal constituents should honor these guidelines. Trustees should not:

- Breach matters deemed confidential by the Board or its committees.
- Discuss pending Board business or policy matters with constituents without the express authorization of the Board Chair or relevant Committee Chair.
- Take these occasions to advance personal agendas, promote advocacy by constituents, or criticize the President or Board.
- Elicit performance evaluations of any officers or employees of the University. Concerns about the performance at any level of the University should be raised within the Board with questions or concerns then communicated to the President, with the outcome then reported to the Board by the Chair or the President.
- Organize or undertake information-gathering events or activities to solicit constituent views unless authorized to do so by the Board Chair or relevant Committee Chair.
- Be insensitive to the time demands trustee-initiated conversations place on administrators, faculty, and students.

Committee Chairs are free to initiate requests for information necessary to discharge the committee's designated responsibilities. Such requests should always be respectful of administrative lines of authority and demands on administrators' time. Requests for institutional data by individual trustees should be rare. In such cases, trustees should not contact staff independently and directly. Rather, the trustee should route the request through the Board Chair, relevant Committee Chair, Secretary of the Board and/or the President, and proceed only when so authorized and only through established organizational channels.

These guidelines do not preclude personal connections between trustees and members of the campus community which the Board encourages. Instead, such relationships should be clearly personal and distinctly outside the duties of trusteeship

Comportment with External Constituents

The Board must speak as a single entity. No individual trustee or self-appointed group of trustees shall speak on behalf of the Board or the University. No trustee should be publicly critical of actions taken or decisions made by the Board or President. Board members should not invite or initiate opportunities for personal pronouncements. When asked by constituents, the press, media, or government to represent or speak on behalf of the Board or the University, all trustees, unless specifically designated to do so by the Chair, should demur *without exception*. When presented with concerns about the performance of individuals or offices, trustees should direct constituents to the Office of the Board of Trustees, which will work to connect constituents with the Office of the President and/or President's Cabinet members as appropriate.

Board members shall initiate communication on behalf of the University or in the role of University trustee with external constituencies (the Governor, senior State executives, the Chancellor, Board of Regents, members of the General Assembly, or local or federal officials) *only* with the prior consent of the Board



Chair or President. Should any external constituents contact Board members, trustees should be mindful not to speak on the Board's behalf or otherwise violate the letter or spirit of this Statement. In all instances, Board members should promptly report to the Board Chair any conversations with government officials.

Trustees should not interact with external stakeholders on specific University issues, projects, policies, or concerns unless that interaction occurs directly and expressly as part of a Board- or committee-approved process.

Board members should publicly support the University, the President, and decisions the Board and President reach, even when one holds views or cast votes to the contrary.

Compliance

Because all members of the Board agree to honor the standards, procedures, and expectations stated in this document, compliance is fundamentally voluntary and self-enforced. More broadly, the Governance Committee has overall responsibility to monitor the Board's effectiveness. Toward that end, the Governance Committee will periodically conduct a self-study of the Board's performance that includes compliance with this Statement of Expectations.

A trustee concerned about the comportment of a fellow committee member should speak with the Committee Chair. If the concerns transcend comportment on the committee, the trustee should confer with the Chair of the Governance Committee.

Upon appointment to the Board, and annually thereafter, all members of the Board and its committees will sign an acknowledgement of their commitment to abide by this Statement of Expectations, the Board Statement of Ethical Conduct and Leadership Integrity, the Board's bylaws, and all relevant federal and state laws governing the conduct of university trustees and public officials.

5. Resolution No. 2022-17. Amendments to the *Bylaws of the Board of Trustees*

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

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

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

WHEREAS the last revisions to the Bylaws of the Ohio State University Board of Trustees took place on February 25, 2021:

NOW THEREFORE

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

(See Appendix XI for background information, page 568)



6. Resolution No. 2022-18, Ratification of Committee Appointments FY2022-23

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2022-2023 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

TOM B. MITEVSKI

TANNER R. HUNT

Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Audit, Finance & Investment:

John W. Zeiger, Chair
Erin P. Hoefflinger
Lewis Von Thaeer
Jeff M.S. Kaplan
Michael Kiggin

TOM B. MITEVSKI

CARLY G. SOBOL

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

TOM B. MITEVSKI

TANNER R. HUNT

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

TANNER R. HUNT

Robert H. Schottenstein
Gary R. Heminger (ex officio)

Research, Innovation & Strategic Partnerships

Lewis Von Thaeer, Chair
Erin P. Hoefflinger, Vice Chair
Alexander R. Fischer
Hiroyuki Fujita
Reginald A. Wilkinson

CARLY G. SOBOL

Gary R. Heminger (ex officio)

Talent, Compensation & Governance:

Hiroyuki Fujita, Chair
Lewis Von Thaeer, 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
Erin P. Hoefflinger
Hiroyuki Fujita
Alan A. Stockmeister
John W. Zeiger
CARLY G. SOBOL
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)
MELISSA L. GILLIAM (ex officio, voting)
Michael Papadakis (ex officio, voting)



THE OHIO STATE UNIVERSITY

7. Resolution No. 2022-19, 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 May 20, 2021, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Jay M. Anderson
Title: Chief Operating Officer
Unit: Wexner Medical Center
Term: July 1, 2021

Name: Melissa L. Gilliam
Title: Executive Vice President and Provost
Unit: Office of Academic Affairs
Term: August 1, 2021, through July 31, 2026

Name: David G. Horn
Title: Interim Executive Dean
Unit: College of Arts and Sciences
Term: August 1, 2021, through June 30, 2022

Name: Cindy Leavitt
Title: Vice President and Chief Information Officer
Unit: Office of the Chief Information Officer
Term: September 20, 2021

Name: Jeffrey A. Risinger
Title: Senior Vice President for Talent, Culture and Human Resources
Unit: Office of Human Resources
Term: August 16, 2021

Name: Carroll Ann Trotman
Title: Dean
Unit: College of Dentistry
Term: August 15, 2021 through June 30, 2026

Contract Benefit Adjustment

Name: Kristina M. Johnson
Title: President
Unit: The Ohio State University
Effective: September 1, 2021



THE OHIO STATE UNIVERSITY

8. Resolution No. 2022-20, Presidential Review and Compensation

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

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

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

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

WHEREAS under the terms of President Johnson's letter of offer, the president shall be eligible for an annual performance award for achieving mutually agreed-upon performance measures; and

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2021 and believes that President Johnson has demonstrated excellent progress and achievement with regard to the performance goals set forth by the president and the Board of Trustees last year; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base salary increase for the president of \$27,000, which amounts to 3% of her base salary; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$263,500, which amounts to 35% of her base salary pro-rated based on her start date for Fiscal Year 2021.

9. Resolution No. 2022-21, Approval of Presidential Goals

Synopsis: Approval of the attached presidential goals for fiscal year 2022, is proposed.

WHEREAS under the terms of President Kristina Johnson's letter of offer, each fiscal year, the president and the Board of Trustees will set forth the president's goals; and

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

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

NOW THEREFORE



THE OHIO STATE UNIVERSITY

BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals, which focus on 1) Academic Excellence, 2) Knowledge Enterprise Excellence, 3) Talent and Culture, 4) Resource Management, and 5) Service.

(See Appendix XII for background information, page 574)

Action: Dr. Fujita made a motion to approve the foregoing motions with the understanding that Resolution No. 2022-21, Approval of Presidential Goals, would have an update. The updated resolution was brought forward to the full Board of Trustees on the final consent agenda the following day. For the purposes of this meeting, Mr. Von Thae seconded Dr. Fujita's motion and the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thae, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mr. Porteus and Mr. Fischer were not present for this vote. Mrs. Wexner could not vote via Zoom.

Written Report

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

- a. Human Resources Summary (See Attachment XVIII for background information, page 301)

The meeting adjourned at 12:22 p.m.

Ohio Ethics Law

Anne K. Garcia
Senior Vice President and General Counsel

Gates Garrity-Rokous
Vice President and Chief Compliance Officer

Jessica L. Tobias
Ethics Director and Compliance Investigator

ATTACHMENT XVII

Goals & Agenda

Goals

1. Learn where to go for questions
2. Reinforce Ohio State's commitment to integrity
3. Increase understanding of Ohio Ethics Law

Agenda

1. Introduction
2. Ohio Ethics Law Key Concepts
3. OSU Board Ethics Statement
4. Financial Disclosure Statement

Ohio Ethics Law Introduction

Applies to:

- Public officials and employees, including university Trustees

Based on:

- A duty of loyalty to Ohio State
- An obligation to act in the best interests of the university and without regard to personal interests

Consequences:

- Officials are personally liable for violations, including potential criminal sanctions

Ohio Ethics Law Key Concepts

Conflicts of Interest

(R.C. 102.03 (D) and (E))

- Prohibits trustees from taking action on matters affecting themselves, family, or business associates
- Prohibits trustees from accepting anything of substantial values that could have an improper influence

Public Contracts

(R.C. 2921.42)

- Prohibits trustees from using influence to secure public contracts for themselves, family, or business associates
- Prohibits trustees from having a financial or fiduciary interest in a public contract

Post-Service Restrictions

(R.C. Chapter 102)

- Prohibits trustees from representing anyone before any public agency on any matter in which he/she personally participated

Other Important Concepts

Supplemental Compensation (R.C. 2921.43)

- Prohibits trustees from accepting compensation, other than from the university, for the performance of their duties

Honoraria (R.C. 102.03 (H))

- Prohibits trustees from accepting honoraria or travel expenses from parties that are doing or seeking business with or interested in matters before the university

Board Ethics Statement and Protocol

Statement of Ethical Conduct and Leadership Integrity

THE OHIO STATE UNIVERSITY STATEMENT OF ETHICAL CONDUCT AND LEADERSHIP INTEGRITY THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES January 26, 2015

Purpose

All Members of the Ohio State University Board of Trustees, Weisner Medical Center Board, and/or various Board of Trustees or Weisner Medical Center Board committees, we serve and are accountable to the Ohio State University and the public. We are honest guardians of the interests of our students, faculty, staff, and patients. Our responsibility is to assure leadership integrity in our actions, decisions, and communications. We are committed to the highest standards of ethical conduct, confidence in the integrity of the Board of Trustees, its processes, and its accomplishments, and avoid favoritism, bias, and the appearance of impropriety.

Duties

All University Trustees ("Trustee" or collectively "Trustees"), Weisner Medical Center Board Members and Board Committee Members ("Member" or collectively as "Members") have three primary obligations:

- A duty of care – Trustees and Members shall perform their duties with the care that an ordinary prudent person in this position would use under similar circumstances;
- A duty of good faith – Trustees and Members shall take the necessary actions to be informed and exercise appropriate judgment;
- A duty of loyalty – Trustees and Members shall perform their duties in good faith, in a manner that is not in the best interests of the University, or not opposed to, the best interest of the University.

Conflicts of Interest

A "conflict of interest" may arise:

- When a reasonable observer, having knowledge of all of the relevant facts and circumstances, would conclude that a Trustee or Member, family member, business associate or related entity has an material interest, financial or otherwise, that is incompatible with the Trustee or Member's ability to exercise his or her duties or to act in the best interests of the University, or to exercise his or her role to achieve the University's mission, vision, goals, or business objectives;
- When the Trustee or Member, as his or her family member or business associate, might derive a financial or other material benefit from the dissemination or use of confidential information learned in the course of his or her Board service, or

THE OHIO STATE UNIVERSITY

Board of Trustees Conflict of Interest Protocol

This Protocol summarizes the process by which the Office of Legal Affairs and Office of the General Counsel will review and advise the Board of Trustees, Weisner Medical Center Board, and Board Committee Members of potential conflicts of interest and how to avoid them. The Office of Legal Affairs will assist both Trustees and Members as requested.

Candidate Screening: The Office of Legal Affairs will support the Board of Trustees in pre-screening potential Trustees, Charter Trustees, Weisner Medical Center Board members, and members of Board Committees, when known, for possible ethics or conflict of interest issues based on publicly available information, prior to their appointment.

Charter and Committee Members: The Statement of Ethical Conduct and Leadership Integrity applies to both University Trustees ("Trustees") and Charter and Committee Members. Trustees and Committee Members are required to disclose any potential conflicts of interest and are expected to recognize potential conflicts of interest and respond accordingly, and the Office of Legal Affairs will assist both Trustees and Members as requested.

Ethics Education: At the time of his or her appointment, each Trustee and Member shall be invited to participate in a one-on-one education session by the General Counsel. The session will cover Ohio Ethics Law as it applies to the Trustee or Member and the Statement of Ethical Conduct and Leadership Integrity.

In addition, the University will provide Trustees and Members with an annual ethics education session that will cover Ohio Ethics Law as it applies to the Trustee or Member and the Statement of Ethical Conduct and Leadership Integrity.

The Board Office will also distribute the Summary of Substantive Provisions of the Ethics Law to all Trustees and Members. The Office of Legal Affairs will create a repository of relevant ethics documents that is accessible to Trustees and Members online.

Individualized conflict management plan: When requested by an individual Trustee or Member, the Office of Legal Affairs will assist in the development of an individualized conflict management plan. Such a plan may include advising the Board Secretary in reviewing the Board Meeting agenda, prior to a meeting, to identify the potential conflict affecting individual Trustees or Members. Depending on the nature of the potential conflict, the Board materials may be reviewed in advance of the meeting to ensure that the Trustee or Member appropriately recuses him- or herself from the discussion.

Board Ethics Statement and Protocol

Resources Available to Trustees

Preparation	On-going Support	Ethics Education
<ul style="list-style-type: none">• Candidate Screening• One-on-One Onboarding	<ul style="list-style-type: none">• Ethics Consulting• Conflict Management Plans• Meeting Agenda Review• Vendor List Provision• Interest Screening Process• Review Financial Disclosure Filings• Exit Meeting	<ul style="list-style-type: none">• Annual Ethics Training• Distribute Ohio Ethics Commission Guidance• Repository of Relevant Ethics Documents

Required Reporting

- Ohio Ethics Commission
Financial Disclosure
Statement
- Department of Defense –
Consultancies with Foreign
Persons

Form No. 1001-2017

Department of the Treasury

FINANCIAL DISCLOSURE STATEMENT

This statement is to be filed in 2018

Financial information for calendar year 2017

I, the undersigned, am the individual who is required to file this page.

I am filing this statement as an individual, a PERSONAL, JOINT, or JOINT AND SEVERAL.

1. FILL IN THE FOLLOWING INFORMATION:	
2. FILL IN THE FOLLOWING INFORMATION:	3. FILL IN THE FOLLOWING INFORMATION:
4. FILL IN THE FOLLOWING INFORMATION:	5. FILL IN THE FOLLOWING INFORMATION:

6. FILL IN THE FOLLOWING INFORMATION:	7. FILL IN THE FOLLOWING INFORMATION:
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14. FILL IN THE FOLLOWING INFORMATION:	15. FILL IN THE FOLLOWING INFORMATION:
16. FILL IN THE FOLLOWING INFORMATION:	17. FILL IN THE FOLLOWING INFORMATION:

18. FILL IN THE FOLLOWING INFORMATION:	19. FILL IN THE FOLLOWING INFORMATION:
20. FILL IN THE FOLLOWING INFORMATION:	21. FILL IN THE FOLLOWING INFORMATION:

This is to certify that the information furnished on this statement is true and correct to the best of my knowledge and belief, and that I am not aware of any information which would cause this statement to be misleading.

Signature of the individual required to file this statement: _____

Date: _____



OHIO ETHICS COMMISSION

William Green Building
30 West Spring Street, L3
Columbus, Ohio 43215-2256
Telephone: (614) 466-7090
Fax: (614) 466-8368

www.ethics.ohio.gov

***OHIO ETHICS LAW MEMORANDA FOR
TRUSTEES OF PUBLIC COLLEGES AND UNIVERSITIES***

I. INTRODUCTION TO THE ETHICS LAW AND RELATED STATUTES

This handout contains general information about the Ohio Ethics Law and related statutes (Chapter 102. and Sections 2921.42, 2921.421, and 2921.43) as they apply to individuals serving as trustees of state colleges and universities. To assist you, this handout outlines, in general terms, your responsibilities under the Ethics Law and related statutes.

The prohibitions of the Ethics Law and related statutes protect both individuals who serve in public positions and the general public. The law includes requirements for financial disclosure by trustees of public colleges and universities, as well as general provisions that condition the conduct of public officials and employees to help protect against conflicts of interest.

- A. Intent:
 - To prevent public officials and employees with conflicts of interest from acting on those conflicts
 - To provide remedies of education, advice, and enforcement
- B. Application:
 - All public officials and employees at every level of government in Ohio, and those who do business with them
 - All trustees of state public colleges and universities are public officials and are, therefore, subject to Ohio's Ethics Law.
 - Limited exception for teachers and other educators with no administrative responsibilities [Ohio Revised Code ("R.C.") 102.01 (B)]
- C. Ohio's Ethics Law:
 - Found in Chapter 102 of the Revised Code
 - Related statutes are R.C. 2921.42 and R.C. 2921.43

II. THE OHIO ETHICS COMMISSION

- A. History
 - Post-Watergate enactment in 1973 [H.B. 55, effective 1/1/74]
- B. Purpose
 - Requiring personal financial disclosure
 - Imposing **criminal** penalties for unethical conduct
 - Establishing uniform review of questions by statewide commissions of the three branches of government

Promoting Ethics in Public Service for Ohio since 1974

- C. Composition of the Ethics Commission
 - Six **bi-partisan** members
 - Appointed by Governor, confirmed by Senate
 - Staggered, 6-year terms
 - Compensated \$75 per meeting, up to \$1800 per year
- D. Authority of the Ethics Commission
 - Administers Ethics Law (R.C. 102) and related statutes (R.C. 2921.42 and 2921.43) for all public officials and employees at the state, county, municipal, township, and other levels of government *except*:
 - a. Judges and judicial employees [Contact the Board of Commissioners on Grievances and Discipline of the Supreme Court at (614) 644-5800]
 - b. State legislators and legislative employees [Contact the Joint Legislative Ethics Committee at (614) 728-5100]

III. RESPONSIBILITIES AND PROCESSES OF THE COMMISSION

- A. General Duties - Five Major Responsibilities
 - 1. Public Information
 - 2. Advice
 - 3. Investigation and Referral for Prosecution
 - 4. Financial Disclosure
 - 5. Legislation
- B. Public Information – R.C. 102.08.
 - 1. Organize and provide training and information sessions regarding conflicts of interest and financial disclosure
 - Presented 137 educational sessions throughout the state in 1997
 - Sessions given by the Commission are free of charge
 - 2. Create and distribute informational materials regarding Ohio's Ethics Law
 - 3. Provide a master copy of the Ethics Law to agencies for distribution
 - 4. Maintain website of electronic information [<http://www.ethics.ohio.gov>]
- C. Advice – Render Advisory Opinions – R.C. 102.08.
 - 1. The law provides assistance to you as a public official from the Ethics Commission through written advisory guidance to answer your questions about the specific application of the Ethics Law to future actions. You are encouraged to ask questions and we will do our best to answer them.
 - 2. Please do not hesitate to call or write to our office at the telephone and address above.
- D. Investigation – R.C. 102.06.
 - 1. Authority – Analogous to specialized grand jury
 - 2. **Confidential process** – Commission is prohibited by law from disclosing any information about investigations *except*:
 - a. Commission may publicly comment that a complaint has been referred to a prosecutor if no action has been taken within 90 days of the referral
 - Commission cannot comment regarding the merits of its findings
 - b. Accused can request disclosure of a complaint, if the accused has successfully defended the complaint

3. Resolution Authority – After consultation with the accused, the person filing the complaint, and any other person the Commission considers necessary, the Commission or a prosecutor may agree to settle a charge with the accused.
 4. Demand exceeds resources:
 - a. An estimated 18,000 elected office holders and 500,000 public employees subject to authority
 - b. As a result, commission must weigh the relative severity of allegations in order to prioritize which will be investigated
- E. Financial Disclosure – R.C. 102.02.
1. All state college and university trustees are required to file individual financial disclosure statements with the Ethics Commission by April 15th of each year.
 2. These statements aid trustees in identifying financial interests they hold that may present conflicts of interest for them in the performance of their public duties.
 3. The Ethics Commission provides financial disclosure statements to college and university trustees by February 15th of each year.
 4. Financial disclosure statements reflect the entire preceding year's financial interests held by the filer, even if the trustee did not serve during the preceding year.
 5. College and university trustees are required to disclose:
 - Sources of income of over \$500;
 - Sources of gifts of over \$500 (excluding most family members, but including spouses);
 - Investments over \$1000;
 - Debtors and creditors over \$1000;
 - Most ownership and leasehold interests in real property, located in Ohio.
 6. Statements filed by trustees of public colleges and universities are confidential except for any part of the disclosure that reveals a potential conflict of interest. Each confidential statement is individually reviewed by the Ethics Commission to identify sources of potential conflict. These may include a trustee's financial interests, because a trustee may not use his authority to affect his own interests if they have business or regulative relationships with the college or university.
 7. The General Assembly has mandated timely compliance with the deadline. As a result, the Ethics Commission will assess a late filing fee of \$10 per day, up to a total of \$250.00, against individuals who fail to file statements by the deadline.
- F. Legislation – R.C. 102.08.
- Recommend legislation relating to ethics, conflicts of interest, and financial disclosure
 - Recent examples:
 - H.B. 300 in 1986
 - H.B. 285 in 1994

IV. SUBSTANTIVE PROVISIONS OF THE ETHICS LAW AND RELATED STATUTES

General Rule – Whenever the personal financial or fiduciary interests of a public official or employee, his family, or his business associates are involved in a situation before the official or employee, there is an ethics issue.

In addition to financial disclosure requirements, the Ohio Ethics Law contains provisions regarding the private activities of public officials. These provisions deal with four general areas: conflicts of interest; public contracts (including nepotism) and public investments; post-employment, confidentiality, and representation; and, supplemental compensation. These general restrictions are summarized below.

A. **Conflict of Interest – R.C. 102.03 (D), (E), (F).**

1. A trustee of a public college or university is prohibited from taking any action, including voting, discussing, deliberating, and formally or informally lobbying, on any matter where the official, his family, his business associates, or others with whom he has a relationship that would affect his objectivity, would receive anything of substantial value [102.03 (D)].
 - a. R.C. 102.03 (D) prohibits a public official from using his authority to secure anything of value that could have a substantial and improper influence upon the official in the performance of his duties. This section prohibits any formal or informal action in a matter where a substantial thing of value may benefit the official, his family, or his business associates.
 - b. The law defines “**anything of value**” to include money, goods, chattels, future employment, interests in realty, and “every other thing of value.”
2. A trustee of a public college or university is prohibited from accepting or soliciting anything of substantial value, including gifts, travel, meals, and lodging payments, and consulting fees, from improper sources including parties that are doing or seeking to do business with, regulated by, or interested in matters before the board or commission she serves [R.C. 102.03 (D) and (E)].
 - a. R.C. 102.03 (E) prohibits a public official from merely soliciting or accepting anything of value if the thing of value could have a substantial and improper influence upon the public official in the performance of his duties.
 - b. “Anything of value” could have a **substantial** influence upon a public official if the thing has a substantial value. The Ethics Commission has stated, for example, that season tickets for a professional sports team have a substantial value and cannot be provided to a public official by a party doing business with or regulated by the public agency [OEC Adv. Op. No. 95-001].
 - c. A thing of value could have an **improper** influence upon a public official if it is provided by a source that has a direct relationship with the public agency served by the official. Those sources, which are “improper” because of their relationships with a public agency, include parties doing or seeking to do business with, regulated by, or interested in matters before the public agency. Those “interested in” matters might include an association of parties doing business with the public agency.

3. The law also **prohibits a private party, or any person**, from promising or giving anything of value to a public college or university trustee if the thing of value could have a substantial and improper influence upon the public official or employee in the performance of his duties [R.C. 102.03 (E); OECD Adv. Op. No. 90-001].
 - a. One example of a situation where these restrictions have been applied is travel, meals, and lodging. A public college or university trustee is prohibited from accepting travel, meals, and lodging, from any improper source, which would include parties that are doing or seeking to do business with, regulated by, or interested in matters before the public agency [OECD Adv. Op. No. 89-014]. A trustee is also prohibited from accepting or using any frequent flyer benefits accrued while in the course of travel in his official capacity, unless the benefits are used in official travel [OECD Adv. Op. No. 91-010].

B. Public Contract Restraints - R.C. 2921.42; R.C. 102.04.

1. A trustee of a public college or university is prohibited from authorizing or using his position to secure authorization of a public contract for himself, a member of his family, or a business associate [R.C. 2921.42 (A)(1)].
 - a. A **“public contract”** is any purchase or acquisition of any property or services, including employment, and casual, as needed purchases, and any design, construction, alteration, repair, or maintenance of any public property [2921.42 (G)(1)].
 - b. The Commission has stated that a prohibited **“interest”** in a public contract must be definite and direct, and may be either pecuniary or fiduciary [OECD Adv. Op. No. 78-005].
 - c. The term **“a member of his family”** includes, but is not limited to, a spouse, parent, grandparent, child, grandchild, or sibling. It also includes any other person related by blood or marriage to the public official and residing in the same household with the official [OECD Adv. Op. No. 80-001; Walsh v. Bollas, 82 Ohio App. 3d 588 (Lake County 1992)].
 - d. A **“business associate”** is a person with whom a public official is engaged in an on-going business enterprise, such as a partner in a partnership, a co-owner of a business, or an outside, private employer [OECD Adv. Op. No. 92-003].
2. A trustee of a public college or university is **prohibited from profiting from** a public contract he approved, or that was approved by the board of trustees of which he is a member, even if he abstains from the approval, unless the contract was competitively bid and awarded to the lowest and best bidder [R.C. 2921.42 (A)(3)]. This restriction applies while the official is connected with the public college or university, and for one year after he leaves his position.
 - a. This section prohibits a member of a governing board, such as a college or university board of trustees, for one year from the time he leaves his position, from accepting employment with his public agency, if the employment was authorized or the position was created during his service. R.C. 102.03 (D) (discussed above) also prohibits a member of a governing board from using his position to secure employment from the public agency he serves [OECD Adv. Op. No. 87-008]. These restrictions do not mean that a former college or university trustee is prohibited from securing employment with the college or university he had served, so long as the board of trustees did not create the position or authorize the employment

during his service, and the former trustee did not seek the employment opportunity until after he left the position of trustee.

3. **Nepotism**

- a. A trustee of a public college or university is prohibited from authorizing the hire of, or using his authority to secure the hire of, or employment benefits for, any member of his family (parents, grandparents, children, grandchildren, spouse, siblings, or any person related by blood or marriage and residing in the same household) [R.C. 2921.42 (A)(1)].

4. **Improper Interest in Public Contracts**

- a. A trustee of a public college or university is prohibited from having an interest in the profits or benefits of a public contract entered into by the institution with which he is connected [R.C. 2921.42 (A)(4)]. The term “connected with” has been defined by the Commission as being related to or associated with the institution [OEC Adv. Op. No. 87-002, 89-004, 90-007].

- i. **EXEMPTION:** A trustee of a public college or university is not considered to have an interest in a public contract entered into by his college or university with a private corporation if his interest in the corporation is limited to being a stockholder of less than five percent or a creditor of **less than five percent** [R.C. 2921.42 (B)].

- ii. **EXEMPTION:** A trustee of a public college or university is not prohibited from having an interest in a public contract entered into by the college or university he serves so long as: (1) the purchase is a necessary purchase; (2) the goods or services are unobtainable elsewhere for the same or lower cost, or are furnished as part of a continuing course of dealing started prior to the trustee’s connection with the college; (3) the service provided is the same as or better than the service provided to other clients or customers; and (4) the public official does not participate, the contract is at arms length, and the college or university has full knowledge of the board member’s interest [R.C. 2921.42 (C)].

- iii. The application of these two exemptions is dependent upon the facts.

Please contact the Ethics Commission for further information.

- b. A trustee of a state college or university is prohibited from authorizing investments, or employing authority to secure investments of public funds in any security, if he, a member of his family, or any of his business associates either has an interest, is an underwriter, or receives any brokerage, origination, or servicing fees [R.C. 2921.42 (A)(2); State v. Strabala (1993)].

5. **Sale of Goods**

- a. A trustee of a state college or university is prohibited from selling any goods or services to any state entity, except through competitive bidding or as provided by exemption [R.C. 102.04 (B)].

- i. **EXEMPTION:** Sales to state agencies other than the college or university served are exempted when the trustee completes and files a disclosure of the sale of goods or services, as described in R.C. 102.04 (D), before entering into the sale. The trustee must file the disclosure with the college or university he serves, the state entity to which the sale will be made, and the Ethics Commission [R.C. 102.04 (D)].

C. **Post-Employment Restrictions – R.C. 102.03(A), (B); 102.04(A),(C).**

1. **General Revolving Door – R.C. 102.03(A):**

A trustee of a state college or university is prohibited, during public service and for **one year** thereafter, from representing anyone, before any public agency, on any matter in which he personally participated while he was a member of the board of trustees. For some matters, the prohibition remains in effect for two years [R.C. 102.03 (A)].

- a. A “**matter**” is any case, proceeding, application, determination, issue, or question [R.C. 102.03 (A)(5)].
- b. “**Personal participation**” is any decision, approval, disapproval, recommendation, the rendering of advice, investigation, or other substantial exercise of administrative discretion [R.C. 120.03 (A)(1)]. Supervision of another public official or employee can be, but is not always, personal participation [OEC Adv. Op. No. 91-009].
- c. “**Representation**” is defined as any formal or informal appearance before, or any written or oral communication with, any public agency [102.03 (A)(5)]. “Representation” includes preparing documents, regardless of whether the individual himself signs them, or they are signed by someone else [OEC Adv. Op. No. 86-001]. The restriction applies even if the represented party is another public agency [OEC Adv. Op. No. 93-011]. The restriction does not apply to behind-the-scenes consultation with a client or new employer [OEC Adv. Op. No. 92-005].

2. **Representation – R.C. 102.04 (A).**

- a. A trustee of a public college or university is prohibited from receiving compensation except from the institution of higher education he serves for any service **rendered personally** on any case, application, or other matter before any state entity, except as provided by exemption [R.C. 102.04 (A)]. Ministerial matters like tax preparation and filing incorporation papers are removed from the restriction [R.C. 102.04 (F); OEC Adv. Op. No. 89-016].
 - i. **EXEMPTION:** Receiving compensation for providing services on matters pending before state agencies other than the institution of higher education served is exempted when the official completes and files a disclosure, as described in R.C. 102.04 (D), before performing the personal services. The trustee must file the disclosure with the college or university he serves, the state entity to which the sale will be made, and the Ethics Commission [R.C. 102.04 (D)].

3. **Confidentiality – R.C. 102.03 (B).**

- a. A trustee of a state college or university is prohibited from disclosing or using confidential information acquired in his state position, without appropriate authorization. There is no time limit on this restriction [R.C. 102.03 (B)].

4. **Representation - Influence peddling – R.C. 102.04 (A)(C).**

D. **Other Restrictions.**

1. **Supplemental Compensation – R.C. 2921.43 (A).**

- a. A trustee of a state college or university is prohibited from accepting compensation, other than from the college or university he serves, for the performance of his public duties [R.C. 2921.43 (A)]. Private parties are also prohibited from offering or giving supplemental compensation to university trustees [102.03 (F); 2921.43 (A)].

2. **Honoraria – R.C. 102.03 (H)**

- a. The general restriction enacted by the Legislature in 1994 that prohibits a

public official who files a disclosure statement from receiving an honorarium does not apply to any member of the boards of trustees, or any president, of state institutions of higher education. However, a trustee or president is prohibited from accepting honoraria or travel expenses from parties that are doing or seeking to do business with, regulated by, or interested in matters pending before his college or university [102.03 (I)].

3. Rate-Making – R.C. 102.03 (C).

E. Additional considerations

1. Copies of the law – R.C. 102.09 (E).

V. SUMMARY-COMMON SENSE WRAP-UP

- A. Cannot authorize a contract or use authority to secure authorization of a contract for self, family, business associates
- B. Cannot solicit or accept things of value
- C. Cannot disclose or use confidential information
- D. Cannot receive additional compensation for performance of official duties
- E. Cannot represent parties on matters in which public servant involved
- F. Cannot participate in matters where public servant has a conflict of interest – i.e., where something of value will result for self, family members, others

As previously stated, this information summarizes the Ohio Ethics Law and related statutes in Chapter 102. and Sections 2921.42, 2921.421, and 2921.43. These laws are criminal statutes designed to protect the public from decisions that could be influenced by improper conflicts of interest for those who serve the public interest. Although the majority of public officials and employees meet or exceed these standards, these provisions serve to assist in deterring or punishing the few who do not. Your careful consideration of the prohibitions is appreciated.

The Ohio Ethics Commission is an independent agency of state government charged with interpreting and administering the Ohio Ethics Law for many state and local public officials and employees. The Commission has been serving the public, and state and local governments, since its formation as part of the Ohio Ethics Law in 1973. If you have any questions about how these restrictions apply to you, or for more information about the Ethics Law in general, please contact the Ohio Ethics Commission at (614) 466-7090.

This memorandum was prepared by the Ohio Ethics Commission for informational purposes only. It is not intended as a substitute for the laws referenced or Ethics Commission advisory opinions construing those provisions.

WHEN IN DOUBT, CALL THE ETHICS COMMISSION--(614) 466-7090
Check us out on the Web at <http://www.ethics.ohio.gov>



STATEMENT OF ETHICAL CONDUCT AND LEADERSHIP INTEGRITY
THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
January 30, 2015

Preamble

As Members of the Ohio State University Board of Trustees, Wexner Medical Center Board, and/or various Board of Trustees or Wexner Medical Center Board committees, we serve and are accountable to the Ohio State University and the public. We are honest guardians of the interests of our students, faculty, staff, and patients. Our responsibility is to assure leadership integrity in our actions, commitments and procedures, and to conduct ourselves, at all times, in a manner that fosters public confidence in the integrity of the Board of Trustees, its processes, and its accomplishments, and avoids favoritism, bias, and the appearance of impropriety.

Duties

All University Trustees ("Trustee" or collectively "Trustees"), Wexner Medical Center Board Members and Board Committee Members ("Member" or collectively as "Members") have three primary obligations:

- A duty of care – Trustees and Members shall perform their duties with the care that an ordinary prudent person in a like position would use under similar circumstances;
- A duty of good faith – Trustees and Members shall take the necessary actions to be informed and exercise appropriate judgment;
- A duty of loyalty – Trustees and Members shall perform their duties in good faith, in a manner the member reasonably believes to be in, or not opposed to, the best interest of the University.

Conflicts of Interest

A "conflict of interest" may arise:

- A) When a reasonable observer, having knowledge of all of the relevant facts and circumstances, would conclude that a Trustee or Member, family member, business associate or related entity has an material interest, financial or otherwise, that is incompatible with the Trustee or Member taking action on a University matter, or such Trustee or Member is using his or her role to achieve personal gain or benefit to family, friends, or business associates;
- B) When the Trustee or Member, or his or her family member or business associate, might derive, a financial or other material benefit from the dissemination or use of confidential information learned in the course of his or her Board service; or

- C) When a Trustee or Member, or their family member, business associate or related entity, has a material existing financial or other interest that impairs his or her independence, objectivity, or ability to discharge his or her duties in serving the University.

Commitment of Trustees and Members

Trustees shall follow the protections of the public found in Chapters 102 and 2921.42 and .43 of the Ohio Revised Code which apply to University Trustees and other public officials ("Ohio Ethics Laws"). In addition, all Trustees and Members shall:

- Serve with integrity and professionalism, in a manner that avoids favoritism, bias, conflicts of interest, and the appearance of impropriety;
- Withdraw from any consideration or action, or any participation with University employees, on any matter as to which the Trustee or Member has a conflict of interest. In doing so, the Trustee or Member shall advise the Secretary of the Board of Trustees that the Trustee or Member will recuse from discussion, consideration and vote on the matter on which conflict of interest exists which shall be reflected in the minutes of that Board;
- Accept no compensation or emolument from a source other than The Ohio State University for service as a Trustee or Member or in relation to any matter before their Board or committee;
- Not use membership on the Board, Wexner Medical Center Board or their committee, or the name of The Ohio State University or its acronym, logos, or other official indicia, in the any manner that suggests impropriety, bias, or unapproved commercial use;
- Not use any authority, advantage, or information conferred upon or provided by virtue of their service as a Trustee or Member for their personal benefit or that of their family or business associates;
- Not use any information not available to the public at large and obtained as a result of their service as a Trustee or Member for personal gain or benefit or for the gain or benefit of others; and
- Preserve the confidentiality of information obtained that is required by law to remain confidential.

Procedures Applicable to Trustees and University Employees

- A) Each Trustee is individually responsible for assuring their personal compliance with Ohio Ethics Laws.
- Annually the Secretary of the Board will circulate the Summary of Substantive Provisions of the Ethics Law and Related Statutes prepared by the Ohio Ethics Commission to each Board Member for review.
 - The University General Counsel shall supplement the Summary with a brief memorandum outlining any other applicable provisions of Ohio law with which the Trustees must be familiar.
 - Each Trustee shall attend annual ethics education as provided by the University, the Board of Regents, or comparable program.

- Each Trustee shall submit to the Board Secretary an annual acknowledgement of the filing of their financial disclosure with the Ohio Ethics Commission.
 - Members who are not Trustees of the University or paid employees of the University are not subject to the Ethics Laws but may, at their option, avail themselves of the procedures outlined in B) and C) below.
- B) The University shall establish a database of all contracts with third party vendors to the University. Once a year the Secretary of the Board shall circulate a form to each Trustee on which the Trustee may, at his or her option, list any entities in which the Trustee (1) serves as a director or other fiduciary (both for-profit and not-for-profit entities), or (2) holds (individually and/or combined with other members of the Trustee's family and/or the Trustee's business associates) five percent (5%) or more of the ownership of the entity.
- A Trustee is encouraged to update the Trustee's entity list at any time the Trustee agrees to assume a directorship or other fiduciary relation with an entity or acquires a five percent (5%) or larger ownership interest in the entity (individually and/or combined with other members of the Trustee's family and/or the Trustee's business associates).
 - Upon receipt of the annual or update entity disclosures, the University shall determine whether the University has made any purchases of goods or services from each identified entity in the last twenty-four (24) months or whether it otherwise has any contracts with each identified entity. Upon completion of its review, the Secretary of the Board of Trustees shall promptly notify each Trustee of any situation in which the University has purchased goods or services from, or has a contract with, any entity listed by that Trustee on that Trustee's entity disclosure.
 - The University shall use its best efforts to not prospectively purchase any goods or services, or enter into a contract with, any entity listed by a Trustee on the Trustee's entity disclosure without the prior written consent of (1) the Trustee and (2) the General Counsel of the University.
 - The form shall be submitted to the General Counsel along with a request for legal advice pertaining to the Trustee or Member's obligations relating to their service. The General Counsel will provide the Trustee or Member a confirmation letter as well as a summary of preventative actions the University will take as outlined above.
- C) The General Counsel of the University shall be available to advise each Trustee with regard to any issue arising under the Ethics Laws. In doing so, the Office of Legal Affairs shall maintain the attorney-client privilege with the Trustee or Member unless expressly waived in writing by the Trustee or Member. If the Office of Legal Affairs is unable to provide representation consistent with maintaining the attorney-client privilege with the Trustee or Member, or otherwise believes a conflict might exist if the Office of Legal Affairs represented the Trustee or Member, the Office of Legal Affairs shall so inform the Trustee or Member.



Board of Trustees Conflict of Interest Protocol

This Protocol summarizes the process by which the Office of Legal Affairs and Office of the Board of Trustees assist individual Trustees of the Ohio State University, as well as members of the Ohio State University Wexner Medical Center Board, and members of any Board Committees, in meeting their commitments under the Board of Trustees' Statement of Ethical Conduct and Leadership Integrity ("Statement") and Ohio Ethics Laws.

Candidate Screening: The Office of Legal Affairs will support the Board of Trustees in pre-screening potential trustees, Charter Trustees, Wexner Medical Center Board members, and members of Board Committees, when known, for possible ethics or conflict of interest issues based on publicly available information, prior to their appointment.

Charter and Committee Members: The Statement of Ethical Conduct and Leadership Integrity applies to both University Trustees ("Trustees") and Charter and Committee Members ("Members"). University Trustees are also governed by Ohio Ethics Laws. Members are expected to recognize potential conflicts of interest and respond accordingly, and the Office of Legal Affairs will assist both Trustees and Members as requested.

Ethics Education: At the time of his or her appointment, each Trustee and Member shall be invited to participate in a one-on-one education session by the General Counsel. The session will cover Ohio Ethics Law as it applies to the Trustee or Member and the Statement of Ethical Conduct and Leadership Integrity.

In addition, the University will provide Trustees and Members with an annual ethics education session that will cover Ohio Ethics Law as it applies to the Trustee or Member and the Statement of Ethical Conduct and Leadership Integrity.

The Board Office will also distribute the Summary of Substantive Provisions of the Ethics Law and Related Statutes prepared by the Ohio Ethics Commission and create a repository of relevant ethics documents that is accessible to Trustees and Members online.

Individualized conflict management plan: Where requested by an individual Trustee or Member, the General Counsel will define a management plan to assist in the management of a potential conflict. Such a plan may include assisting the Board Secretary in reviewing the Board Meeting agenda, prior to a meeting, to identify the potential conflict affecting individual Trustees or Members. Depending on the nature of the potential conflict, the Board materials may be redacted and other steps taken to ensure that the Trustee or Member appropriately recuses him- or herself from the discussion.

Optional Provision of List of Interests: Once a year the Secretary of the Board shall circulate a form to each Trustee on which the Trustee may, at his or her option, list any entities in which the Trustee (1) serves as a director or other fiduciary (both for-profit and not-for-profit entities), or (2) holds (combined with other members of the Trustee's family or the Trustee's business associates) five percent (5%) or more of the ownership of the entity. A Trustee is encouraged to update the Trustee's entity list at any time the Trustee agrees to assume a directorship or other fiduciary relation with an entity or acquires a five percent (5%) or larger ownership interest in the entity. The form shall be submitted to the General Counsel along with a request for legal advice pertaining to the Trustee or Member's obligations relating to their service. The information so disclosed shall be held in confidence. Members may avail themselves of this process at their own initiative. The General Counsel will provide the Trustee or Member a confirmation letter as well as a summary of preventative actions the University will take to assist the Trustee or Member in managing the disclosed relationship(s).

Potential conflicting vendor list and University purchases: To assist Trustees in meeting their obligations under the Ohio Ethics Laws, and otherwise to manage their potential conflicts of interest, the Board Office, upon request, will provide to the Trustees the University's vendor list.

Financial Disclosure Filings: Annually, the Board Office will remind trustees of Ohio Ethics Commission financial disclosure filing requirements and upcoming deadlines, pay for filing fees, and confirm with each trustee that he or she properly filed their financial disclosure with the Commission.

Agenda Review: The Board Office will review each Board, Wexner Medical Center Board, and/or Committee agenda to identify items for action on those agendas that may pose potential conflicts of interest for individual Trustees and Members, based on previously disclosed or known information, and will consult with the individual trustee or member and the Office of Legal Affairs, as appropriate.

Exit meeting: At the time that a Trustee or Member retires from the Board or Committee, General Counsel will offer to review the ongoing ethical obligations of the Trustee or Member and offer ongoing support in interpretation of those obligations.

ATTACHMENT XVIII

Human Resources Summary Report

Talent, Compensation and Governance Committee

August 2021

The following overview of key strategic Human Resource initiatives has been prepared for the Talent, Compensation and Governance committee of the Board of Trustees to summarize important updates and milestones. There is also a brief update on the work of the HR Return to Campus Task Force, which is an integral part of the campus reactivation planning efforts for the Autumn 2021 semester.

As a reminder, 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 workforce demographics have been updated as of June 30, 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 for the people of the Ohio State community.

Kind regards,

Paul

Paul Patton
Interim Senior Vice President,
Talent, Culture & Human Resources



THE OHIO STATE UNIVERSITY
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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

The development of Phase I of the multi-modal Leadership Development curriculum titled Advancing Managers Program (AMP) for early career managers at Ohio State is complete. The curriculum consists of a participant/manager kick-off, participant self-assessment, and five core modules followed by self-paced modules to complete the curriculum.

The first cohort, which is a pilot, kicked off in July consisting of 23 participants from across campus. Once the pilot is complete, the curriculum will be revised based on feedback and a full launch of the Advancing Managers Program will kick off in October of 2021. The program is a valuable tool in growing and retaining talent at Ohio State – it allows participants to engage with more seasoned professionals and more meaningfully develop the skills and expertise they need to be successful leaders.

To support the Leadership Development strategy, enhancements to Gateway to Learning and the new Manager Portal *design* will begin at the end of Q1.

Four cohorts a year will participate in AMP -- 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.
AMP courses include Leading with Purpose, Coaching for Success, Managing at Ohio State, Managing Conflict, Fostering Accountability, Employee Relations, Corrective Action
- **Inclusive Work**
Implement a manager toolkit that empowers leaders to develop inclusive and engaging work environments.
AMP courses include Implicit Bias, Inclusive Leadership

- **Innovative Workplace Practices**

- Integrate Wellness initiatives throughout the Employee Lifecycle.*

- Partnering with the Chief Wellness Officer to introduce various wellness courses throughout the leadership development curricula starting with the full implementation of AMP. The first course will focus on bringing your best self to work to help lead your team.

- **Performance & Growth:**

- Provide leaders with a toolkit for performance and growth.*

- AMP courses include Building a Culture of Feedback, Engaging through Performance & Growth

Staff Development

In partnership with USAC, the one-year contract with LinkedIn Learning has been signed and communicated through the July USAC newsletter. The full communication plan is being developed with USAC and HR, with licenses to be granted beginning August 2021.

Talent Acquisition

Recruiting & Onboarding

Since the implementation of the HR Service Delivery Model, we have continued to evaluate and modify the recruiting support for the organization to meet the growth needs of the business units. There has been a specific focus on beginning to establish dedicated staff for the colleges that will experience growth with increased faculty hiring.

Introducing innovative recruitment practices and technology to further streamline the hiring and onboarding experience will be a significant focus for 2022.

Diversity

Human Resources greatly values diversity and inclusive workspaces and is committed to providing opportunities for our staff and managers to enhance their understanding of how to create an inclusive and diverse environment for their teams to reach their fullest potential.

Employee Resource Groups (ERGs) are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with the mission, values, and goals of The Ohio State University. In addition to ERGs, affinity and networking groups also exist within the university and provide extreme value to the staff experience. USAC, in coordination with the Human Resources strives to provide support to these groups by hosting conversations, networking events and through sharing resources to enhance the work.

As a part of the Advancing Managers Program, participants will take courses focused on Implicit Bias Awareness and Inclusive Leadership. These courses will allow participants to identify their own biases and ways to overcome them, as well as best practices for developing and leading an inclusive team. These courses will prepare participants to lead in alignment with the goals, values, and mission of The Ohio State University.



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 Service operation continues to evaluate the effectiveness of the model implemented last fall and has begun making enhancements to directly address key areas of opportunity.

Continued improvements in efficiency have allowed HR to confidently set an FY22 budget at the same rate as FY21 even though anticipated cost increases from benefits overhead and annual merit salary increases must be covered. Most notable, however is the reduction of risk through centralization of key functions as well as the consistent business processes Workday can help enforce. This consistency which did not exist in the prior model is foundational to any successful improvement initiative moving forward.

The overall delivery model within the HR Shared Service Operations team is being refined to ensure the best front-line support for both Ohio State employees and field HR personnel. In addition to the model itself, focus is on ensuring the right people at all levels are in appropriate roles based on their individual expertise and strengths. This includes realigning the team to ensure the right expertise is in place to lead this highly complex technology and data driven service delivery platform.

Feedback and metrics indicate a need for deeper Workday and business process training at the first levels of customer support and increased access to these resources for the HR team and managers. Furthermore, the metrics themselves are currently being refined to ensure they reflect the true customer experience and help clearly identify the priority areas in need of attention.

While Ohio State is gaining experience using Workday for daily operation, there continues to be a discomfort with leveraging employee and manager self-service as the new approach to HR Service Delivery. Still, there are significant opportunities in the designed business processes and workflows themselves to increase efficiency across the University. Some of this is based on lessons learned while others are evolutionary changes that have occurred since requirements were originally defined. We are partnering with our colleagues in Finance to reevaluate HR business processes, approval flows and security roles to ensure we are efficient as well as customer focused.

Opportunity Areas

- **Access to Support:** The HR Shared Service model does not provide a 'one size fits all' solution and attempts to achieve this outcome leave all involved unsatisfied. Focus must be placed on serving Ohio State employees and creating clear, unobstructed paths to access the help they need, when and how they need it need to be refined.
- **Process Improvement and Role Responsibility Review:** We continue to receive feedback that things are taking longer in the new system. HR and IT teams are currently identifying changes to increase efficiency and satisfaction. Included in this is both process steps,

sequence of events, and the expectations of each role within the process. System updates will be implemented to support a more efficient approach. Process changes have already been implemented to allow HR the ability to perform certain functions originally assigned to managers across Ohio State. This has allowed more flexibility within the colleges and units to address demand cycles unique to their area.



Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

Career Roadmap

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

Career Roadmap will be implemented in spring 2022. The final months of development also include significant change management efforts. Leaders completed their mapping reviews June 30, 2021. Updated cost estimates, reflecting mapping changes by leaders, were provided in a senior leader review at the end of July.

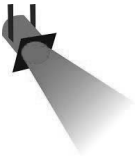
An updated compensation policy will include changes cover salary administration, additional compensation and staff recognition. A public review of the updated policy by the university community is expected this fall.

The manager and employee review period are also planned for later this fall. During this time, employees will see how their position is mapped to the new structure and their position's pay range. A feedback process will be included for those who would like a mapping change to be considered.

Implementing Career Roadmap as Ohio State's job catalog and compensation structure will bring visible career paths, market relevance, common language and regulatory compliance. 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.

The pay ranges in the catalog will be reviewed annually, informed by industry-leading market research, and updated as appropriate. Standardized pay ranges and job functions will foster equity across colleges and units.

We appreciate the Board's commitment to this initiative and its continued support of these changes as a university strategy.



HR Spotlight: HR Return to Campus Task Force

The HR Return to Campus Task Force completed its initial work in June, releasing detailed guidance for university employees, supervisors, and leaders to assist them in creating return to campus plans. The guidance is hosted on the HR website and linked from the university Safe and Healthy website.

The detailed guidance provides a philosophy statement for the campus return, guidance for working on site as well as flexible work arrangements, including selecting among various scheduling options for teams, and assessing individual employee requests. Guidance and training options are available for leading effectively in remote and hybrid work environments, including critical change management support. Manager training sessions began in July and have been well received.

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

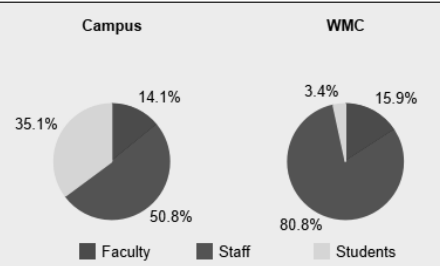
The remaining work of the HR Return to Campus Task Force consists of:

- Needed technical improvements to create and document flexible work agreements for employees adopting a new model of work.
- Creating and deploying a tool to assist with appropriate tax reporting for hybrid work arrangements.
- Creating and approving needed changes to HR policies to support the new guidance.
- Creation of tools to assist in evaluating the overall impact of the university return strategy and recommendations for the future of work.

Summary of Total University Employee Headcount

Headcount by Employee Category

	Campus	WMC	Grand Total
Faculty	4,163	3,624	7,787
Staff	14,986	18,464	33,450
Students	10,371	773	11,144
Grand Total	29,520	22,861	52,381

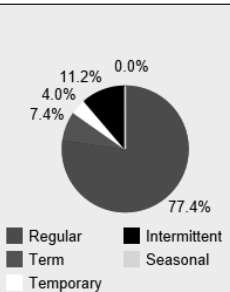


Headcount by Job Family Group

Academic	7,787	17.1%
Classified	3,133	8.1%
Executives Board Purview	49	0.1%
Executives Non-Board Pu..	128	0.3%
Nonemployee	926	0.0%
Post Doctoral	621	1.7%
Students	11,144	10.7%
Unclassified	22,648	47.8%
Unions	5,945	14.1%
Grand Total	52,381	

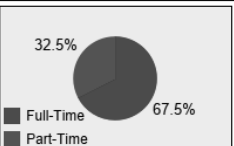
Headcount* by Employee Type

Regular	31,920
Term	3,039
Temporary	1,647
Intermittent	4,630
Seasonal	1
Grand Total	41,237



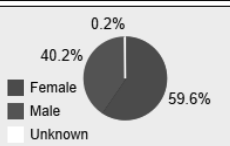
Headcount* by Full-Time

Full-Time	27,852
Part-Time	13,385
Grand Total	41,237



Headcount* by Sex

Female	24,574
Male	16,580
Unknown	83
Grand Total	41,237



Headcount* by Race/Ethnicity

American Indian or Alaska Native	71	0.2%
Asian	2,994	7.3%
Black or African American	4,097	9.9%
Hispanic or Latino	1,327	3.2%
Native Hawaiian or Other Pacific Islander	25	0.1%
Two or More Races	782	1.9%
Undisclosed	2,898	7.0%
White	29,043	70.4%
Grand Total	41,237	

Headcount* by Age

<Thirty	7,815	19.0%
Thirties	11,533	28.0%
Forties	8,864	21.5%
Fifties	7,691	18.7%
Sixties	4,397	10.7%
Seventy+	937	2.3%
Grand Total	41,237	

* Excludes students
Data as of June 30, 2021



APPENDIX IV

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

SUMMARY OF ACTIONS TAKEN

August 18, 2021 – Research, Innovation & Strategic Partnerships Committee

Members Present:

Lewis Von Thaeer
Erin P. Hoefflinger

Alexander R. Fischer
Hiroyuki Fujita

Reginald A. Wilkinson
Gary R. Heminger (ex officio)

Members Present via Zoom:

Carly G. Sobol

Members Absent:

N/A

PUBLIC SESSION

The Research, Innovation & Strategic Partnerships Committee of The Ohio State University Board of Trustees convened on Wednesday, August 18, 2021, in person at Longaberger Alumni House on the Columbus campus and virtually via Zoom. Committee Chair Lewis Von Thaeer called the meeting to order at 1:30 p.m.

Items for Discussion

1. **Committee Chair's Remarks:** Mr. Von Thaeer kicked off the meeting by highlighting some of the important partnerships that would be talked about later in the meeting.
2. **Update on President's Research Excellence Program:** Dr. Grace Wang, EVP of the Enterprise for Research, Innovation and Knowledge, and Dr. Dorota Grejner-Brzezinska, interim VP for Knowledge Enterprise, discussed the President's Research Excellence (PRE) program, which provides seed support for cross- and interdisciplinary research. President Johnson announced this program at her inaugural State of the University Address; it was launched in March 2021. The program's goals include growing research and the innovation enterprise, increasing research eminence, attracting more externally sponsored research funding and addressing large, complex societal challenges. There are two components of the PRE program – Catalyst (up to \$200,000 for large teams focusing on large-scale, high-impact research) and Accelerator (up to \$50,000 for small teams doing curiosity-drive, novel research). As of this meeting, 70 Accelerator applications had been received, 19 projects had been awarded for a total of \$947,000. The 2021 Catalyst grant applications were in progress and 50 concept papers had been submitted representing all 15 academic colleges. Awardees were slated to be selected in October 2021.

(See Attachment XIX for background information, page number 310)

3. **Research and Innovation Highlights for Fiscal Year 2021:** Dr. Wang provided a year-in-review for research and innovation at Ohio State. Strategic priorities for the previous fiscal year included enabling curiosity-driven discoveries and creative expression; building large-scale, interdisciplinary research and innovation centers; designing and developing the Innovation District; and nurturing innovation and entrepreneurship. Dr. Wang highlighted the work that had been done toward advancing each of these priorities. She also discussed priorities for FY22.

(See Attachment XX for background information, page number 319)



THE OHIO STATE UNIVERSITY

Items for Action

4. Approval of May 2021 Committee Meeting Minutes: No changes were requested to the May 19, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

EXECUTIVE SESSION

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

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

The committee entered executive session at 2:22 p.m. and the meeting adjourned at 2:58 p.m.

ATTACHMENT XIX

PRESIDENT'S RESEARCH EXCELLENCE PROGRAM





“By backing great ideas emanating both from our faculty and from administrative leaders, Ohio State aims to double its sponsored research within this decade.”

– President Kristina M. Johnson

State of the University Address | February 18, 2021



PRESIDENT'S RESEARCH EXCELLENCE PROGRAM

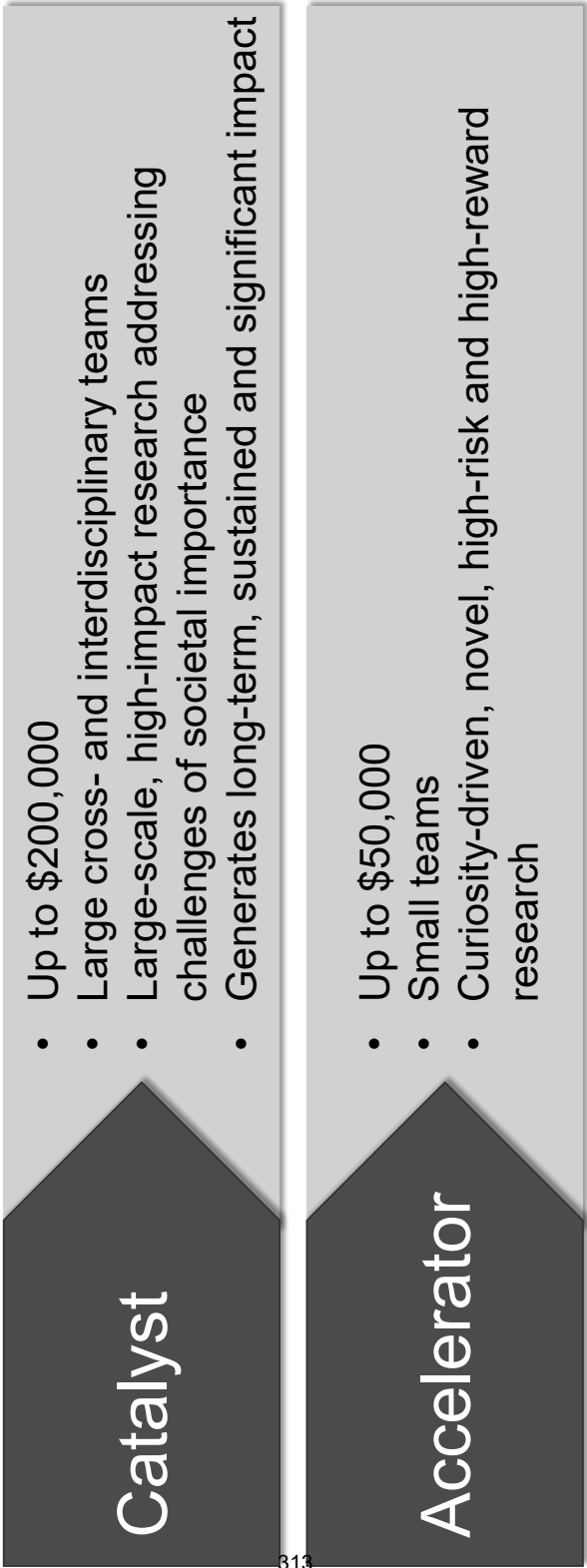
The President's Research Excellence (PRE) program provides seed support for cross- and interdisciplinary research

- Grow research and innovation enterprise
- Increase research eminence
- Attract more externally sponsored research funding
- Address large, complex societal challenges

312



TWO COMPONENTS OF THE PRE PROGRAM



YEAR 1: ACCELERATOR PROPOSALS

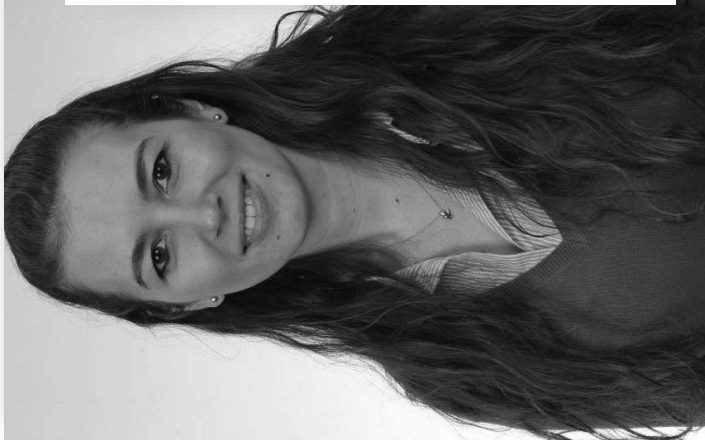
70	Accelerator applications received	19	projects awarded	\$947,000	total dollars awarded
47%	of awarded principal investigators are women	15	of 15 academic colleges submitted proposals	107	units and departments represented in submitted proposals

ACCELERATOR PROJECT FOCUS

Asimina Kiourti

In-Situ 3D Printing of Wireless Medical Implants

Co-Investigators: David Hoelzle and Jinghua Li,
(Engineering); Desmond D'Souza (Medicine)



ACCELERATOR PROJECT FOCUS

Joachim Moortgat

Harnessing Artificial Intelligence for Food Security in Under-Resourced Arid Regions

Co-Investigators: Leah Bevis (Food, Agricultural and Environmental Sciences); Ian Howat (Arts & Sciences); Han-Wei Shen (Engineering)



YEAR 1: CATALYST PROPOSALS

- 2021 Catalyst Grant applications are in process**
- 50 concept papers submitted
 - All 15 academic colleges represented in initial proposals
 - 103 departments and units represented in initial proposals
 - Awardees will be selected in October

317



PRE PROGRAM KEY PERFORMANCE INDICATORS

- All teams are expected to submit proposals to Federal agencies
 - Accelerator: no budget minimum specified
 - Catalyst – multi-million, multi-year grants
- Strengthen Ohio State expertise and impact on the national and international levels
- Increase Ohio State's research eminence
- Create new interdisciplinary research teams and/or centers that will be self-sustained
- New interdisciplinary curricula – growing national trend in workforce development

ATTACHMENT XX

RESEARCH AND INNOVATION YEAR IN REVIEW

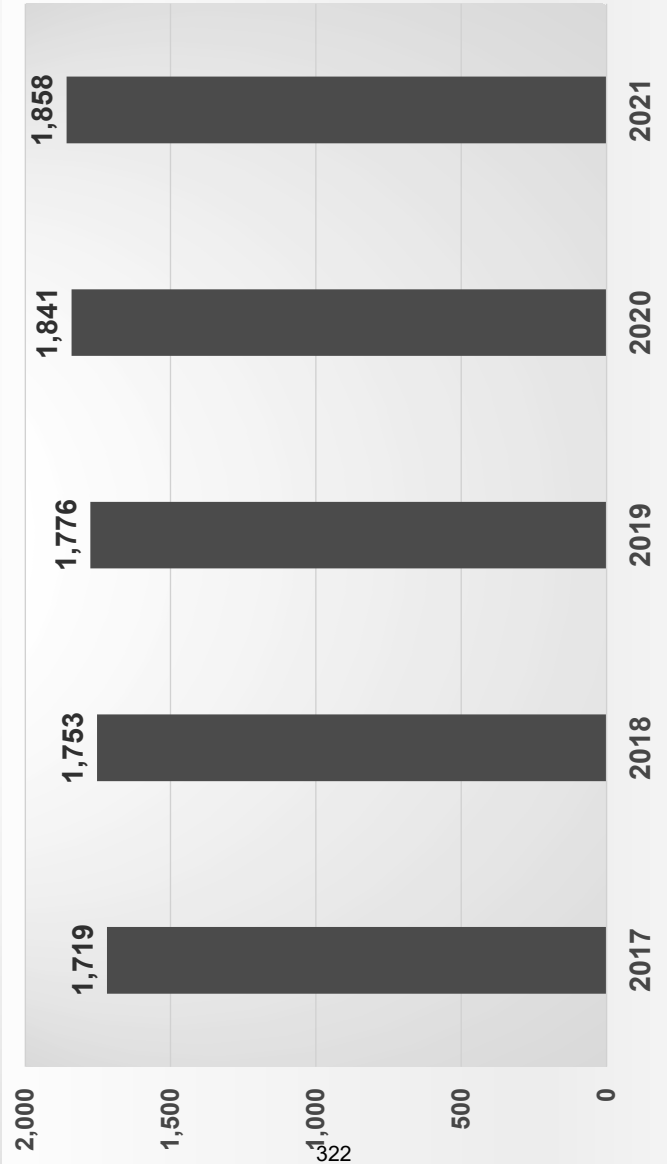


STRATEGIC PRIORITIES

- Enable Curiosity-Driven Discoveries and Creative Expression
- Build Large-Scale, Interdisciplinary Research and Innovation Centers
- Design and Develop the Innovation District
- Nurture Innovation and Entrepreneurship

ENABLE CURIOSITY-DRIVEN DISCOVERIES AND CREATIVE EXPRESSION

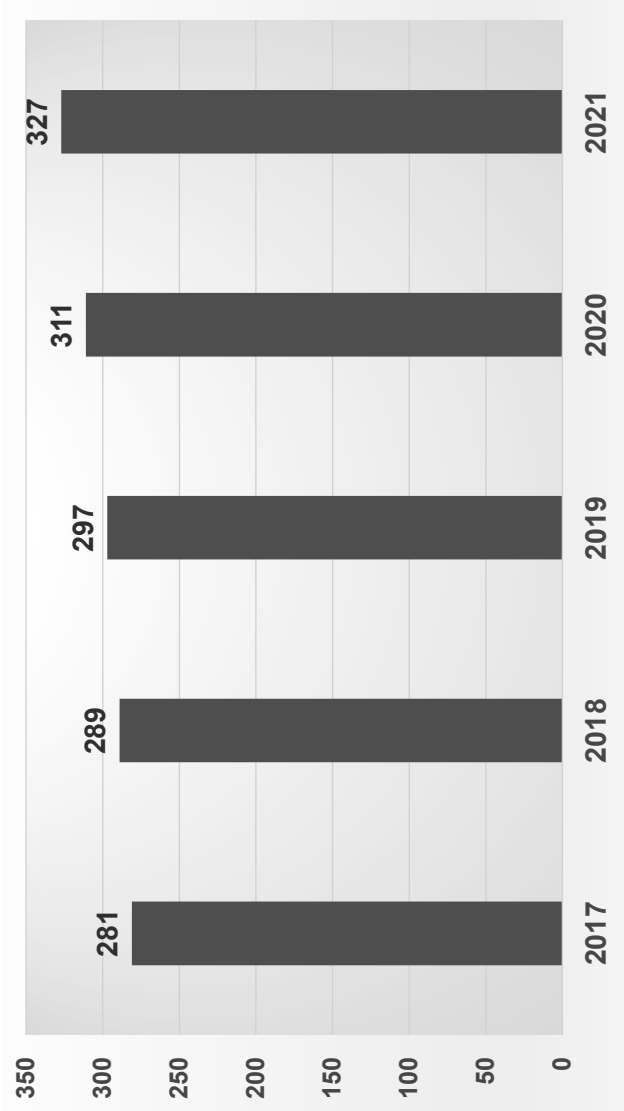
NUMBER OF NEW AWARDS BY FISCAL YEAR



8% increase
over 5 years

Source: Office of Sponsored Programs

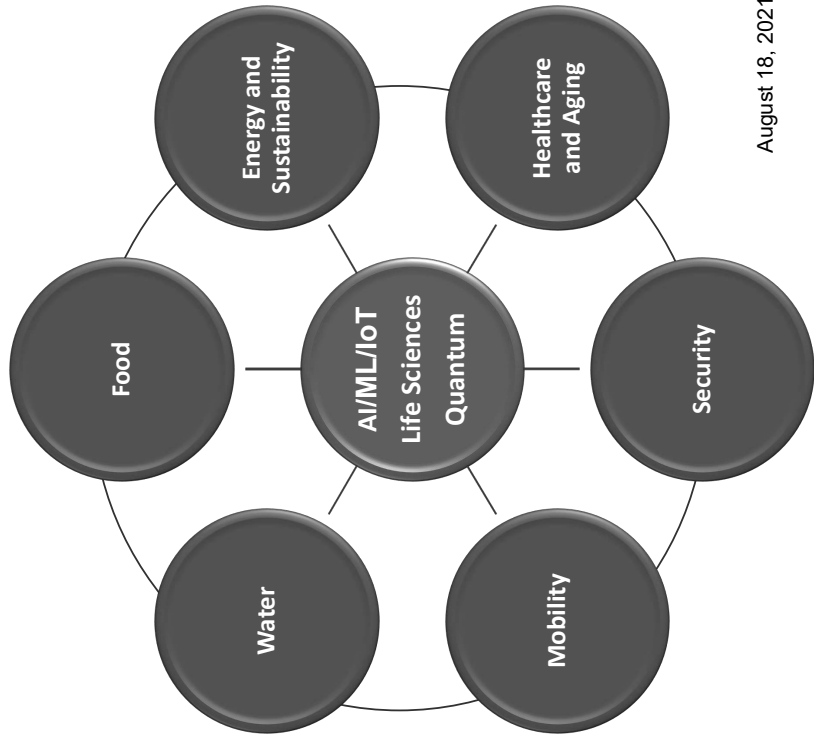
ACCUMULATIVE NUMBER OF NATIONAL ACADEMY MEMBERS AND OTHER HIGHLY PRESTIGIOUS AWARDS



Source: Academic Analytics and Office of Institutional Research

KEY RESEARCH AND INNOVATION DRIVERS FOR GROWTH

Addressing critical societal challenges requires cross-cutting approaches that bridge multiple disciplines including Arts, Engineering, Humanities, Medicine, Physical Sciences, Public Policy, and Social, Behavioral and Economic Sciences.





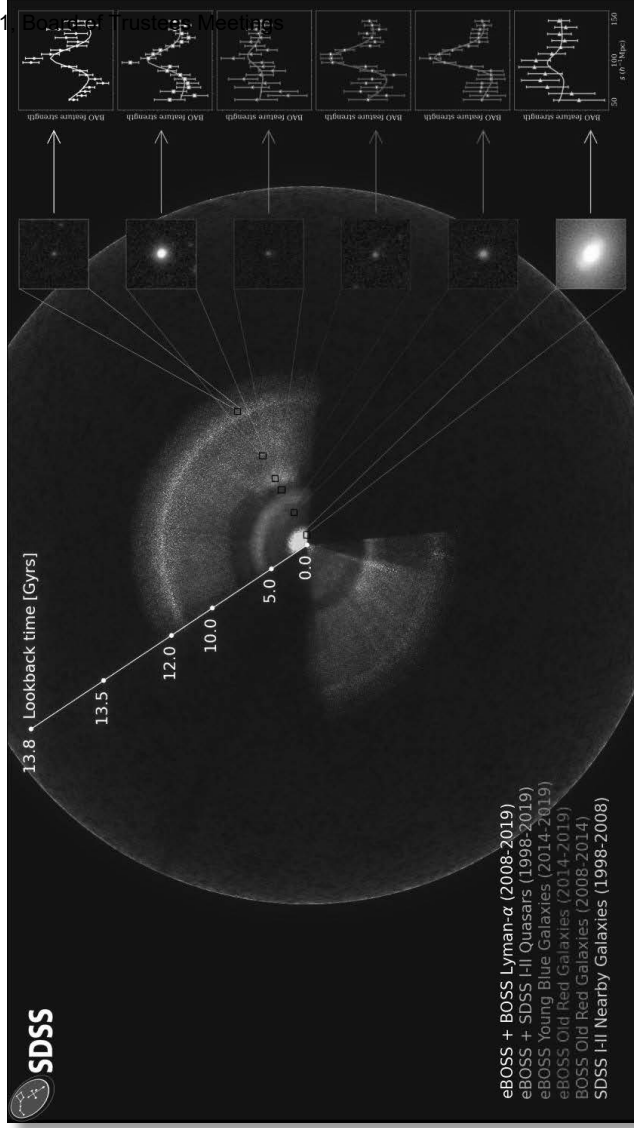
Computing, Artificial Intelligence and Ubiquitous Devices Are Enabling New Research Frontiers

Largest 3D Map of the Universe Ever Created

Ashley Ross etc.

College of Arts
and Sciences

326



Using Artificial Intelligence to Find New Uses for Existing Medications



Ping Zhang etc.

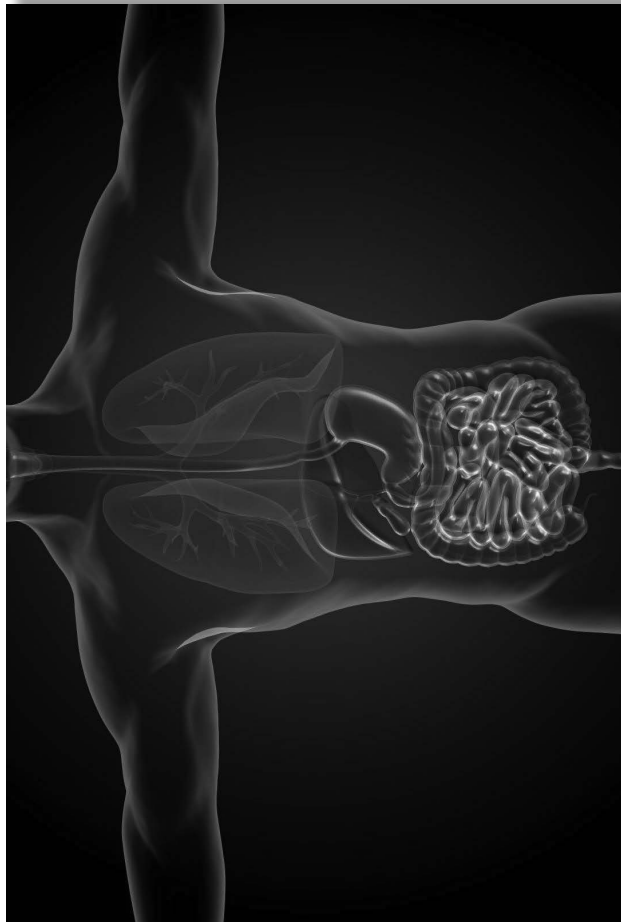
**College of Engineering
College of Medicine**





Life Sciences Present Significant Opportunities

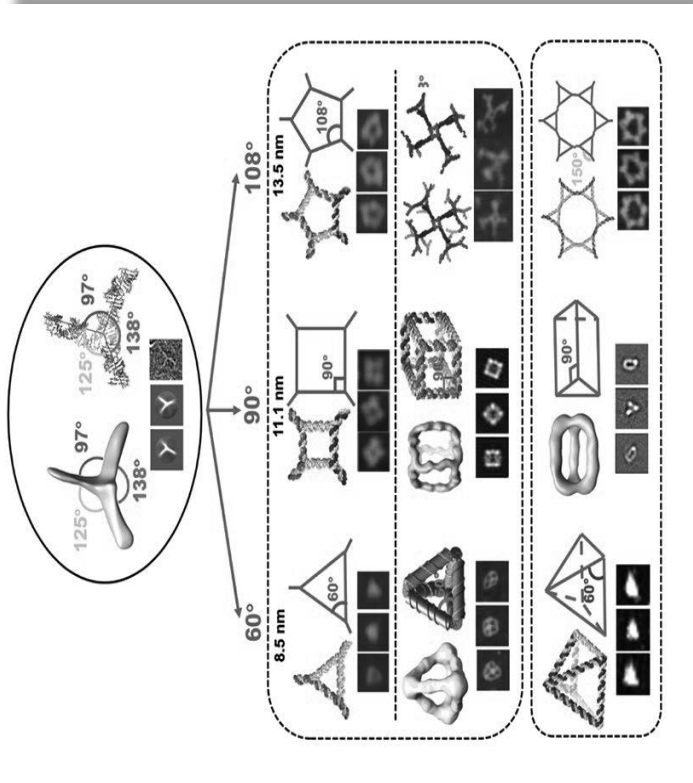
How Good Gut Bacteria Help Reduce the Risk for Heart Disease



Joseph Krzycki etc.
College of Arts and
Sciences

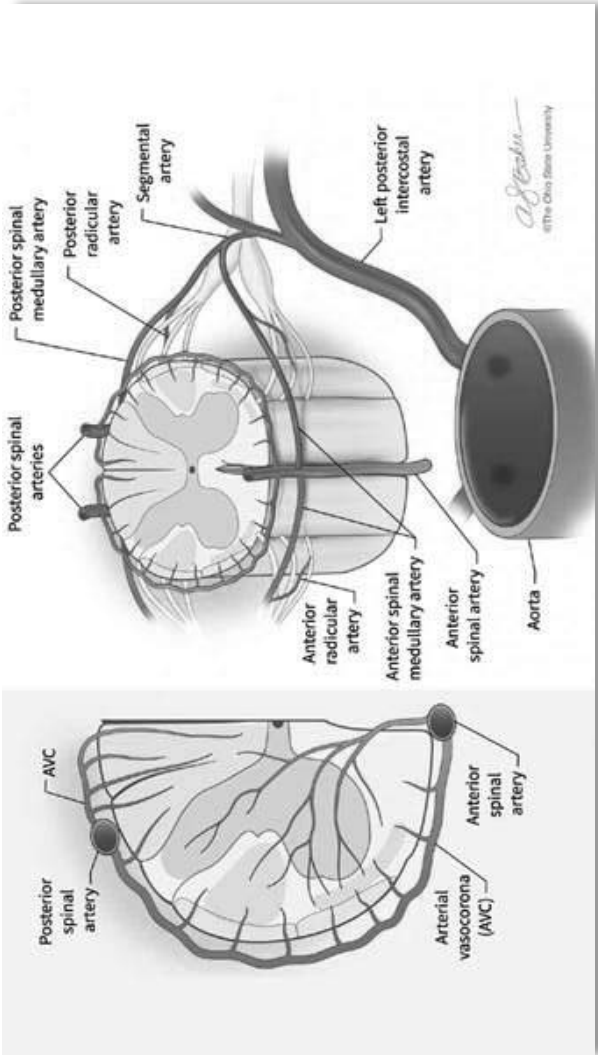
Targeted RNA Nanoparticle Shows Early Promise as Treatment for Liver Cancer

Peixuan Guo etc.
College of Pharmacy



Breaking New Ground In Eliminating Paralysis after Aortic Aneurysm Surgery

Hamdy Elsayed-Awad, etc.
College of Medicine





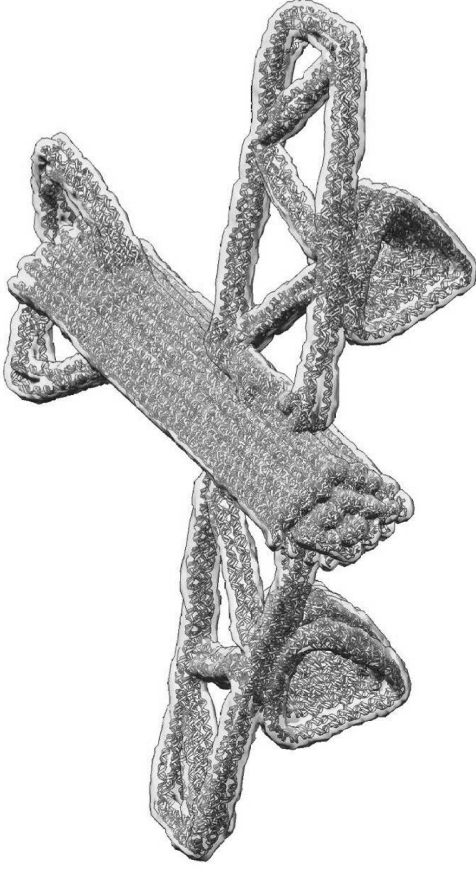
Highly Interdisciplinary Research for Societal Impact



DNA Robots Designed in Minutes Instead of Days

Carlos Castro, Hai-Jun Su etc.
College of Engineering

333



How Adding Green Tea Extract to Prepared Foods May Reduce the Risk for Norovirus



Melvin Pascall etc.

**College of Food, Agricultural,
and Environmental Science**

Mansfield Microfarms Craft Sustainable Urban Agriculture Model



335

**Kip Curtis etc.
College of Arts and Sciences**

ENABLE LARGE-SCALE, INTERDISCIPLINARY RESEARCH AND INNOVATION CENTERS

Ohio State to Lead Two NSF Artificial Intelligence Research Institutes



Dhabaleswar K. Panda
Professor, Computer
Science and Engineering

The AI Institute for Intelligent Cyberinfrastructure with Computational Learning in the Environment (ICICLE)

Ohio State to Lead Two NSF Artificial Intelligence Research Institutes



Ness Shroff
Professor, Electrical and
Computer Engineering/Computer
Science and Engineering

AI Institute for Future Edge Networks and Distributed Intelligence (AI-EDGE)

Ohio State Earns DOE Funding to Drive Fuel Economy Improvements in Nextgen Vehicles

Giorgio Rizzoni etc.
College of Engineering



DESIGN AND DEVELOP THE INNOVATION DISTRICT



Partnership to Drive Innovation and Talent Development



THE OHIO STATE
UNIVERSITY



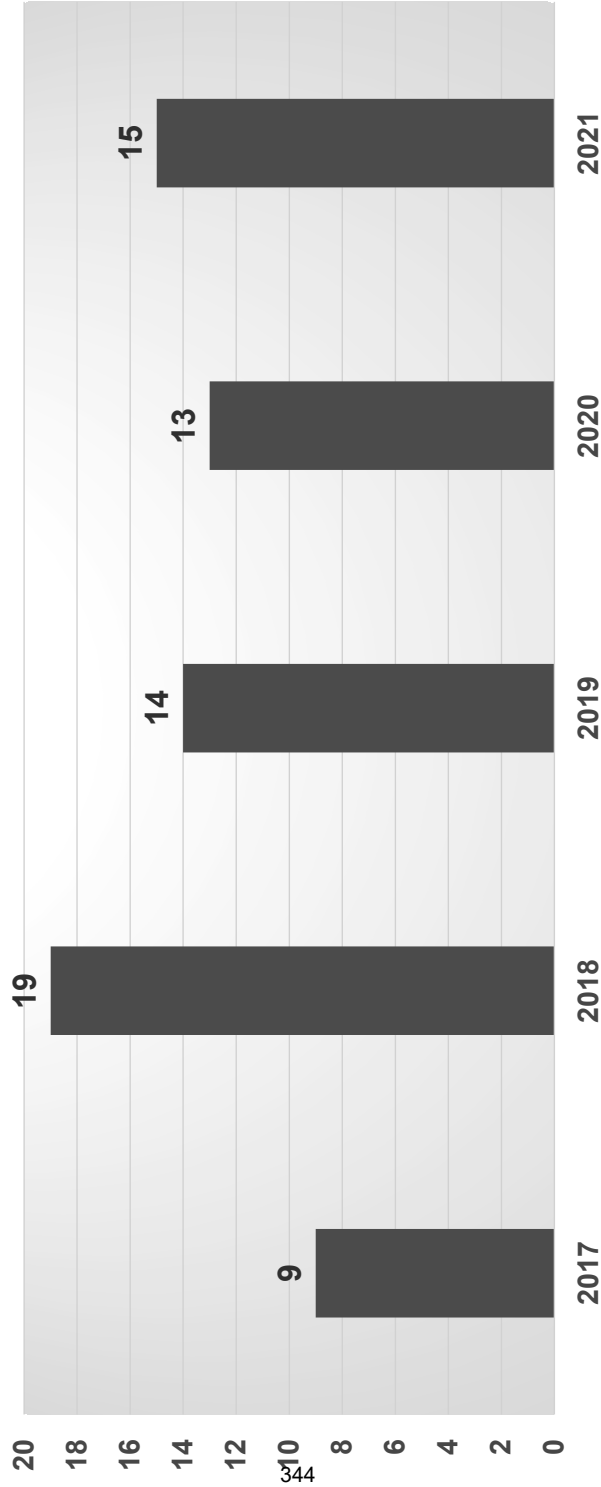
THE OHIO STATE UNIVERSITY
ENTERPRISE FOR RESEARCH, INNOVATION
AND KNOWLEDGE

Interdisciplinary Research Facility Beam Topping



NURTURE INNOVATION AND ENTREPRENEURSHIP

NUMBER OF NEW START-UPS BY FISCAL YEAR



Source: Technology Commercialization Office report to AUTM

A Startup Based on Ohio State Research Attracted \$116M in Series B Funding



Ohio State startup co-founded by Dehua Pei,
College of Arts and Sciences

Ohio State Startup mobikit Acquired by Azuga



mobikit

Ohio State startup founded in 2019 by
Arnab Nandi, College of Engineering

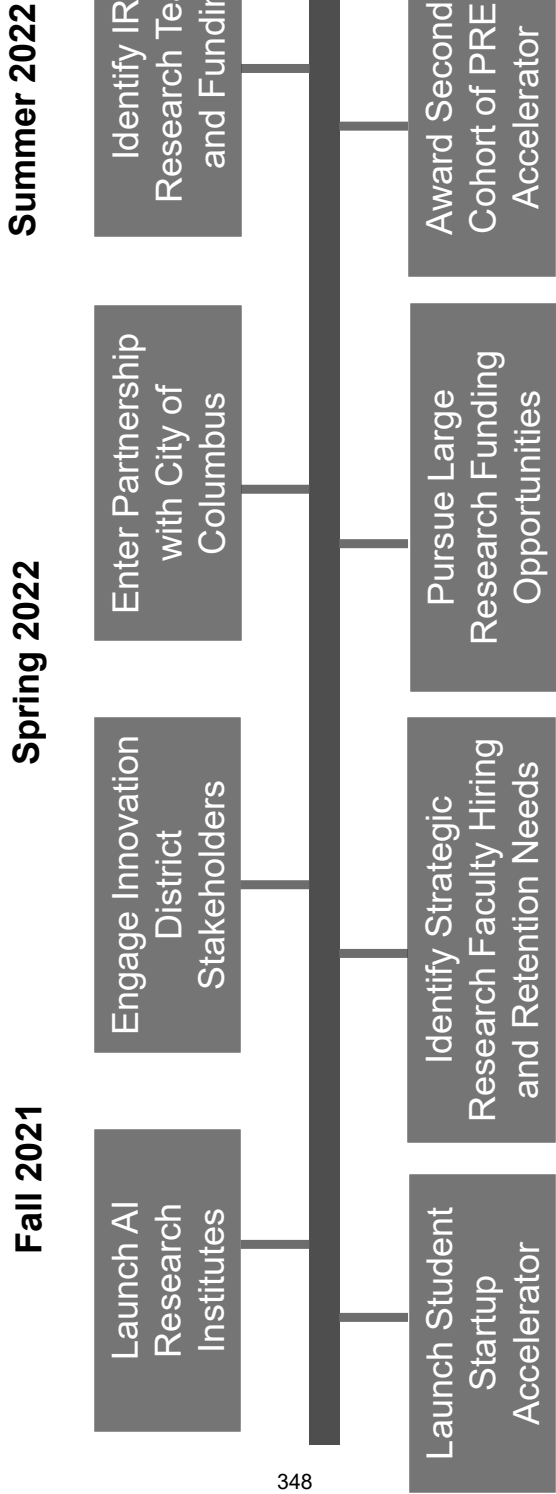
Ohio State Students' Startup Develops Sustainable Alternative to Portable Power Generators



Electrion

Anita Nti, Jacob Buaful, Jr., Caleb Buaful and Danny Freudige

Looking into Fiscal Year 2022





APPENDIX V

Board of Trustees

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190 North Oval Mall
Columbus, OH 43210-1388

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Fax (614) 292-5903
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SUMMARY OF ACTIONS TAKEN

August 18, 2021 – Academic Affairs and Student Life Committee Meeting

Members Present:

Jeff M.S. Kaplan
Elizabeth P. Kessler
Michael Kiggin

Elizabeth A. Harsh
Reginald A. Wilkinson
Tom B. Mitevski

Susan V. Olesik
Gary R. Heminger (ex officio)

Members Present via Zoom:

Abigail S. Wexner

Members Absent:

Brent R. Porteus

Tanner R. Hunt

PUBLIC SESSION

The Academic Affairs and Student Life Committee of The Ohio State University Board of Trustees convened on Wednesday, August 18, 2021, in person at Longaberger Alumni House on the Columbus campus and virtually via Zoom. Committee Vice Chair Jeff Kaplan called the meeting to order at 3:30 p.m.

Items for Discussion

1. **Introduction of EVP and Provost Dr. Melissa Gilliam:** Mr. Kaplan introduced the university's new Executive Vice President and Provost Melissa L. Gilliam. Dr. Gilliam shared a bit about her background and the highlights of her works thus far at Ohio State, including a focus on resource management within the Office of Academic Affairs to ensure alignment across the office with President Johnson's goals, as well as her approach to internal and external meetings with important constituencies.
2. **Senior Vice President for Student Life's Report:** SVP for Student Life Melissa Shivers shared highlights from return-to-campus planning, including programming, year-over-year changes and student engagement. During this meeting, student move-in was taking place on Ohio State campuses for the start of the fall semester, and Dr. Shivers outlined the strategy that was being used for testing students for COVID-19 before and after their arrival on campus. After a difficult 2020 that limited many aspects of student life, this year, 14,786 students will be living on the Columbus campus and nearly 800 throughout the regional campuses, which brings us back up to a total of 15,586 – very close to the typical 16,000.
3. **Teaching and Learning on Reactivated Campuses:** Senior Vice Provost Kay Wolf and Executive Dean Trevor Brown of the Glenn College of Public Affairs presented an update on teaching and learning on reactivated campuses for the upcoming academic year. Their update addressed lessons learned from the pandemic as well as the new approach to in-person teaching.

(See Attachment XXI for background information, page 356)



THE OHIO STATE UNIVERSITY

4. The Iconic Residential Experience: Dr. Shivers was joined by Associate Vice President for the Residential Experience TJ Logan; Senior Director of Dining Services Zia Ahmed; the manager of Off-Campus and Commuter Student Services, Dilna Cama; and Director of Residence Life Qiana Smith. Together, they discussed the iconic residential experience that Ohio State offers its students, plus plans to enhance student life in various areas, such as life beyond the campus boundaries, the off-campus and commuter experience, the experience of third-year students, and the safety and security of near-campus neighborhoods.

(See Attachment XXII for background information, page 362)

Written Report

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

- a. Academic Affairs, Student Life and Research Scorecard (See Attachment XXIII for background information, page 381)

Items for Action

5. Approval of Minutes: No changes were requested to the May 19, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
6. Resolution No: 2022-22, Degrees and Certificates:

Synopsis: Approval of Degrees and Certificates for autumn semester 2021, is proposed.

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 19, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Appendix XIII for background information, page 575)



THE OHIO STATE UNIVERSITY

7. Resolution No. 2022-23, 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 May 20, 2021, meeting of the Board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: ELIZABETH I. COOKE
Title: Professor-Clinical (Frank C. Woodside III Clinical Professorship of Trial Advocacy)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: CESAR C. GARCIA HERNANDEZ
Title: Professor (Gregory H. Williams Chair in Civil Rights and Civil Liberties)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: *MELISSA L. GILLIAM
Title: Executive Vice President and Provost
Title: Professor (ENGIE-Axium Endowed Chair)
Office: Academic Affairs
Term: August 1, 2021 through July 31, 2026

Name: DAVID G. HORN
Title: Interim Executive Dean
College: Arts and Sciences
Term: August 1, 2021 through June 30, 2022

Name: KARI R. HOYT
Title: Professor (Charles H. Kimberly Professorship in Pharmacy)
College: Pharmacy
Term: September 1, 2021 through August 31, 2024

Name: MARGARET B. KWOKA
Title: Professor (Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman)
College: Moritz College of Law
Term: August 15, 2021 through August 14, 2026

Name: *JAMIE LIPP
Title: Assistant Professor (Mary Fried Endowed Clinical Professorship)
College: Education and Human Ecology
Term: August 15, 2021 through August 14, 2026

Name: ARISTIDE MEROLA
Title: Associate Professor-Clinical (Clayton C. Wagner Parkinson's Disease Professorship)
College: Medicine
Term: July 1, 2021 through June 30, 2025



THE OHIO STATE UNIVERSITY

Name: *AMY J. SCHMITZ
Title: Professor (John Deaver Drinko-Baker & Hostettler Chair in Law)
College: Moritz College of Law
Term: January 1, 2022 through December 31, 2027

Name: *CARROLL ANN TROTMAN
Title: Dean and Professor
College: Dentistry
Term: August 15, 2021 through June 30, 2026

Name: AHMED YOUSEF
Title: Professor (Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food Science)
College: Food, Agricultural, and Environmental Sciences
Term: August 15, 2021 through June 30, 2026

Name: KARLA ZADNIK
Title: Interim Dean
College: Dentistry
Term: August 1, 2021 through August 14, 2021

*New Hire

Reappointments

Name: BHAVIK BAKSHI
Title: Professor (Richard M. Morrow Chair in Polymer Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: ARNAB CHAKRAVARTI
Title: Professor and Chair (Klotz Family Chair in Research)
College: Medicine
Term: July 1, 2021 through June 30, 2025

Name: ANDREW H. GLASSMAN
Title: Professor and Chair (Frank J. Kloeene Chair in Orthopedic Surgery)
College: Medicine
Term: July 1, 2021 through June 30, 2023

Name: RONALD L. HARTER
Title: Professor and Chair (Jay J. Jacoby MD, PhD, Chair in Anesthesiology)
College: Medicine
Term: July 1, 2021 through June 30, 2022

Name: JOHN M. HORACK
Title: Professor (Neil A. Armstrong Chair in Aerospace Policy)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: DOROTHEE C. IMBERT
Title: Professor (Hubert Schmidt Chair in Landscape Architecture)
College: Engineering
Term: July 1, 2021 through June 30, 2025



THE OHIO STATE UNIVERSITY

Name: REBECCA D. JACKSON
Title: Professor (Max Morehouse Chair in Cancer Research)
College: Medicine
Term: April 1, 2021 through June 30, 2025

Name: RAFAEL JIMENEZ-FLORES
Title: Professor (J.T. "Stubby" Parker Chair in Dairy Foods)
College: Food, Agricultural, and Environmental Sciences
Term: June 1, 2021 through May 31, 2026

Name: AHMET KAHARAMAN
Title: Professor (Howard D. Winbigler Designated Professorship)
College: Engineering
Term: July 1, 2021 through June 30, 2026

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

Name: BERN KOHLER
Title: Professor (Ohio Eminent Scholar in Experimental Physical Chemistry)
College: Arts and Sciences
Term: August 15, 2021 through August 14, 2026

Name: SANJAY KRISHNA
Title: Professor (George R. Smith Chair in Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: DAVID W. MCCOMB
Title: Professor (Ohio Research Scholar in Materials)
College: Engineering
Term: July 1, 2021 through June 30, 2026

Name: CHIA-HSIANG MENQ
Title: Professor (Ralph W. Kurtz Chair in Mechanical Engineering)
College: Engineering
Term: July 1, 2021 through June 30, 2026



THE OHIO STATE UNIVERSITY

Name: RYAN R. NASH
Title: Associate Professor (Hagop S. Mekhjian MD Chair in Medical Ethics and Professionalism)
College: Medicine
Term: April 1, 2021 through June 30, 2025

Name: GREGORY M. NESS
Title: Professor-Clinical (DP Snyder Designated Professorship in Oral Surgery)
College: Dentistry
Term: August 1, 2021 through July 31, 2026

Name: MICHAEL F. TWEEDLE
Title: Professor (Stefanie Spielman Chair in Cancer Imaging)
College: Medicine
Term: July 1, 2021 through June 30, 2022

Name: CLAIRE F. VERSCHRAEGEN
Title: Professor (Diane Nye and Michael Rayden Chair in Innovative Cancer Research)
College: Medicine
Term: June 1, 2021 through June 30, 2022

Extensions

Name: CHRISTINE THOMAS
Title: Professor (Robert K. Fox Professorship in Chemistry Fund)
College: Arts and Sciences
Term: August 15, 2021 through August 15, 2022

Name: YIYING WU
Title: Professor (Phyllis and Richard Leet Endowed Chair in Chemistry)
College: Arts and Sciences
Term: August 15, 2021 through August 15, 2022

(See Appendix XIV for background information, page 618)

8. Resolution No: 2022-24, Termination of Associate Professor Rene Olate:

Synopsis: The termination of Associate Professor Rene Olate is proposed.

WHEREAS all members of the University community are expected to conduct themselves in a manner that maintains an environment free from sexual misconduct, as stated in the University's Sexual Misconduct Policy (1.15); and

WHEREAS in 2020, three students filed sexual misconduct complaints against Dr. Rene Olate, an associate professor in the College of Social Work; and

WHEREAS after investigating, the Office of Institutional Equity found that Dr. Olate violated the Sexual Misconduct Policy by engaging in (1) unwelcome, gender-based verbal and physical conduct that was so sufficiently severe, persistent and pervasive it created a hostile educational environment with respect to two students; and (2) conduct that constituted quid pro quo harassment with respect to a third student; and



WHEREAS based on those findings, a complaint was filed under Faculty Rule 3335-5-04; and

WHEREAS the dean of the College of Social Work referred the matter to a College of Social Work Investigation Committee, which concluded that Dr. Olate's conduct constituted grave misconduct that warranted revocation of tenure and termination from the University; and

WHEREAS in successive reviews, Dean Tom Gregoire of the College of Social Work and Executive Vice President and Provost Bruce A. McPherson also concluded that termination was appropriate; and

WHEREAS Dr. Olate appealed the provost's decision to a Faculty Hearing Committee, which unanimously upheld the provost's decision and sanctions; and

WHEREAS University President Kristina M. Johnson reviewed the matter and recommended revocation of tenure and termination of employment to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that effective August 19, 2021, Dr. Rene Olate's faculty appointment and employment with The Ohio State University be terminated.

Action: Upon the motion of Mr. Kaplan, seconded by Dr. Wilkinson, the committee adopted the foregoing resolutions by unanimous voice vote with the following members present and voting: Mr. Kaplan, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Mitevski, Dr. Olesik and Mr. Heminger. Mr. Porteus and Mr. Hunt did not attend. Mrs. Wexner could not vote via Zoom.

EXECUTIVE SESSION

It was moved by Mr. Kaplan, and seconded by Ms. Kessler, that the committee 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 committee voted to go into executive session with the following members present and voting: Mr. Kaplan, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Mitevski, Dr. Olesik and Mr. Heminger. Mrs. Wexner could not vote via Zoom.

The committee entered executive session at 4:25 p.m. and the board meeting adjourned at 5:06 p.m.



ATTACHMENT XXI

1

Teaching & Learning on reactivated campuses

Kay Wolf
Senior Vice Provost

Trevor Brown
Executive Dean of the Professional Colleges
Dean of the John Glenn College of Public Affairs

August 18, 2021 | Academic Affairs & Student Life Committee





Safe and healthy protocols

Vaccination

- On campus vaccination clinics; Vaccinate Tailgates over summer
- Incentive program to encourage vaccination

Evidence-based decisions

- Required reporting of vaccination status
- Monitoring of federal, state, local health guidelines/requirements

Testing to minimize spread of COVID-19



Lessons for teaching and learning

- Demonstrated ability to deliver courses in a variety of modalities to meet learning objectives and student needs
- Acceleration in the development of virtual coursework, certificates, and degree programs
- Enhanced ways for students to connect with instructors and advisers



Classroom protocols

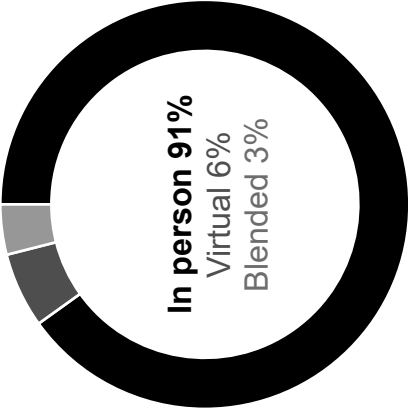
- At least 75% of classes to be taught in person
- Classes with fewer than 100 students at full capacity
 - Larger classes at 75% capacity
- Back to traditional academic calendar; normal breaks
- Return to traditional academic grades



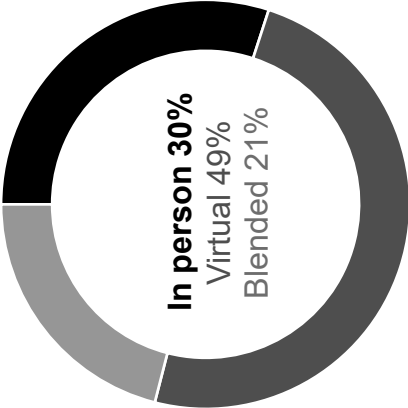
How sections are taught

All campuses, all ranks

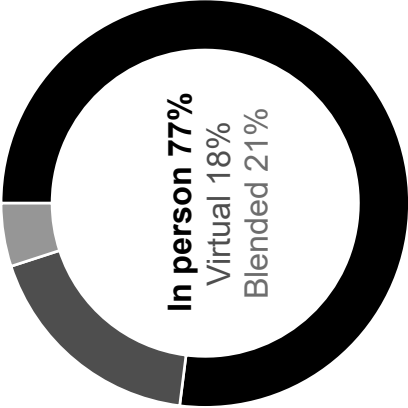
Autumn 2019



Autumn 2020



Autumn 2021*



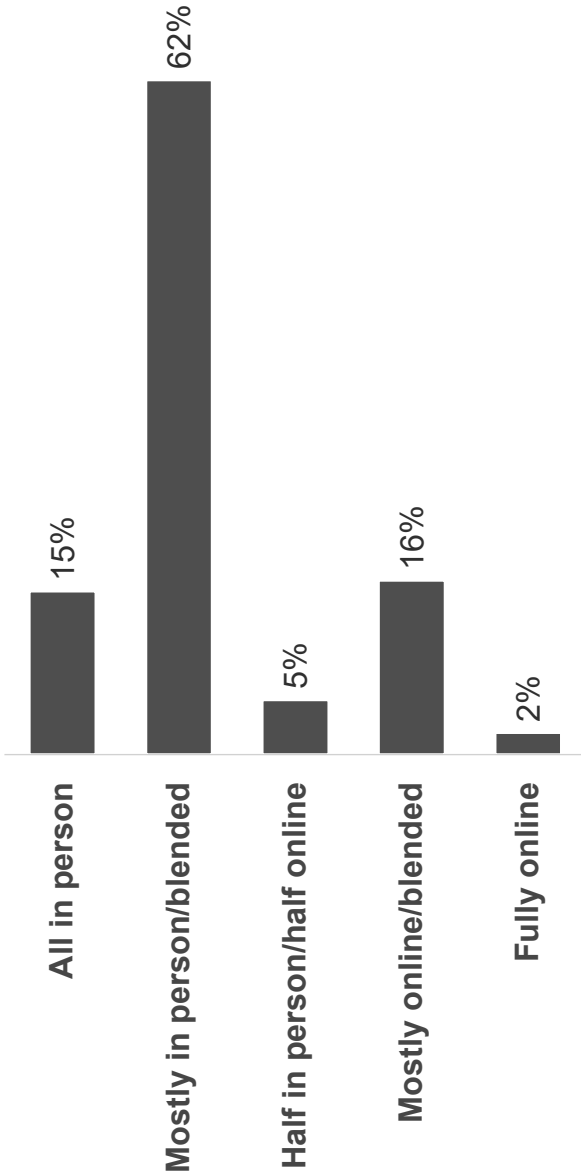
Virtual courses are coded as “distance learning”
Blended courses are coded as “hybrid” or “distance enhanced”

*preliminary; based on 7/19 data



>75% of student schedules are all/mostly in person

All campuses, autumn 2021*



*preliminary, based on 7/19 data



ATTACHMENT XXII

The **ICONIC BUCKEYE EXPERIENCE**



REDEFINING *the* RESIDENTIAL EXPERIENCE



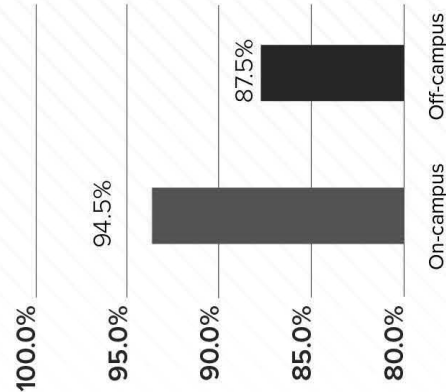
INDUSTRY LEADING



WHAT WE'VE LEARNED

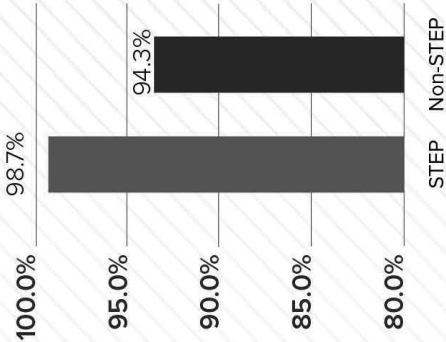


First-year Student
Retention Rates



(2018 cohort, Office of Enrollment
Services Analysis and Reporting)

Second to Third-year
Persistence Rates



(2019-2020 cohort, Center
for the Study of Student Life)

82.3%

residents who reported a strong
sense of belonging

(2020 Residential Experience Survey)



54.2%

of our students screened positive
on a scale measuring loneliness

50.4%

reported that their academics
caused them high distress

28.8%

reported their stress level to be high

(National College Health Association Survey 2021)



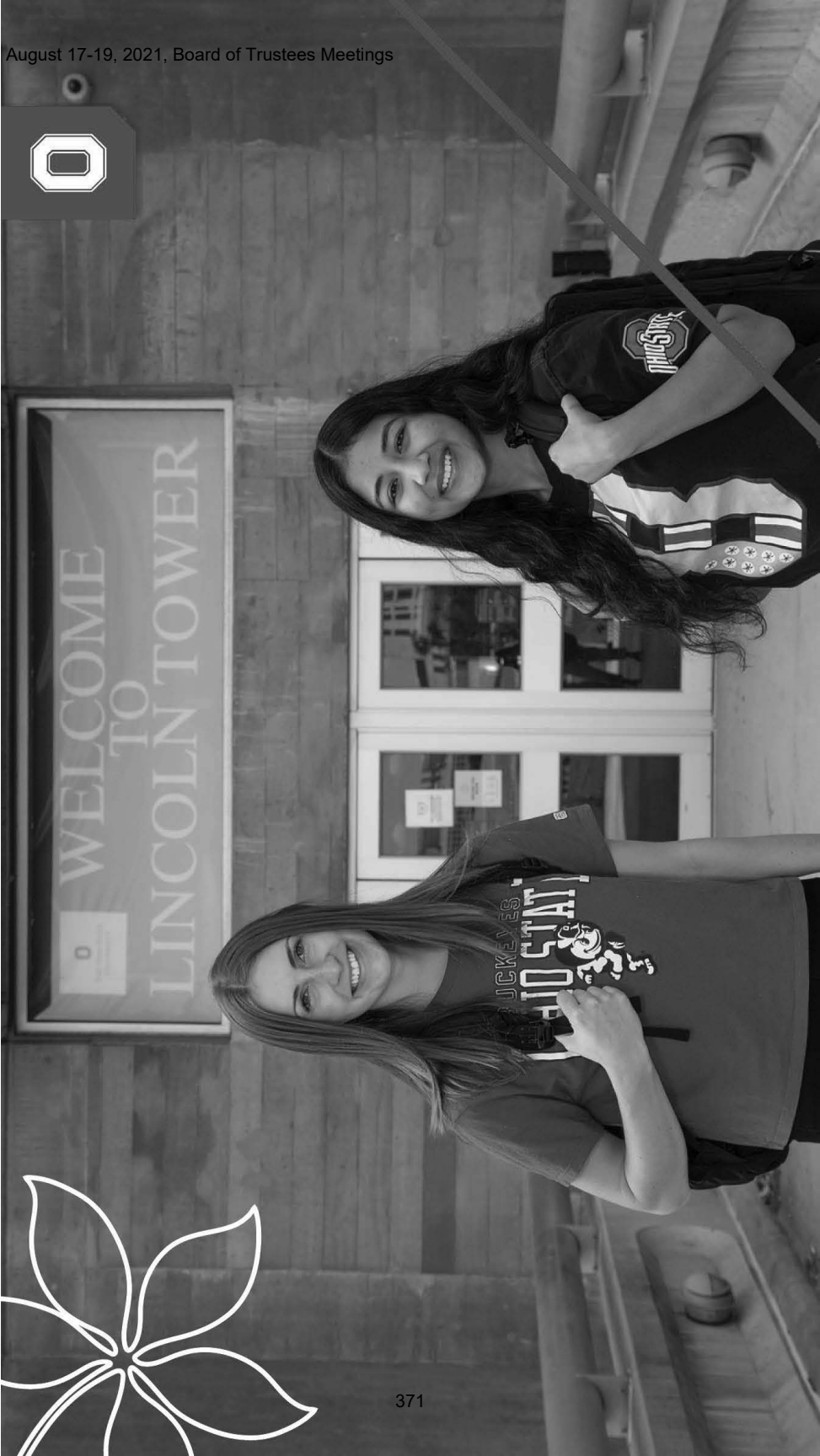


MEETING THE MOMENT



**SUPPORTING STUDENTS FROM
APPLICATION THROUGH
GRADUATION... *and beyond***







A black and white photograph of four people standing in a parking lot with trees in the background. From left to right: a man in a white t-shirt with his arms raised in a circle, a woman in a dark t-shirt with her arms raised in a circle, a man in a dark t-shirt with his hands clasped in front of him and arms raised, and a man in a dark t-shirt with his arms raised in a circle. A car is partially visible on the right side of the image.

The RESIDENTIAL EXPERIENCE BEYOND CAMPUS BOUNDARIES



DEFINING THE 3rd YEAR EXPERIENCE



REDEFINING the SCOPE OF OCCSE

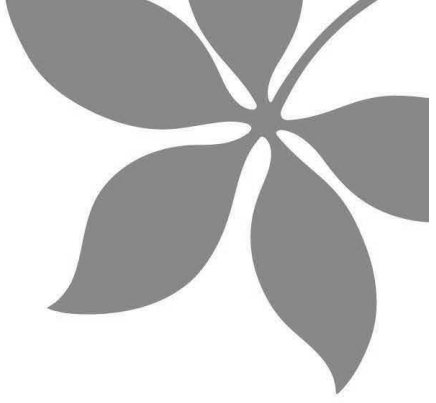


TAKING AN ACTIVE AND INTENTIONAL ROLE IN THE SAFETY AND SECURITY OF OUR NEIGHBORHOODS



**"One must always be
prepared for the changing
circumstances which
come with time."**

– June F. Kennedy





(2020 Residential Experience Survey)





Categories

- | | |
|------------------------------------|---|
| Food: Overall | Friendliness of staff |
| Taste | Cleanliness: Overall |
| Eye appeal | Cleanliness: Serving areas |
| Freshness | Cleanliness: Eating areas (tables, chairs, etc.) |
| Nutritional content | Location |
| Value | Layout of facility |
| Availability of posted menu items | Appearance |
| Variety of menu choices | Availability of seating |
| Variety of healthy menu choices | Comfort (seats, temperature, lighting, sound level, etc.) |
| Variety of vegetarian menu choices | Environmentally friendly practices related to food |
| Service: Overall | Social ethical practices related to food |
| Speed of Service | |
| Hours of operation | |
| Helpfulness of staff | |





ATTACHMENT XXIII

The Ohio State University
Board of Trustees Academic Affairs, Research and Student Life Scorecard
August 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) ¹		N/A	N/A	N/A	60 (40% 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/UITL Reading List		Launched in 2019	47.2%	69.0%	N/A (Expected of new UG teaching faculty)	■	N/A
Access and Affordability	Percent of NFYS 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	11,919	▼	N/A
		Masters	2,761	2,750	2,914	2,828	▼	
		Doctoral	855	886	867	900	▼	
		Professionals	807	802	863	823	▼	
	Total		15,772	15,916	16,740	16,470	▼	
	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%	86.3%	▼	91%	
	Regional	90.2%	90.3%	92.3%	91.8%	▼	91%	
Graduating students who say Ohio State is a good investment	Columbus	75.2%	70.0%	72.2%	67.4%	▼	75%	
	Regional	71.1%	76.0%	70.1%	68.0%	▼	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	233	▲	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)	25th (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	Available October 2021	▲	433,000
		Performances and Exhibitions	In Progress	In Progress	In Progress	In Progress		In Progress
	Technology Commercialization	Gross License Income	\$7,972,860	\$8,862,863	\$5,679,924	\$3,242,520	▼	\$5,000,000
		Start-ups	19	14	13	15	▲	15
		Invention Disclosures	458	418	367	297	▼	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		55	60	68	66	▼	In Progress
	Online Degree/certificate Programs	# of Programs	27	36	45	52	▲	50
		Program Enrollment	2,520	3,652	4,701	5,188	▲	5,000
Revenue Generation		\$13.7M	\$18.4M	\$28.0M	\$37.2M	▲	\$35M	

¹ new full-time instructors in undergraduating-serving colleges completing 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 or no target set
- ▲ 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

APPENDIX VI



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

SUMMARY OF ACTIONS TAKEN

August 19, 2021 – Master Planning & Facilities Committee Meeting

Voting Members Present:

Alexander R. Fischer
James D. Klingbeil
Alan A. Stockmeister

Elizabeth A. Harsh
Reginald A. Wilkinson
Robert H. Schottenstein

Gary R. Heminger (ex officio)

Members Absent:

Brent R. Porteus

Tanner R. Hunt

PUBLIC SESSION

The Master Planning & Facilities Committee of The Ohio State University Board of Trustees convened on Thursday, August 19, 2021, in person at Longaberger Alumni House on the Columbus campus. Committee Chair Alex Fischer called the meeting to order at 7:58 a.m.

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. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Mr. Schottenstein and Mr. Heminger. The committee entered executive session at 8:00 a.m. and returned to public session at 9:12 a.m.

PUBLIC SESSION

Items for Discussion

1. Physical Environment Scorecard: Jay Kasey, SVP of Administration & Planning, shared the Physical Environment Scorecard with FY21 data through June 2021. Five metrics were coded red and four of those had been red for the previous three 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. The WOSU Digital Audience metric is the fifth item that was coded red as well. Additionally, the scorecard continued to have one metric coded yellow – Facility Condition Index % - Conditioned Academic Research Buildings – which was unchanged from the May meeting.

(See Attachment XXIV for background information, page 391)



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 university was watching four projects closely – the Combined Health & Power Plan and District Heating & Cooling Loop for budget and schedule; the WMC Outpatient Care West Campus and the Interdisciplinary Research Facility for schedule; and the WMC Inpatient Hospital for budget.

(See Attachment XXV for background information, page 392)

3. Lacrosse Stadium Design Review: Keith Myers, VP for Planning, Architecture and Real Estate, led a design review for the proposed construction of a new Lacrosse Stadium. Construction approval for the stadium was included in the items for action.

(See Attachment XXVI for background information, page 413)

Items for Action

4. Approval of Minutes: No changes were requested to the May 20, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

5. Resolution No. 2022-25, Approval of FY22 Capital Investment Plan

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

WHEREAS the University has presented the recommended capital expenditures for the fiscal year ending June 30, 2022; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2022, as described in the accompanying documents, be approved; and

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

(See Appendix XV for background information, page 623)



6. Resolution No: 2022-26, Approval of FY22 Ohio State Energy Partners Capital Plan

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

Synopsis: Approval of the Ohio State Energy Partners LLC ("OSEP") fiscal year 2022 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 Board of Trustees approved an interim OSEP CIP in May 2021, prior to the University's finalization of its operating budget or capital investment plan for fiscal year 2022; and

WHEREAS the University has now finalized its operating budget and capital investment plan for fiscal year 2022; and

WHEREAS the OSEP CIP includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2021; 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 these utility system capital improvement projects will be delivered pursuant to the terms of the Agreement; and

WHEREAS these 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 OSEP CIP and its alignment with University plans and sustainability goals; and

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

WHEREAS the Audit, Finance & Investment Committee has reviewed the OSEP CIP 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 OSEP CIP as outlined in the attached materials; and



THE OHIO STATE UNIVERSITY

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 XVI for background information, page 625)

7. Resolution No: 2022-27, Approval of a Change in Scope and Cost to the FY20 Previously Approved Combined Heat & Power Facility Capital Project

Combined Heat and Power Plant & Midwest Campus District Heating & Cooling
Network 16-19-EXP

Synopsis: Approval of a change in scope and cost of the previously approved Ohio State Energy Partners LLC ("OSEP") Combined Heat and Power Plant & Midwest Campus District Heating & Cooling Network capital improvement project ("Project 16-19-EXP") 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 submit any changes in scope or cost of a previously approved capital improvement for University approval; and

WHEREAS OSEP requested approval of a change in scope and cost for Project 16-19-EXP, previously approved by the University as part of the OSEP capital improvement plan for fiscal year starting July 1, 2019; and

WHEREAS the State of Ohio's declaration of a state of emergency in response to the COVID-19 pandemic resulted in a mandated delay of the state's certification process, which in turn forced a delay in the start of construction of Project 16-19-EXP; and

WHEREAS the final building design was modified to align with University design standards; and

WHEREAS the schedule of the Cannon Drive Phase II project necessitates a change in the Project 16-19-EXP scope to ensure the coordination of work that must cross Cannon Drive; and

WHEREAS the schedule and design changes resulted in cost increases for Project 16-19-EXP; and

WHEREAS OSEP has provided detailed descriptions of the proposed change in scope and cost of Project 16-19-EXP, including supporting data, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS the University has reviewed and considered the financial, technical, and operational aspects of the revised Project's 16-19-EXP alignment with University plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed revised Project 16-19-EXP for alignment with all applicable campus plans and guidelines; and

WHEREAS the Audit, Finance & Investment Committee has reviewed revised Project 16-19-EXP for alignment with the Capital Investment Plan and other applicable financial plans;

NOW THEREFORE



BE IT RESOLVED, That the Board of Trustees hereby approves the change in scope and cost of previously approved Project 16-19-EXP as outlined in the attached materials.

(See Appendix XVII for background information, page 629)

8. Resolution No. 2022-28. Approval to Enter Into/Increase Professional Services and Construction Contracts

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Martha Morehouse Tower Upgrades
WMC Facility Optimization Study
Wooster – High Pressure Steam Boiler Replacement

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Atwell – ADL Simulation Lab
Blackwell Pavilion Renovation
Lacrosse Stadium
University Hospital East – 4th Floor OR Upgrades

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

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

	Prof. Serv. Approval Requested	Total Requested	
Martha Morehouse Tower Upgrades	\$2.5M	\$2.5M	Auxiliary funds
WMC Facility Optimization Study	\$1.0M	\$1.0M	Auxiliary funds
Wooster – High Pressure Steam Boiler Replacement	\$1.0M	\$1.0M	State 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	
Atwell – ADL Simulation Lab	\$0.4M	\$4.2M	\$4.6M	University funds



Blackwell Pavilion Renovation	\$0.6M	\$3.4M	\$4.0M	Fundraising University funds
Lacrosse Stadium	\$0.1M	\$19.1M	\$19.2M	Fundraising
University Hospital East – 4th Floor OR Upgrades	\$0.8M	\$2.1M	\$2.9M	Auxiliary 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 XVIII for background information, page 630)

9. Resolution No. 2022-29, Approval for Roadway Easement on Real Property

ARTHUR ADAMS DRIVE BETWEEN LANE AVENUE AND NORTH STAR ROAD
IN COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Approval to grant a perpetual easement to the City of Upper Arlington for an access road across Arthur E. Adams Drive between Lane Avenue and North Star Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS the City of Upper Arlington has requested an easement for an access road across existing portions of Arthur E. Adams Drive and plans to extend the access road to North Star Road; and

WHEREAS the access road would support development and construction of the roadway along the southern border of retail properties located at the southeast corner of North Star Road and Lane Avenue; and

WHEREAS the City of Upper Arlington will be responsible for the costs and expenses of and the ongoing operation and maintenance of the access road:



THE OHIO STATE 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 affect the grant of the easement upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the university.

(See Appendix XIX for background information, page 637)

10. Resolution No. 2022-30, Approval for Acquisition of Real Property

AT TAYLOR AVENUE AND ATCHESON STREET
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to acquire property located adjacent to Outpatient Care East, near Atcheson Street and Taylor Avenue in the City of Columbus, Franklin County, Ohio, for general expansion and redevelopment purposes, is proposed.

WHEREAS The Ohio State University seeks to acquire approximately 1.5 acres of unimproved real property located at Outpatient Care East, near Taylor Avenue in the City of Columbus, Ohio; and

WHEREAS the property is intended to support future general expansion and redevelopment:

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 affect the acquisition of this property upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

(See Appendix XX for background information, page 639)

11. Resolution No. 2022-31, Approval for Gift Acceptance of Real Property

AT 1539 CLIFTON AVENUE
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to accept a gift of real property located near Ohio State East Hospital, at 1539 Clifton Avenue, City of Columbus, Franklin County, Ohio, for strategic holding and potential future development, is proposed.

WHEREAS The Ohio State University seeks to accept approximately 0.13 acres of unimproved real property located near Ohio State East Hospital, on Clifton Avenue; and

WHEREAS the property is intended to support future general expansion and redevelopment:

NOW THEREFORE



THE OHIO STATE UNIVERSITY

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 affect the acceptance of this property upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

(See Appendix XXI for background information, page 641)

12. Resolution No. 2022-32, Approval for Lease of Real Property

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, City of Columbus, Franklin County, Ohio, for the development of an airplane hangar, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to University review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the President and/or Senior Vice Presidents for Business & Finance and/or Administration & Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the University.

(See Appendix XXII for background information, page 642)

13. Resolution No. 2022-33, Approval to Enter Into a Joint Use Agreement

BETWEEN THE OHIO STATE UNIVERSITY
AND THE MID-OHIO FOOD BANK

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with The Mid-Ohio Food Bank, 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 \$1,000,000 in the 2020-2021 State Capital Bill that is specifically designated for use by The Mid-Ohio Food Bank; and

WHEREAS The Mid-Ohio Food Bank will utilize the funds for the construction, site work and utility installation of a new facility in Columbus, Ohio; and



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

WHEREAS The Mid-Ohio Food Bank has committed to embedding a Food and Consumer Sciences educator from the Ohio State Extension, College of Food, Agricultural & Environmental Sciences and the College of Education & Human Ecology in their new facilities, and has agreed to make the space in the Mid-Ohio Food Bank'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 Mid-Ohio Food Bank'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 Mid-Ohio Food Bank only for capital improvements or purchases and shall not be used for operating expenses; and

WHEREAS the University's use of the Mid-Ohio Food Bank'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 Mid-Ohio Food Bank, the Ohio Department of Higher Education requires that a JUA between the University and The Mid-Ohio Food Bank be signed to document the value of the appropriation to the University 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 & Finance and/or Administration & 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 XXIII for background information, page 644)

Action: Upon the motion of Mr. Stockmeister, seconded by Mr. Klingbeil, the committee adopted the foregoing motions for the approval of the FY22 Capital Investments Plan and the Approval for Lease of Real Property at Don Scott Airport by majority voice vote with the following members present and voting: Mr. Klingbeil, Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Mr. Schottenstein and Mr. Heminger. Mr. Fischer abstained.

Action: Upon the motion of Mr. Fischer, seconded by Mr. Klingbeil, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Fischer, Mr. Klingbeil, Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Mr. Schottenstein and Mr. Heminger.



The meeting adjourned at 9:27 a.m.

FY21 Year-To-Date

PHYSICAL ENVIRONMENT				Actual Prior Year Same Period (FY20 YTD)	Actual	Target (Budget)	Target %/Var	Actual vs Target	FY21 Annual Target (Budget)	Comments
A. FINANCIAL										
1. A&P Tot. Operating Expenses (General & Earnings Funds)				\$132,388,302	\$123,266,722	\$129,751,336	-5.0%	▼	\$144,170,606	Note: This metric includes WOSU and presents values for May. June's numbers are not yet available.
B. OPERATIONAL										
1. %Total Projects Completed on Time				78.2%	69.8%	90.0%	-22.4%	▲	90.0%	125 of 179 completed On Time. COVID-related material delays and subcontractor skilled trades availability
2. %Total Projects Completed on Budget				97.3%	95.5%	90.0%	6.1%	■	90.0%	171 of 179 completed On Budget
3. Capital Investment Program Spend *				\$432.1	\$540.5	\$688.5	-19.1%	▼	\$928.7	Metric is measured Quarterly, showing 3rd Quarter FY21 Values; in Millions
4. Facility Condition Index % - Conditioned Academic/Research Bldgs				74.5%	75.3%	80.0%	-5.9%	□	80.0%	Avg. composite FCI to-date.
5. CABS Riders				3,895,778	1,347,143	560,469	140.4%	▲	560,469	Riderhip numbers are lower than prior year due to COVID-19 restrictions.
6. All Parking Garage Peak Time Occupancy % **				64.5%	42.8%	80.0%	-46.6%	■	80.0%	YTD (Jul - June) Occup: Transient-42.4%, Permit-49.8%, Mixed-36.3% CampusPac uses loop counters to track counts. In high demand we see counts over 100%.
7. WMC Parking Garage Peak Time Occupancy % **				81.0%	66.5%	80.0%	-16.9%	■	80.0%	YTD (Jul - June) Occup: Transient-63.0%, Rental-84.6%, Mixed-57.4% CampusPac uses loop counters to track counts. In high demand we see counts over 100%.
8. Sum of Daily Temporary Parking Space Closures				20,730	45,623	20,000	129.1%	▲	20,000	Key contributors (YTD) to temporary space removals were work projects at the Martha Morehouse Visitor Parking Project and the Bio-Sol Greenhouse Drainage Investigation, among others
9. WOSU Broadcast Audience (Viewers, Listeners)				640,358	648,558	640,358	1.3%	▲	640,358	17.1% increase in 80.7 News listeners from last FY, and ranked second in the Columbus market.
10. WOSU Digital Audience (Unique Visitors, Video Views, Digital Audio)				12,957,934	10,693,700	12,957,934	-17.5%	▼	12,957,934	Budget based on last FY actuals, and last March had large number of unique visitors to WOSU.org due to COVID reporting. YTD increase from last FY has Video Views go over 9.5%.
C. SAFETY										
1. EHS Recordable Accident Rate (CYTD):				0.80	0.90	2.00	-55.0%	▲	2.00	2021 Calendar YTD
2. Major On-Campus Crimes				81	94	120	-21.7%	▼	120	Record Mgmt Sys. Data unaudited at time of retrieval
3. Avg Response time to In-Progress Calls for Svc				3:48	4:15	5:00	-14.8%	■	5:00	Record Mgmt Sys. Data unaudited at time of retrieval
4. Traffic Accidents Injury				21	14	31	-54.8%	▼	31	Record Mgmt Sys. Data unaudited at time of retrieval
5. Traffic Accidents Non-Injury				125	59	215	-72.6%	■	215	Record Mgmt Sys. Data unaudited at time of retrieval
6. Off-Campus Crime Statistics				1,390	1,280	2,037	-37.2%	▼	2,037	Record Mgmt Sys. Data unaudited at time of retrieval

* For B3: Capital Investment Program Spend, Green = "Target %Variance" of + or - 10%, with an additional Yellow range extending 10% above and 20% below the Green range.

** For B&S: 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
 Within +/- 2.5% of Prior 4-Mo Target %/var
 Does not meet Target by >10%
 Data Pending
-  4-Mo Target %/var improved from Prior 4-Mo
 Within +/- 2.5% of Prior 4-Mo Target %/var
 4-Mo Target %/var decline from Prior 4-Mo

ATTACHMENT XXV



MAJOR PROJECT UPDATES

Projects Over \$20M

August 2021

PROJECT STATUS REPORT CURRENT PROJECTS OVER \$200M

PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
WMC Outpatient Care New Albany	COMPLETE	✓	✓	\$137.9 M		
Newton Renovation and New Nursing Building	5/22	✓	✓	\$30.7 M		
Dodd - Parking Garage	6/22	✓	✓	\$33.3 M		
WMC Outpatient Care Dublin	6/22	✓	✓	\$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	11/22	✓	✓	\$277.7M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$348.8 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$227.8 M		
Energy Advancement and Innovation Center	8/23	✓	✓	\$48.4 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		
TOTAL - 15 PROJECTS				\$3,675.4 M		

On Track

Watching Closely

Not on Track



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: Building occupancy and final inspections are complete. Final punch list, furniture, and fit-out processes are being completed. First patient opening date is August 2 for clinics located on the first and third floors of the MOB and the first floor of the ASC. Other clinics throughout the building will open August 17 with the final grouping of clinics located in the ASC opening September 7.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$89.2 M	Architect of Record	DLR Group
Total Project	\$137.9 M	CM at Risk	Daimler Group

PROJECT SCHEDULE	
BoT Approval	4/18
Construction	7/19-6/21
Facility Opening	8/21



OUTPATIENT CARE NEW
ALBANY
Exterior



**OUTPATIENT CARE NEW
ALBANY**
Medical office building front desk



**OUTPATIENT CARE NEW
ALBANY**
Medical office building patient check-in



**OUTPATIENT CARE NEW
ALBANY**
Medical office building clinic room





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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. Renovate 12,300 sf on the first floor.

PROJECT FUNDING: University funds; fundraising; state funds

PROJECT UPDATE: Basement walls and floors are complete. Steel erection began in July and is set to be complete in August.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$27.4 M	Architect of Record	Meacham & Apel
Total Project	\$30.7 M	CM at Risk	Ruscilli

PROJECT SCHEDULE	
BoT Approval	2/18
Construction	12/20-5/22
Construction – 1 st Floor	7/22-7/23
Facility Opening	8/22
Facility Opening – 1 st Fl	8/23





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: Ground floor footings and pile caps are complete. First level slabs on grade, columns and elevator core 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





WEXNER MEDICAL CENTER OUTPATIENT CARE DUBLIN



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 precast has been completed on the Medical Office Building (MOB). Exterior framing and sheathing is ongoing on the Ambulatory Surgical Center (ASC). Brick work has completed on the MOB north elevation and crews are progressing on the west elevation. Interior wall framing is complete on all floors of the MOB, framing is ongoing in the ASC.

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	7/20-6/22
Facility Opening	8/22





CELESTE LAB RENOVATION



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: West and north labs completed; work continues on the 4th floor south labs. Mechanical and electrical work continues in the penthouse and basement. Windows and roof replacement work are complete.

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





CONTROLLED ENVIRONMENT FOOD PRODUCTION RESEARCH COMPLEX

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: Production greenhouse roof and glazing system is in progress. Research greenhouse structure is in progress. Headhouse enclosure dry-in 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	Corna/Kokosing

PROJECT SCHEDULE	
BoT Approval	6/17
Construction	9/20-8/22
Facility Opening	9/22





ARTS DISTRICT

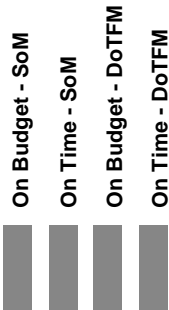
Renovate and expand the School of Music (SoM) building (Timashev Family Music Building) and construct a new Department of Theatre, Film, and Media Arts (DoTFM) building. The project will also extend Annie and John Glenn Avenue from College Road to High Street and make modifications to College Road and 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; AHU start ups and exterior elevation metal panels are ongoing for SoM. Basement foundation and walls, and installation of structural steel work along with metal decking and pouring of slabs is underway for the DoTFM building.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$146.6 M	Architect of Record	DLR Group
Total Project	\$165.1 M	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





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: Work continues on structure and equipment installs. Herrick Bridge reconstruction and piping work has begun along with distribution on Woody Hayes Drive

CURRENT BUDGET	
Total Project	\$277.7 M
PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-11/22
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





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: Structural steel is ongoing on levels 1-4, level 5 has begun. Elevated deck pours are occurring weekly as steel is being erected. Proton and LINAC vault roof concrete work is complete and structural steel has begun. Partial occupancy of the garage for contractor parking is schedule for the second week of August.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$229.0 M	Architect of Record	Perkins & Will
Total Project	\$348.8 M	CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Ambulatory	5/23
Facility Opening – Proton	10/23





INTERDISCIPLINARY RESEARCH FACILITY

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: Structural steel for the penthouse space will be complete by the end of July. Exterior metal framing is ongoing, crews are complete thru the 2nd floor. A key milestone is for the building to be dried in by early December.

CURRENT BUDGET	
Construction w/ Cont	\$172.2 M
Total Project	\$227.8 M

CONSULTANTS	
Architect of Record	Pelli Clarke Pelli
CM at Risk	Whiting Turner/Corna Kok

PROJECT SCHEDULE	
BoT Approval	11/17
Construction	9/20-3/23
Facility Opening	6/23





ENERGY ADVANCEMENT AND INNOVATION CENTER

Construct an approximately 66,000-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	\$38.8 M
Total Project	\$48.4 M

CONSULTANTS	
Architect of Record	Moody Nolan
CM at Risk	Whiting Turner/CK

PROJECT SCHEDULE	
BoT Approval	2/19
Construction	9/21-8/23
Facility Opening	10/23





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 exterior envelope is complete, including roofing and vapor barrier. Brick and limestone work continues through the third floor. Interior in-wall mechanical work is occurring on the upper floors. Drywall is installed on the first and second floors. Starling-Loving demolition has occurred.

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	11/17
Construction	11/19-11/23
Facility Opening	1/24





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





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-sf 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 Perioperative Assessment Center; Comprehensive Weight Management, food service, and patient drop-off/pick-up canopy.

PROJECT FUNDING: Auxiliary funds

PROJECT UPDATE: Phase 1 elevator work continues and elevators 4 and 8 will be turned over at the end of August. Phase 2 construction is underway. Motion Lab, Pulmonary Rehab and Comprehensive Weight Management space will complete by the end of October.

CURRENT BUDGET	
Construction w/ Cont	\$38.7 M
Total Project	\$41.8 M

CONSULTANTS	
Architect of Record	BDAID
CM at Risk	Elford

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	9/20-1/25
Facility Opening - Phased	1/25





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 lower level slab is 75% complete. The two smaller elevator shafts are up to level 7 and the main public/staff elevator shafts are starting. Steel erection is scheduled to begin 9/2021 with a completion date of 8/2022.

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





THE OHIO STATE UNIVERSITY
NEW LACROSSE STADIUM
BOARD OF TRUSTEES PRESENTATION
AUGUST 2021





THE OHIO STATE UNIVERSITY
LACROSSE STADIUM





AERIAL VIEW LOOKING EAST

THE OHIO STATE UNIVERSITY
LACROSSE STADIUM





AERIAL VIEW LOOKING NORTH

THE OHIO STATE UNIVERSITY
LACROSSE STADIUM





WEST GRANDSTAND AERIAL VIEW



THE OHIO STATE UNIVERSITY
LACROSSE STADIUM





THE OHIO STATE UNIVERSITY

APPENDIX VII

Board of Trustees

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Columbus, OH 43210-1388

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SUMMARY OF ACTIONS TAKEN

August 19, 2021 – Audit, Finance & Investment Committee Meeting

Voting Members Present:

John W. Zeiger
Erin P. Hoeflinger
Lewis Von Thaeer

Jeff M.S. Kaplan
Michael Kiggin
Tom B. Mitevski

James D. Klingbeil (*late*)
Kent M. Stahl
Gary R. Heminger (ex officio)

Member Present via Zoom:

Amy Chronis

Members Absent:

Carly G. Sobol

PUBLIC SESSION

The Audit, Finance & Investment Committee of The Ohio State University Board of Trustees convened on Thursday, August 19, 2021, in person in the Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair John Zeiger called the meeting to order at 10:00 a.m. and welcomed Tom Mitevski and Carly Sobol as new members of the committee, though Ms. Sobol was unable to attend.

Items for Discussion

1. **Annual University Financial Overview:** SVP and CFO Michael Papadakis shared the annual overview of the university's financial health and the university's unaudited FY21 financial results. This overview included financial performance for the year covering revenue, expenses, efficiencies and investment portfolio performance, paying particular attention to the impacts of COVID-19 on operations. He also shared details about how FY21 outperformed FY20, even during difficult circumstances, driven primarily by strong investment performance, continued positive momentum at the Health System, and significant efficiency work at both the University and Health System. Administrative efficiencies enabled us to re-direct funds to our core mission of access, affordability, academic excellence and patient care during an uncertain landscape. Changes in post-retirement health care plans and positive investment returns within the state pension plans significantly reduced university net pension and OPEB liabilities, resulting in a \$1.2 billion reduction in expenses for FY21. And University credit ratings of AA/AA/Aa1 were affirmed in FY21 and are evidence of financial strength.

(See Attachment XXVII for background information, page 436)

2. **University Budget Process and FY22 Operating Budget Overview:** Mr. Papadakis, along with Deputy CFO and VP of Operations Kris Devine, and Wexner Medical Center VP and CFO Mark Larmore, shared the University's FY22 operating budget. Strategic investments for FY22 will include academic excellence, research excellence and student financial aid. Since July 1, 2021, the University had been under an interim operating budget while waiting for the State of Ohio Biennial Budget for FY2022-20212 to pass the Ohio General Assembly.

(See Attachment XXVIII for background information, page 455)



THE OHIO STATE UNIVERSITY

3. FY22 Capital Investment Plan and FY22 Ohio State Energy Partners Capital Plan: Mr. Papadakis and Jay Kasey, SVP for Administration & Planning, discussed the FY22 Capital Investment Plan and Ohio State Energy Partners (OSEP) Capital Plan. Interim capital plans were presented in May in conjunction with the university's FY22 interim operating budget. At the August meeting, the final plans were ready for approval. The FY22 OSEP Capital Plan requested approval for 10 projects, including a request for Phase IV of the building energy systems optimization for 40 campus academic, administrative, medical, athletic and student residence buildings (\$44.385M design and construction cost request).
4. Advancement Update: Michael Eicher, SVP for Advancement, shared a progress update on the Time and Change Campaign. New Fundraising Activity (59% of goal, 108% of target) and Endowment (60% of goal, 109% of target) are now coded green. Capital (40% of goal, 93% of target) is still coded red (below target). On the Advancement Scorecard, the Total Donors metric is also coded red.

(See Attachment XXIX for background information, page 470)

EXECUTIVE SESSION

It was moved by Mr. Zeiger, and seconded by Mr. Von Thayer, 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, Mr. Von Thayer, Mr. Kaplan, Mr. Kiggin, Mr. Mitevski, Mr. Klingbeil, Mr. Stahl and Mr. Heminger. Mrs. Hoeflinger was not present for this vote and Ms. Chronis could not vote via Zoom. The committee entered executive session at 10:46 a.m. and returned to public session at 12:41 p.m.

PUBLIC SESSION

Items for Action

5. Approval of Minutes: No changes were requested to the May 20, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
6. Resolution No. 2022-34, Approval of FY22 Operating Budget

Synopsis: Approval of the Operating Budget for the Fiscal Year ending June 30, 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, has been signed into law; and

WHEREAS tuition and fee levels for the Columbus and regional campuses for the Fiscal Year ending June 30, 2022, were approved at the May 20, 2021, Board of Trustees meeting; and

WHEREAS the administration now recommends approval of the Fiscal Year 2022 Operating Budget for the University for the Fiscal Year ending June 30, 2022:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the University's Operating Budget for the Fiscal Year ending June 30, 2022, as described in the accompanying Fiscal Year 2022 Operating Budget for the Fiscal Year ending June 30, 2022, with authorization for the President to make expenditures within the projected income.

(See Appendix XXIV for background information, page 645)



THE OHIO STATE UNIVERSITY

7. Resolution No. 2022-25, Approval of FY22 Capital Investment Plan

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

WHEREAS the University has presented the recommended capital expenditures for the fiscal year ending June 30, 2022; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2022, as described in the accompanying documents, be approved; and

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

(See Appendix XV for background information, page 623)

8. Resolution No. 2022-26, Approval of FY22 Ohio State Energy Partners Capital Plan

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

Synopsis: Approval of the Ohio State Energy Partners LLC ("OSEP") fiscal year 2022 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 Board of Trustees approved an interim OSEP CIP in May 2021, prior to the University's finalization of its operating budget or capital investment plan for fiscal year 2022; and

WHEREAS the University has now finalized its operating budget and capital investment plan for fiscal year 2022; and

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



THE OHIO STATE UNIVERSITY

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

WHEREAS these 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 OSEP CIP and its alignment with University plans and sustainability goals; and

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

WHEREAS the Audit, Finance & Investment Committee has reviewed the OSEP CIP 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 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 XVI for background information, page 625)

9. Resolution No. 2022-35, Approval of Digital Textbook Fees

Synopsis: Approval of digital textbook pass-through fees at all campuses of The Ohio State University for the Fiscal Year 2022 is proposed.

WHEREAS access, affordability and excellence is a pillar of The Ohio State University's strategic plan; and

WHEREAS the University collects certain fees, known as pass-through fees, that are used to pay third parties for goods and services that directly benefit students; and

WHEREAS the University does not seek to financially benefit from pass-through fees, but collects these fees instead of requiring third parties to bill students directly in circumstances where the University's involvement can reduce student costs, simplify billing for students, or otherwise benefit students; and

WHEREAS the University will be dramatically increasing the use of pass-through fees as part of the CarmenBooks affordability initiative, in which students can access digital textbooks at a significantly discounted rate compared with traditional materials; and

WHEREAS the CarmenBooks pilot that the Board of Trustees approved for spring semester 2019 (Resolution 2019-08) has expanded and is expected to save students more than \$3.2 million for autumn semester 2021:

NOW THEREFORE



THE OHIO STATE UNIVERSITY

BE IT RESOLVED, That the Board of Trustees hereby approves the digital textbook pass-through rates for the 2021-22 academic year for all campuses, effective autumn semester 2021, as follows and as outlined in the attached document.

(See Appendix XXV for background information, page 707)

10. Resolution No: 2022-36, University Foundation Report

Synopsis: Approval of the University Foundation Report as of June 30, 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 one (1) endowed chair fund: the Seth Andre Myers Chair Fund in Global Military History; two (2) endowed professorships: The Dr. H. Lee "Buck" Mathews Professorship in Marketing, and the Dr. Rattan Lal Endowed Professorship; and twenty-two (22) additional named endowed funds; (ii) the revision of six (6) named endowed funds; and the closure of one (1) named endowed fund:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2021.

(See Appendix XXVI for background information, page 713)

11. Resolution No: 2022-37, Naming of the Dave and Margie Williams Auditorium

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the Level 1 Auditorium (Room 1000) in Mars G. Fontana Laboratories, located at 140 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 and friends desire to recognize Dave and Margie Williams for their many years of commitment, dedication and leadership 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 the philanthropic support from friends of Dave and Margie Williams, 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 Dave and Margie Williams Auditorium.

12. Resolution No. 2022-38, Naming of the Keith D Monda Conference Room

LOCATED AT 14 E. 15TH AVENUE

Synopsis: Approval for the naming of The Keith D. Monda Conference Room (4010) located at 14 E. 15th Avenue, is proposed.

WHEREAS 14 E. 15th Avenue provides a new home for Advancement, bringing together colleagues from around campus to encourage collaboration and creative thinking to propel Ohio State into the future, and

WHEREAS Keith Monda has demonstrated a lifelong dedication to philanthropy and service, including as chair of The Ohio State University Foundation Board, as well as various leadership volunteer roles within the College of Arts and Sciences; and

WHEREAS Mr. Monda led the Foundation Board in planning for Time and Change: The Ohio State Campaign, including strengthening partnerships between volunteers and University and academic leaders, as well as integrating activity of volunteer leadership boards; and

WHEREAS Mr. Monda has been recognized with the College of Arts and Sciences Distinguished Service Award and by the University with the Gerlach Award and Distinguished Service Award; and

WHEREAS Mr. Monda is a member of the Oval Society and the Neil Legacy Society and his loyal service and transformative philanthropy will impact the University for future generations; 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 lease of the current facility and subsequent renewals of the lease as appropriate the aforementioned space be named The Keith D. Monda Conference Room.

13. Resolution No. 2022-39, Naming of the Magee Family Plaza

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the plaza between the Biomedical and Materials Engineering Complex and the Chemical and Biomolecular Engineering and Chemistry building located at 140 W 19th Avenue, is proposed.



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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 Matthew and Stephanie Magee for their many years of dedication and philanthropy 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 Matthew and Stephanie Magee'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 Magee Family Plaza.

14. Resolution No. 2022-40, Naming of the Marcia and Allan Wool Lobby and Registration

IN OUTPATIENT CARE NEW ALBANY

Synopsis: Approval for the naming of the lobby and registration in Outpatient Care New Albany, located at 6100 North Hamilton Road, is proposed.

WHEREAS the Outpatient Care New Albany facility is part of a new suburban outpatient care program at the Wexner Medical Center that supports growth in the region and excellence in academic health care; and

WHEREAS the New Albany facility will include program offerings such as ambulatory surgery, endoscopy, primary care, specialty medical and surgical clinics and related support spaces; and

WHEREAS Marcia and Allan Wool have provided significant contributions to the Wexner Medical Center and the Outpatient Care New Albany facility; 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 Marcia J. Wool and Allan H. Wool'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 Marcia and Allan Wool Lobby and Registration.



15. Resolution No. 2022-41, Naming of the Dan O'Neal Family Wrestling Locker Room

IN THE COVELLI CENTER

Synopsis: Approval for the naming of the wrestling locker room in the Covelli Center, located at 2640 Fred Taylor 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 Covelli Center is the home to Ohio State's men's and women's volleyball teams, as well as wrestling; and

WHEREAS F. Dan O'Neal has provided significant contributions to the wrestling program and the Department of Athletics; 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 F. Dan O'Neal'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 Dan O'Neal Family Wrestling Locker Room.

16. Resolution No. 2022-42, Naming of the 33 Forever Welcome Room in Memory of Danielle Leedy

IN HARDING HOSPITAL

Synopsis: Approval for the naming of the waiting room (Room 105A) in the Behavioral Health Immediate Care clinic within Harding Hospital, located at 1670 Upham Drive, is proposed.

WHEREAS the Ohio State Harding Hospital provides the most comprehensive behavioral health care services for adults, older adults, children and adolescents in central Ohio; and

WHEREAS the Behavioral Health Immediate Care Program seeks to close gaps for patients in need of continuous access to care through its focus on outpatient crisis intervention and transitioning people from hospitalization; and

WHEREAS 33 Forever, Inc. has provided significant contributions to the Neurological Institute and the Wexner Medical Center; 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 33 Forever, Inc.'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 33 Forever Welcome Room in Memory of Danielle Leedy.



17. Resolution No. 2022-43, Naming of the Robert E. Arbogast Teaching Laboratory

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX

Synopsis: Approval for the naming of the Level 1 BME Capstone Laboratory (Room 1136) in the Mars G. Fontana Laboratories, located at 140 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 Ryan and Angela Arbogast have provided significant contributions to the College of Engineering; 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 Ryan and Angela Arbogast'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 Robert E. Arbogast Teaching Laboratory.

18. Resolution No. 2022-44, Naming of Internal Spaces

IN THE FRANK STANTON VETERINARY SPECTRUM OF CARE CLINIC

Synopsis: Approval for the naming of internal spaces in the Frank Stanton Veterinary Spectrum of Care Clinic, located at 655 Vernon L. Tharp Street, is proposed.

WHEREAS the College of Veterinary Medicine is consistently recognized as a leading veterinary education and research program and is among the largest of its kind, uniquely located in a heavily populated urban area surrounded by a strong rural and agricultural base; and

WHEREAS the veterinary primary care clinic will serve as a hands-on clinical training opportunity for veterinary students and support the continuum of clinical training and Spectrum of Care education that results in more confident and competent veterinary graduates; and

WHEREAS the donors listed below have provided significant contributions to the Frank Stanton Veterinary Spectrum of Care Clinic; and

- Dr. Eric & Cheryl Shaver
- Steve & Elaine Glass
- Dr. Emily Walton
- Dr. Rustin Moore
- Dr. Liesa Stone



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- Dr. Roger Fingland
- Dr. Brian Holub
- Dr. Ira Niedweske
- Midmark
- Dr. James Dobies and Mrs. Judith Dobies

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:

- Supported by: Eric Shaver, DVM 1985 and wife Cheryl, Founders of East Holmes Vet Clinic (Room 172)
- To honor our beloved dog Opie; By: Elaine & Steve Glass (Room 116)
- Emily A. Walton, DVM 1981 1st Woman President OVMA Jeffrey D. Walton, BS, MA Arlington, Ohio (Room 174)
- In Honor of Teddy Luther & Travis Lincoln Moore Lifelong VMC Patients; Rustin M. Moore, DVM '89 (Room 175)
- Honoring my parents for all their support. Your light will forever shine in me. Liesa Rihl Stone, DVM '83 (Room 179)
- Dedicated to Drs. Monsees, Linsenbardt & Payne for starting my journey. Dr. Roger B. Fingland (Room 190)
- Surgery Suite Generously Supported by Brian Holub, DVM '83; Cindie Davis Holub, DVM '83 (Room 190D)
- Clinical Treatment Room Generously Supported by Ira Niedweske (DVM '77) & Mrs. Jill Niedweske (Room 130)
- You are the future of better veterinary care by design. - Midmark Corporation (Room 129)
- Supported by: UrgentVet "Your Pet Can't Wait To Feel Better" (Room 114)

19. Resolution No. 2022-45, Naming of the Dr. Jay and Janice Moodley Family Women's Locker Room

IN THE ALBER STUDENT CENTER AT OHIO STATE MARION

Synopsis: Approval for the naming of the women's locker room, located in the Alber Student Center at 1463 Mt. Vernon Avenue in Marion, Ohio, is proposed.

WHEREAS Ohio State Marion's culture of caring aims to provide facilities where students can meet, unwind, recreate, share experiences, and learn leadership skills as members of student organizations; and

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

WHEREAS Dr. Jay and Janice Moodley have provided significant support to The Ohio State University at Marion; 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 Dr. Jay and Janice Moodley'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 Dr. Jay and Janice Moodley Family Women's Locker Room.

20. Resolution No. 2022-27, Approval of a Change in Scope and Cost to the FY20 Previously Approved Combined Heat and Power Facility Capital Project

Combined Heat and Power Plant & Midwest Campus District Heating & Cooling
Network 16-19-EXP

Synopsis: Approval of a change in scope and cost of the previously approved Ohio State Energy Partners LLC ("OSEP") Combined Heat and Power Plant & Midwest Campus District Heating & Cooling Network capital improvement project ("Project 16-19-EXP") 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 submit any changes in scope or cost of a previously approved capital improvement for University approval; and

WHEREAS OSEP requested approval of a change in scope and cost for Project 16-19-EXP, previously approved by the University as part of the OSEP capital improvement plan for fiscal year starting July 1, 2019; and

WHEREAS the State of Ohio's declaration of a state of emergency in response to the COVID-19 pandemic resulted in a mandated delay of the state's certification process, which in turn forced a delay in the start of construction of Project 16-19-EXP; and

WHEREAS the final building design was modified to align with University design standards; and

WHEREAS the schedule of the Cannon Drive Phase II project necessitates a change in the Project 16-19-EXP scope to ensure the coordination of work that must cross Cannon Drive; and

WHEREAS the schedule and design changes resulted in cost increases for Project 16-19-EXP; and

WHEREAS OSEP has provided detailed descriptions of the proposed change in scope and cost of Project 16-19-EXP, including supporting data, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS the University has reviewed and considered the financial, technical, and operational aspects of the revised Project's 16-19-EXP alignment with University plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed revised Project 16-19-EXP for alignment with all applicable campus plans and guidelines; and

WHEREAS the Audit, Finance & Investment Committee has reviewed revised Project 16-19-EXP for alignment with the Capital Investment Plan and other applicable financial plans:



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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the change in scope and cost of previously approved Project 16-19-EXP as outlined in the attached materials.

(See Appendix XVII for background information, page 629)

21. Resolution No. 2022-28, Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Martha Morehouse Tower Upgrades
WMC Facility Optimization Study
Wooster – High Pressure Steam Boiler Replacement

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Atwell – ADL Simulation Lab
Blackwell Pavilion Renovation
Lacrosse Stadium
University Hospital East – 4th Floor OR Upgrades

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

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

	Prof. Serv. Approval Requested	Total Requested	
Martha Morehouse Tower Upgrades	\$2.5M	\$2.5M	Auxiliary funds
WMC Facility Optimization Study	\$1.0M	\$1.0M	Auxiliary funds
Wooster – High Pressure Steam Boiler Replacement	\$1.0M	\$1.0M	State 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	
Atwell – ADL Simulation Lab	\$0.4M	\$4.2M	\$4.6M	University funds
Blackwell Pavilion Renovation	\$0.6M	\$3.4M	\$4.0M	Fundraising University funds
Lacrosse Stadium	\$0.1M	\$19.1M	\$19.2M	Fundraising
University Hospital East – 4th Floor OR Upgrades	\$0.8M	\$2.1M	\$2.9M	Auxiliary funds



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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 XVIII for background information, page 630)

22. Resolution No. 2022-32, Approval for Lease of Real Property

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, City of Columbus, Franklin County, Ohio, for the development of an airplane hangar, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to University review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the President and/or Senior Vice Presidents for Business & Finance and/or Administration & Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the University.

(See Appendix XXII for background information, page 642)

23. Resolution No. 2022-30, Approval for Acquisition of Real Property

AT TAYLOR AVENUE AND ATCHESON STREET
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to acquire property located adjacent to Outpatient Care East, near Atcheson Street and Taylor Avenue in the City of Columbus, Franklin County, Ohio, for general expansion and redevelopment purposes, is proposed.



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WHEREAS The Ohio State University seeks to acquire approximately 1.5 acres of unimproved real property located at Outpatient Care East, near Taylor Avenue in the City of Columbus, Ohio; and

WHEREAS the property is intended to support future general expansion and redevelopment:

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 affect the acquisition of this property upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

(See Appendix XX for background information, page 639)

24. Resolution No. 2022-46. Authorization for the Issuance of General Receipts Obligations and Authorization of Multi-Year Debt Issuance Program II of the University

Synopsis: Authorization for the issuance and sale of general receipts obligations in an aggregate principal amount not to exceed \$800 million for the purposes of financing, on an interim or permanent basis, the costs of certain University capital improvement projects, refunding the outstanding principal amount of current obligations of the University, permitting the establishment of the Multiyear Debt Issuance Program II and paying costs and expenses associated with the issuance of such debt, and authorization for amendments to the existing trust indenture and other documents as required, is proposed.

WHEREAS pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code (the "Act"), as enacted under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, The Ohio State University (the "University"), a state university of the State of Ohio (the "State"), created and existing under Chapter 3335 of the Ohio Revised Code, is authorized and empowered, among other things, (a) to issue its obligations to pay the costs of certain "facilities," as defined in the Act, and to refund, fund or retire bonds and other obligations previously issued for such purpose; (b) to pledge to the payment of its obligations all or a specified part of its "available receipts," as defined in the Act (the "General Receipts") in priority to all other expenses, claims or payments; (c) to covenant that the University will make, fix, adjust and collect the fees, rates, rentals, charges and other items comprising General Receipts to produce General Receipts sufficient at all times to meet Debt Service Charges (as defined in the Amended and Restated Trust Indenture described below) on the Obligations, to establish and to maintain the required reserves and meet other requirements therein provided; and (d) to provide for a trust indenture and make further provisions for securing the payment of the Debt Service Charges; and

WHEREAS the University, by resolution adopted by its Board of Trustees (the "Board") on November 1, 1985 (the "Series 1985A Bond Resolution"), and by a Trust Indenture dated as of November 15, 1985 (the "Original Indenture") between the University and The Huntington National Bank, as trustee (the "Original Trustee"), provided for the issuance from time to time of General Receipts Bonds of the University; and

WHEREAS the University, pursuant to the terms of a resolution adopted by the Board on October 1, 1999 (the "1999 General Bond Resolution"), amended and restated the Original Indenture, as supplemented, in accordance with the terms thereof, by entering into the Amended and Restated Trust Indenture dated as of December 1, 1999 (the "Amended and Restated Trust Indenture") with the Original Trustee; and

WHEREAS the Bank of New York Mellon Trust Company, N.A. (the "Trustee") has succeeded the Original Trustee as trustee under the Amended and Restated Trust Indenture; and



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WHEREAS pursuant to the terms of a resolution adopted by the Board on June 5, 2015, a resolution adopted by the Board on June 9, 2017 and a resolution adopted by the Board on June 6, 2018 (collectively, the "Program Resolution"), the University authorized the issuance of The Ohio State University General Receipts Bonds and Commercial Paper Notes (the "Senior Obligations") and subordinated bonds and notes (the "Subordinated Obligations" and, together with the Senior Obligations, the "Obligations") to be issued pursuant to the Amended and Restated Trust Indenture in an aggregate amount not to exceed \$1 billion by no later than June 30, 2020; and

WHEREAS the Amended and Restated Trust Indenture provides that Obligations may be issued pursuant to the terms thereof, with each such issue to be authorized by a Series Resolution (as defined therein) adopted by the Board and secured pursuant to the terms of a Supplemental Indenture (as defined therein), with respect to such issue (the Amended and Restated Trust Indenture and all Supplemental Indentures thereto being collectively referred to herein as the "Indenture"); and

WHEREAS in furtherance of and pursuant to the Program Resolution and the Indenture, the University entered into the Multiyear Debt Issuance Program Supplement to Amended and Restated Trust Indenture dated as of March 1, 2016; and

WHEREAS the University has issued \$600 million of Senior Obligations pursuant to such Program Resolution of the \$1 Billion authorized by the Program Resolution, which authorization has since expired; and

WHEREAS the Board has determined that it is in the best interests of the University to authorize the issuance of Obligations, in one or more series, in the aggregate principal amount of \$800 million for the purposes of financing, on an interim or permanent basis, the costs of University Facilities, refunding Outstanding Obligations (as described below) of the University and paying costs and expenses associated with the issuance of such Obligations;

WHEREAS the University has from time to time authorized the issuance of the Obligations listed on Schedule 1 attached hereto and made a part hereof pursuant to the Series 1985 A Bond Resolution, the Original Indenture, the 1999 General Bond Resolution, the Amended and Restated Trust Indenture, various supplements to the Original Indenture and the Amended and Restated Trust Indenture and various Series Resolutions; and

WHEREAS the Board finds that it is in the best interest of the University to promote administrative convenience, enhance sound debt management and improve efficiency in connection with the issuance of Obligations of the University, and that the aforementioned authorization shall be to be accomplished through the establishment of the Multiyear Debt Issuance Program II in an aggregate amount not to exceed \$800 million by no later than June 30, 2025; and

WHEREAS the Board desires to make provisions for the issuance of the Obligations and the payment of Debt Service Charges thereon and the securing thereof by this Resolution (hereinafter referred to as the "Program II Resolution") and the supplement(s) to the Amended and Restated Trust Indenture, including but not limited to a Multiyear Debt Issuance Supplement to Amended and Restated Trust Indenture (as described below), all as provided by this Program II Resolution, with all terms used herein with initial capitalization where the rules of grammar would not otherwise so require and not defined herein having the meanings given them in the Indenture.

NOW THEREFORE

BE IT RESOLVED, That Resolution 2020-131 of this Board, adopted on June 3, 2020, is hereby repealed and of no further force and effect; and

BE IT RESOLVED, That the Board of Trustees of The Ohio State University hereby authorizes the issuance of Obligations in an aggregate principal amount not to exceed \$800 million, the purposes as set forth in the recitals to this Program II Resolution; provided, however, that the foregoing limitation on the amount of Obligations that may be issued shall not apply to (i) any Bonds or Notes authorized to be issued



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under this Program II Resolution to retire or refund any Obligations previously issued under the Program Resolution, this Program II Resolution, or any other Outstanding Obligations listed on Schedule 1 attached hereto and made a part hereof, or (ii) any capital lease or other type of indebtedness that does not constitute an Obligation as defined in the Indenture and is not issued pursuant to the Indenture, and, (iii) provided, further, that any Obligation or indebtedness described in (i) and (ii) above shall be excluded for purposes of calculating the total amount of Obligations issued pursuant to the authorization provided in this Program II Resolution; and

BE IT FURTHER RESOLVED, That the authority to issue any Obligations authorized by this Program II Resolution shall be in effect through June 30, 2025; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes the President and Senior Vice President for Business and Finance, or either of them, upon consultation with the Chair of the Audit, Finance & Investment Committee of this Board and upon consultation with the Senior Vice President and General Counsel and any outside counsel retained for this purpose, to determine (a) the time or times that any of the Obligations shall be issued as provided in this Program II Resolution, (b) the principal amount, subject to the limitations prescribed herein, and type of debt to be issued from time to time, (c) the rate or rates of interest to be borne by such Obligations, whether fixed or variable; provided, however, that in no event shall the interest rate on any series of Obligations exceed eight percent (8.00%) per annum, (d) whether any interest rates shall be fixed or variable, (e) the maturity or maturities of any of the Obligations and (f) whether and to what extent any series of such Obligations shall be Senior Obligations or Subordinated Obligations, any or all of which terms, as well as any terms required by Section 2.02 of the Indenture, may be set forth in one or more Certificates of Award executed and delivered by the President and Senior Vice President for Business and Finance, or either of them, in connection with the issuance and sale of the Obligations, the execution and delivery of such Certificates of Award and any of them being hereby authorized; and

BE IT FURTHER RESOLVED, That, with respect to any Obligations issued on a tax exempt basis under the federal income tax laws, the President and Senior Vice President for Business and Finance, or either of them, is hereby authorized and directed (a) to make or effect any election, selection, designation, choice, consent, approval or waiver on behalf of the University with respect to the Obligations as permitted or required to be made or given under the federal income tax laws, for the purpose of assuring, enhancing or protecting favorable tax treatment or the status of the Obligations or interest thereon or assisting compliance with requirements for that purpose, reducing the burden or expense of such compliance, reducing any rebate amount or any payment of penalties, or making any payments of special amounts in lieu of making computations to determine, or paying, any excess earnings as rebate, or obviating those amounts or payments on behalf of the University; (b) to take any and all actions, make or obtain calculations, and make or give reports, covenants and certifications of and on behalf of the University, as may be appropriate to assure the status of the Obligations as Tax Exempt Bonds; and (c) to give an appropriate certificate on behalf of the University for inclusion in the transcript of proceedings setting forth the facts, estimates and circumstances, and reasonable expectations of the University pertaining to Section 148 of the Internal Revenue Code of 1986, as amended (the "Code") and the Regulations, and the representations, warranties and covenants of the University regarding compliance by the University with Sections 141 through 150 of the Code and the Regulations, as applicable; and

BE IT FURTHER RESOLVED, That the President and Senior Vice President for Business and Finance, or either of them, is authorized to negotiate and execute, on behalf of the University and this Board, a supplemental indenture to the Amended and Restated Trust Indenture to be denominated the "Multiyear Debt Issuance Supplemental Indenture to Amended and Restated Supplemental Indenture – Program II", any amendments or supplements thereto or the Amended and Restated Indenture, any purchase contract for the sale of the Obligations, any escrow agreement, continuing disclosure agreement, any interest rate management or hedging contract, credit support or enhancement contract, any official statement or other offering document relating to the offer and sale of the Obligations, the use and distribution of which is hereby authorized and any other agreement, receipt, certificate or document (collectively the "Transaction Documents") as the President or Senior Vice President for Business and Finance or either of them shall deem (a) necessary or appropriate to carry out this Program II Resolution and to provide for the most



beneficial commercial terms reasonably available to the University and (b) not materially adverse to the University, with the execution by the President or Senior Vice President for Business and Finance of any such Transaction Documents constituting the conclusive determination of such officer that the terms of such Transaction Document are necessary and appropriate and not materially adverse to the University, it being expressly provided that any payment obligation whatsoever with respect to any Transaction Documents may, if so agreed to by the officer of the University executing the same, be secured on a pari passu basis as the Obligations and the Debt Service Charges with respect thereto to which any such Transaction Document relates; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance shall report to the Board's Audit, Finance & Investment Committee on a regular basis all actions taken pursuant to this Program II Resolution; and

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

BE IT FURTHER RESOLVED, That this Program II Resolution shall take effect and be in force on August 19, 2021.

Schedule 1

General Receipts Bonds	Original Amount	Amount Outstanding
Series 1997 Bonds	\$79,540,000	\$1,700,000
Series 1999 B Bonds	\$83,400,000	\$820,000
Series 2001 Bonds	\$76,950,000	\$3,450,000
Series 2003 C Bonds	\$121,295,000	\$0
Series 2005 B Bonds	\$129,990,000	\$0
Series 2008 B Bonds	\$127,770,000	\$9,000,000
Series 2010 A Bonds	\$241,170,000	\$0
Series 2010 C Bonds	\$654,785,000	\$654,785,000
Series 2010 D Bonds	\$88,335,000	\$ 79,990,000
Series 2010 E Bonds	\$150,000,000	\$125,000,000
Series 2011 A Bonds	\$500,000,000	\$500,000,000
Series 2012 A Bonds	\$91,165,000	\$41,440,000
Series 2012 B Bonds	\$23,170,000	\$8,985,000
Series 2013 A Bonds	\$337,955,000	\$337,955,000
Series 2014 A Bonds	\$135,985,000	\$121,560,000
Series 2014 B-1 Bonds	\$75,000,000	\$75,000,000
Series 2014 B-2 Bonds	\$75,000,000	\$75,000,000
Series 2016 A Bonds	\$600,000,000	\$600,000,000
Series 2016 B Bonds	\$30,875,000	\$16,130,000



Series 2017 Bonds	\$69,950,000	\$55,595,000
Series 2020 Bonds	\$185,995,000	\$185,995,000
Total:	\$3,878,330,000	\$2,892,405,000

(See Appendix XXVII for background information, page 719)

Action: Upon the motion of Mr. Zeiger, seconded by Mr. Mitevski, the committee adopted the foregoing motions for the Approval of the FY22 Operating Budget, the FY22 Capital Investment Plan, and the Naming of Internal Spaces in the Frank Stanton Veterinary Spectrum of Care Clinic by majority voice vote with the following members present and voting: Mr. Zeiger, Mr. Kiggin, Mr. Mitevski, Mr. Stahl and Mr. Heminger. Mrs. Hoefflinger, Mr. Von Thaer and Mr. Kaplan abstained. Mr. Klingbeil was not present for this vote. Ms. Chronis could not vote via Zoom.

Action: Upon the motion of Mr. Zeiger, seconded by Mrs. Hoefflinger, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Zeiger, Mrs. Hoefflinger, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Mr. Mitevski, Mr. Stahl and Mr. Heminger. Mr. Klingbeil was not present for this vote. Ms. Chronis could not vote via Zoom.

Written Reports

In the public session materials, there were six written reports shared for the committee to review:

- a. University Financial Scorecards (See Attachment XXX for background information, page 475)
- b. Consolidated Financial Statements for Year Ending June 30, 2021 (See Attachment XXXI for background information, page 478)
- c. Detailed Foundation Report (See Attachment XXXII for background information, page 483)
- d. Major Project Updates (See Attachment XXXIII for background information, page 515)
- e. Internal Bank Update (See Attachment XXXIV for background information, page 521)
- f. External Audit Update (See Attachment XXXV for background information, page 531)

Meeting adjourned at approximately 12:45 p.m.



Annual University Financial Overview

Michael Papadakis, Senior Vice President and CFO
Audit, Finance & Investment Committee Meeting | August 19, 2021

FY2021 Financial Overview

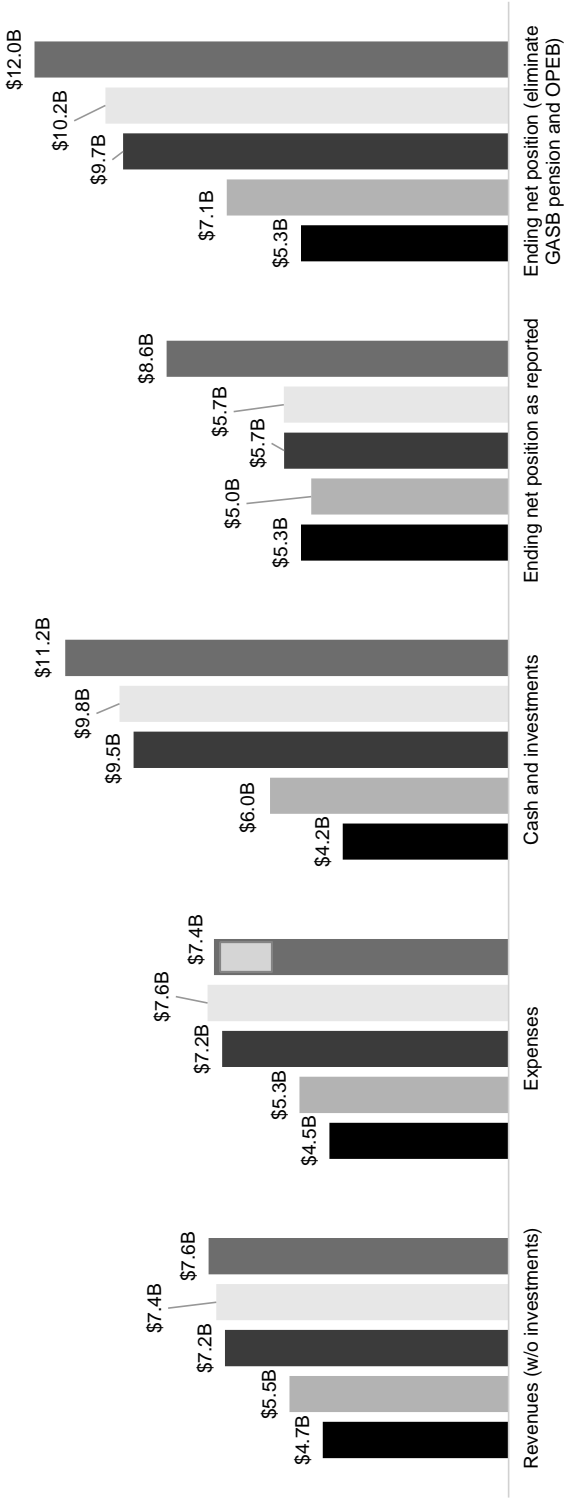
Our overall financial position remains strong. Our size, diversity of operations, and discipline enabled us to retain fiscal strength during this unprecedented disruption.


- Even through difficult circumstances FY21 outperformed FY20, driven primarily by strong investment performance, continued positive momentum at the Health System, and significant efficiency work at both the University and Health System.
 - Federal stimulus funds of \$164M have been allocated to offset increased University expenses related to COVID, \$40M has been awarded as additional emergency financial aid to students, and the Health System has received \$182M of Provider relief and FEMA funding.
 - Financial controls implemented, including a hiring pause and business-essential only spending, led to cost savings of over \$195M, which greatly exceeded the university goal of \$175M. These reductions helped to offset lost tuition revenue (\$78M), lost housing and dining revenues (\$85M) and reduced Athletics revenues (\$157M) resulting from the impact of COVID.
 - The Health System in FY21 saw fewer inpatient admissions with significantly higher overall acuity due in large part to COVID-19 cases. The higher acuity levels as well as an improved service mix and lower than anticipated bad debt contributed to a 9% year over year improvement to Operating Revenue per adjusted admission. Expense per adjusted admission increased only 3.5% from the prior year. Efficiency initiatives around Labor, Supplies and a reduction in discretionary spend items totaling \$103.7M through June helped offset the more acute, higher cost admissions associated with the COVID-19 pandemic.
- Investment income of \$1.544B increased by \$1.488B over FY20. FY21 return is 29.2% vs. the benchmark of 25.5%.
- Changes in post-retirement health care plans and positive investment returns within the state pension plans significantly reduced university net pension and OPEB liabilities, resulting in a \$1.2 billion reduction of expenses for FY21.
- Liquidity, while bolstered by Federal and State stimulus, remained robust throughout the pandemic and continues to exceed policy benchmarks.
- University credit ratings of AA/AA/Aa1 were affirmed in FY21 and is evidence of our overall financial strength. (Fitch upgraded rating outlook from Stable to Positive).

Financial Metrics Demonstrate Positive Momentum

Comparison of Financial Metrics since FY11

■ FY11 ■ FY15 ■ FY19 ■ FY20 ■ FY21



 Represents expenses before the \$1.2 billion reduction in pension and OPEB expenses in FY21.

Consolidated Balance Sheet

Assets and Liabilities (\$ in millions)		FY21 Total	FY20 Total	FY19 Total
Cash and Cash Equivalents	\$	1,260	\$ 2,433	\$ 2,206
Total Investments	\$	9,945	\$ 7,405	\$ 7,275
Capital Assets, net	\$	6,373	\$ 5,922	\$ 5,438
Pension and OPEB Assets and Deferred Outflows	\$	719	\$ 763	\$ 1,208
Other Assets	\$	1,172	\$ 1,028	\$ 1,058
Total Assets	\$	19,469	\$ 17,551	\$ 17,185
Accounts Payable and Other Current Liabilities	\$	1,535	\$ 1,358	\$ 1,037
Debt	\$	3,276	\$ 3,259	\$ 3,222
Pension and OPEB Liabilities and Deferred Inflows	\$	4,060	\$ 5,270	\$ 5,283
Concessionaire and Other Liabilities	\$	1,954	\$ 1,982	\$ 1,970
Total Liabilities	\$	10,825	\$ 11,869	\$ 11,512
Net Position (\$ in millions)		FY21 Total	FY20 Total	FY19 Total
Ending Net Position (Eliminate Pension and OPEB)	\$	11,985	\$ 10,189	\$ 9,748
Ending Net Position - Pension and OPEB	\$	(3,341)	\$ (4,507)	\$ (4,075)
Final Ending Net Position	\$	8,644	\$ 5,682	\$ 5,673

Consolidated Income Statement

Total Revenue (\$ in millions)	2021	2020	2019
Tuition and Fees	\$ 871	\$ 954	\$ 970
Grants and Contracts	\$ 1,035	\$ 1,053	\$ 875
Sales and Services	\$ 337	\$ 450	\$ 506
Health System & OSUP Sales and Services	\$ 4,504	\$ 4,034	\$ 3,993
State Subsidies and Capital Appropriations	\$ 558	\$ 532	\$ 535
Gifts and Additions to Permanent Endowments	\$ 241	\$ 299	\$ 232
Other Revenues	\$ 38	\$ 68	\$ 60
Total Revenues (w/o investments)	\$ 7,584	\$ 7,390	\$ 7,171
Investment income	\$ 1,657	\$ 233	\$ 232
Total Revenues (w/ investments)	\$ 9,241	\$ 7,623	\$ 7,403
Total Expenses (\$ in millions)	2021	2020	2019
University Education and General Expenses	\$ 2,702	\$ 2,713	\$ 2,579
Auxiliary Sales and Services	\$ 263	\$ 307	\$ 326
Health System & OSUP	\$ 3,894	\$ 3,607	\$ 3,313
Depreciation	\$ 475	\$ 435	\$ 422
Interest Expense on Plant Debt	\$ 112	\$ 118	\$ 117
Total Expenses (w/o pension and OPEB)	\$ 7,446	\$ 7,180	\$ 6,757
Net Margin	\$ 1,795	\$ 443	\$ 646
Pension and OPEB expense	\$ (1,166)	\$ 433	\$ 484
Total Expenses (w/ pension and OPEB)	\$ 6,280	\$ 7,613	\$ 7,241
Change in Net Position	\$ 2,961	\$ 10	\$ 162

Consolidated Cash Flow Statement

Cash Flow From: (\$ in millions)		2021	2020	2019
Receipts from Tuition and Grants	\$	1,531	\$ 1,671	\$ 1,632
Receipts from Sales and Services	\$	4,739	\$ 4,605	\$ 4,453
Payments to or on Behalf of Employees, including benefits	\$	(4,148)	\$ (3,910)	\$ (3,656)
Payments to Suppliers	\$	(2,453)	\$ (2,159)	\$ (2,301)
Other payments	\$	(108)	\$ (114)	\$ (90)
Total Operating Activities	\$	(439)	\$ 93	\$ 38
State Share of Instruction and appropriations	\$	558	\$ 533	\$ 535
CARES Assistance and other non-exchange grants	\$	207	\$ 246	\$ 74
Gift receipts and additions to permanent endowments	\$	241	\$ 246	\$ 254
Payments for purchase or construction of capital assets	\$	(829)	\$ (795)	\$ (640)
Principal and interest payments on capital debt and leases	\$	(158)	\$ (190)	\$ (193)
Other receipts	\$	22	\$ 23	\$ 34
Total Financing Activities	\$	41	\$ 63	\$ 64
Net purchases, proceeds, and maturities from investments	\$	(968)	\$ (73)	\$ (154)
Investment income	\$	193	\$ 144	\$ 145
Total Investing Activities	\$	(775)	\$ 71	\$ (9)
Net change in cash	\$	(1,173)	\$ 227	\$ 93
Beginning Cash and Cash Equivalent Balance	\$	2,433	\$ 2,206	\$ 2,113
Ending Cash Balance	\$	1,260	\$ 2,433	\$ 2,206

Medical Center Consolidated Activity Summary FY21

OSU-WMC Consolidated Activity Summary						
	Actual	Budget	Act-Bud Variance	Budget % Variance	Prior Year	Prior Year % Variance
Admissions	62,916	67,355	(4,439)	-6.6%	62,352	0.9%
Patient Days	437,512	433,423	4,089	0.9%	406,140	7.7%
Surgeries	50,740	51,570	(830)	-1.6%	44,741	13.4%
Outpatient Visits	2,116,454	2,127,984	(11,530)	-0.5%	1,868,222	13.3%
Telehealth Visits (includes OSUP)	279,296	0	279,296	0.0%	190,383	0.0%
Average Length of Stay	6.94	6.46	(0.48)	-7.5%	6.50	-6.7%
Case Mix Index (CMI)	2.09	1.90	0.19	10.1%	1.92	8.7%

Operations - Health System (\$ in millions)						
	Actual	Budget	Act-Bud Variance	Budget % Variance	Prior Year	Prior Year % Variance
Total Operating Revenue	\$ 3,579	\$ 3,494	\$ 85	2.4%	\$ 3,221	11.1%
Total Operating Expense	3,113	3,078	35	1.1%	2,952	5.5%
Other	(137)	(141)	4	-2.8%	45	-
Excess of Revenue over Expense	\$ 329	\$ 275	\$ 54	19.6%	\$ 314	4.8%

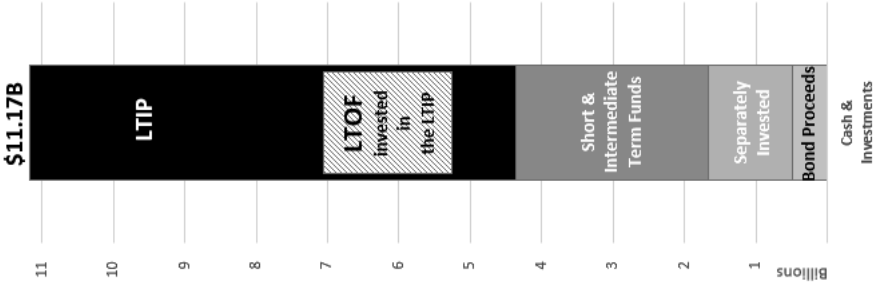
Adjusted Admissions	129,767	139,705	(9,938)	-7.1%	127,329	1.9%
Operating Revenue per AA	\$ 27,580	\$ 25,011	\$ 2,570	10.3%	\$ 25,298	9.0%
Operating Expense per AA	\$ 23,989	\$ 22,033	\$ (1,956)	-8.9%	\$ 23,182	-3.5%

OSUP Change in Net Assets	\$ 13.2	\$ 5.5	\$ 7.7	140.0%	\$ 8.3	59.0%
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University Total Cash and Investments

(as of 6/30/2021)



➤ As of the end of FY21, the university had \$11.17B in cash and investments. Its primary components include:

Gifted Endowments	\$2.59B	23%
Quasi Endowments (excl LTOF)	\$2.18B	20%
Long Term Operating Funds	\$2.04B	18%
Short Term Operating Funds	\$2.69B	24%
Other Separately Invested Funds	\$1.18B	11%
Bond Proceeds and Project Funds	\$482M	4%
\$11.17B		

➤ Assets grew by ~\$1.4B in FY21 most notably due to appreciation in the LTIP portfolio.

Operating Fund Portfolio Performance Summary

(as of 6/30/2021)

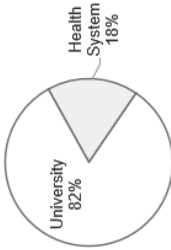
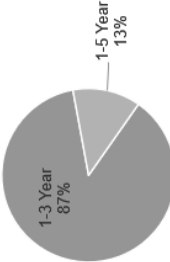
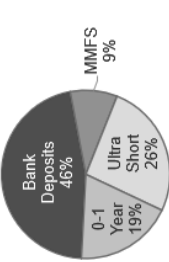
- The Operating Fund Portfolio exceeded benchmarks in FY21 and interest earnings are projected to increase modestly in FY22.
- COVID-19 introduced significant rate volatility in FY21. In December, interest rates reached their lowest levels in 5 years. Fiscal and monetary policy combined with inflationary pressure suggest a rising rate bias in FY22.

Tier 1 Short Term Working Capital Pool 31%	MV				
	Consolidated Yield		\$1.54B		
	Composite Benchmark		0.36%		1.34%
	Excess Yield		0.10%		1.20%
0.26%			-0.03%		
Investment Objective: Liquidity and principal preservation.					
Composition: Collateralized bank deposits, AAA rated MMFs, State of Ohio local government investment pool, ultra-short comingled bond funds.					
Tier 2 Intermediate Term Investment Pool 28%	MV				
	Consolidated Return		\$1.34B		2.10%
	Composite Benchmark		2.01		0.51%
	Excess Return		1.59%		0.72%
Investment Objective: Return and principal preservation.					
Composition: A+/A1 portfolio of fixed income securities, separately custodied, and externally managed - treasuries, agencies, asset backed securities and high-grade corporate credits.					
Operating Funds (Tier 1+2) Return \$2.90B 1.00% 2.09% 1.68%					
Tier 3 Long Term Operating Funds (LTOF) in LTIP 41%	MV				
	Consolidated Return		\$2.04B		29.24%
	Composite Benchmark		25.47%		11.99%
	Excess Return		3.77%		-2.25%
Equity investments managed as a part of the endowment strategy.					
Operating Fund Portfolio (Tier 1+2+3) Return \$4.94B 11.21% 4.72% 4.64%					
Bond Proceeds & Project Funds \$0.5B 0.42% 2.17% 1.67%					

Bank Deposits 46%
Ultra Short 26%
0-1 Year 19%
MMFs 9%

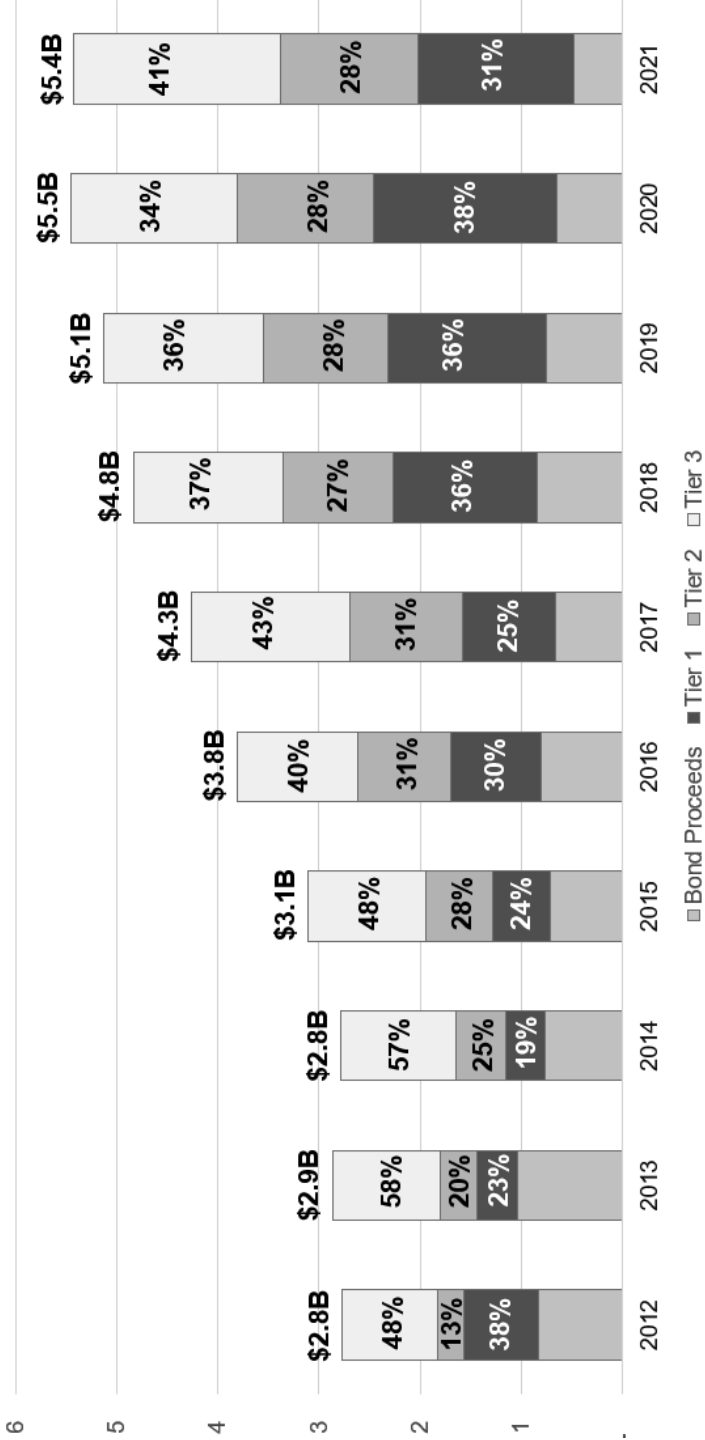
1-3 Year 87%
1-5 Year 13%

University 82%
Health System 18%



University Operating Funds (as of 6/30/2021)

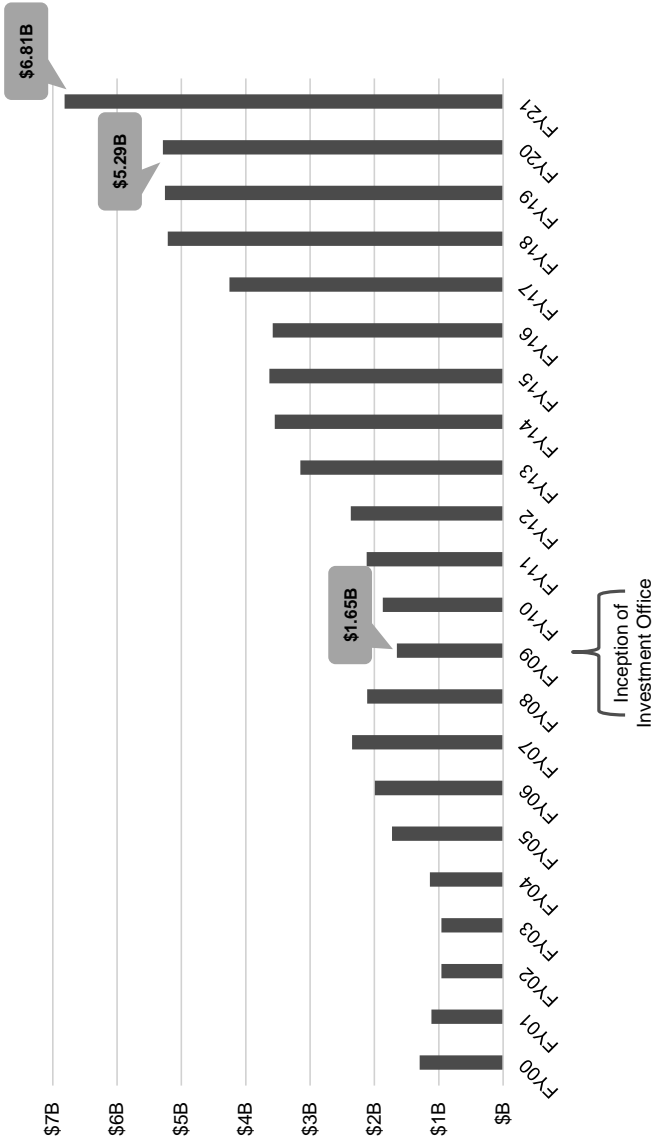
- The university's Operating Fund Portfolio decreased by ~\$100M year over year as a result of increased capital spending partially offset by strong appreciation in the long-term operating funds held in the endowment.
- Operating fund's future growth will be muted by ongoing increased capital spending.



LTIP Market Value

- For the full year of FY2021, the LTIP increased in value from \$5.29B to \$6.81B and generated \$1.54B in investment income.

Market Value

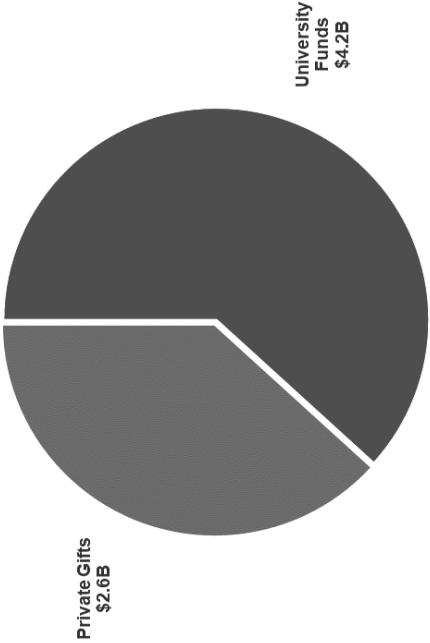


LTIP Summary and Overview

Performance

	Qtr	1 Year	3 Years	5 Years	10 Years	7/09-6/21
Global Equities	9.3%	41.0%	12.7%	13.8%		
MSCI ACWI	7.4%	39.3%	14.7%	14.9%		
Global Fixed Income	1.9%	7.7%	5.1%	4.1%		
Baird US Agg.	1.8%	-0.3%	5.3%	3.0%		
Real Assets	4.2%	11.0%	0.7%	4.8%		
CPI+5%	3.6%	10.1%	7.4%	7.3%		
Total LTIP	7.1%	29.2%	9.7%	10.3%	7.6%	9.0%
Policy Benchmark	5.6%	25.5%	12.0%	11.0%	8.2%	8.8%

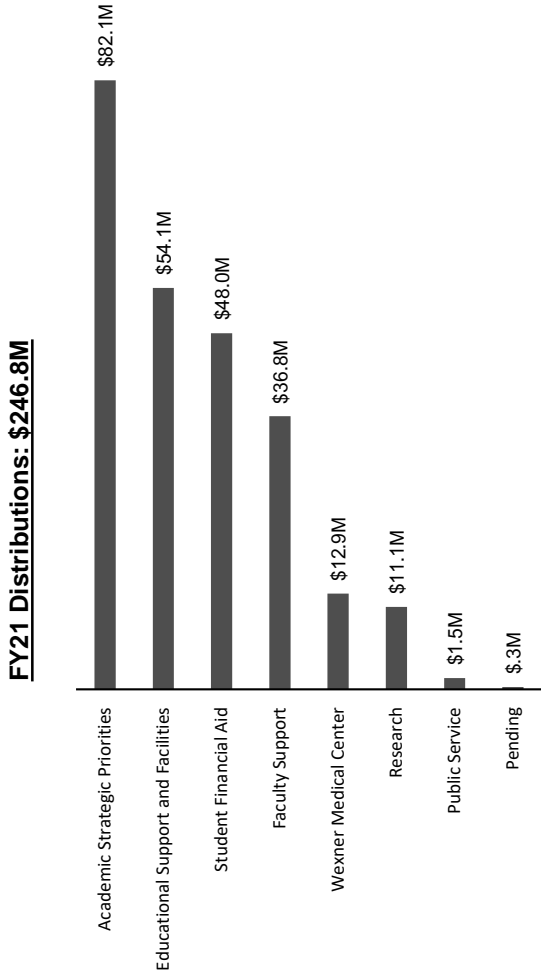
LTIP Fund Composition



Note: Results reflect most recently reported illiquid marks, resulting in a lag of up to one quarter.

Distributions from the LTIP

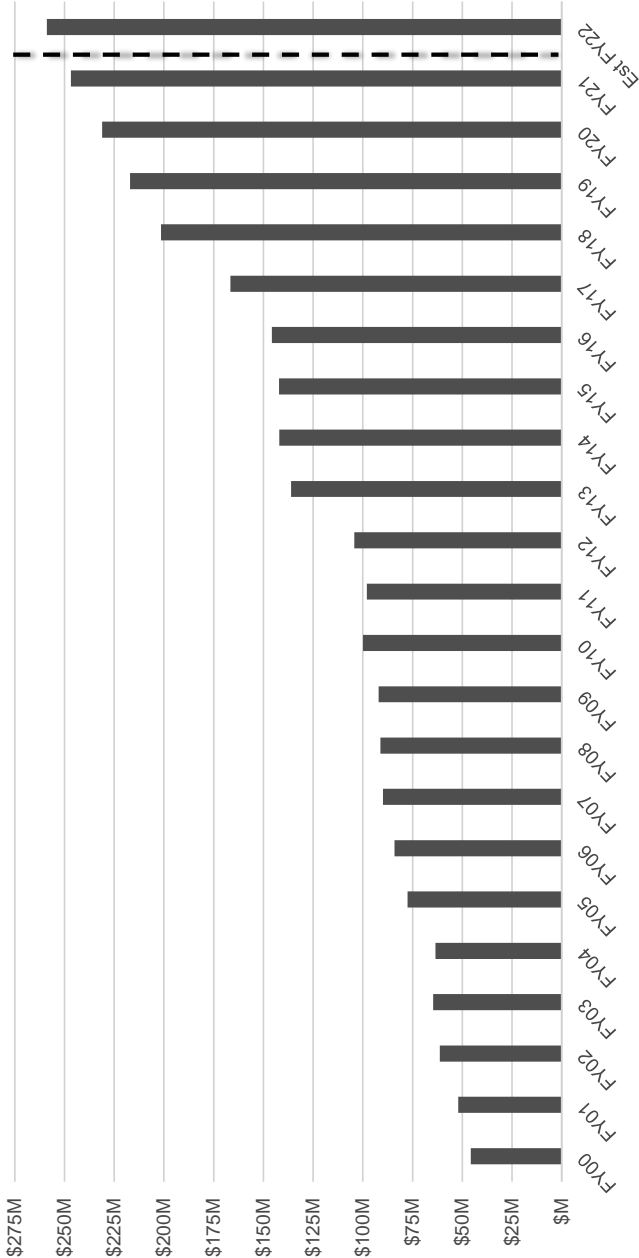
- **Annual payments are determined based on a seven-year average.**
 - 4.5% distributed on an annual basis.
 - Policy provides steady, reliable funding for campus priorities.



LTIP Historical and Projected Distributions

- Since FY2000, annual distributions from the LTIP to support university priorities have grown more than five-fold from \$47M to approximately \$260M.
- Based on 2021 LTIP performance, FY2022 distribution is estimated to be \$259M.

Annual Distributions





Efficiency & New Resource Generation Progress Report

FY 2021 Operational Efficiency Progress Report

Efficiency Savings	FY21 Target	FY21 Actual	Progress to Goal	YTD Status
University	\$175M	\$194.8M	111%	
Wexner Medical Center	\$77.6M	\$103.7M	134%	
Capital Efficiencies	\$45M	\$44.7M	99%	

Annual Impact – Operational Efficiency

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
University Efficiencies	\$5.2 M	\$20.2 M	\$33.4 M	\$55.3 M	\$53.0 M	\$52.7 M	\$194.8 M
Wexner Medical Center		\$18.1 M	\$40.2 M	\$23.1 M	\$23.7 M	\$45.3 M	\$103.7 M
Capital Efficiencies	NA	NA	NA	\$33.8 M	\$54.1M	\$11.1 M	\$44.7 M

Annual Impact – New Resource Generation

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Affinity Partnerships	NA	\$31.8 M	\$1.0 M	\$1.0 M	\$7.3 M	\$1.3 M	\$15.8 M
Non-Core Asset Review	NA	NA	NA	\$1,095.8 M	\$34.8 M	\$35.6 M	\$36.5 M

Annual Impact – Strategic Procurement

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Strategic Procurement	\$51.3 M	\$55.7 M	\$58.1 M	\$61.9 M	\$64.0 M	\$57.7 M	\$46.3 M

Conclusion

Financial State of the University

- University's stability and fiscal strength provides resiliency during times of disruption.
- FY21 outperformed FY20, driven primarily by strong investment performance, continued positive momentum at the Health System and significant efficiency work at both the University and Health System.
- Administrative efficiencies enabled us to re-direct funds to our core mission of access, affordability, academic excellence and patient care during an uncertain landscape.
- Changes in post-retirement health care plans and positive investment returns within the state pension plans significantly reduced university net pension and OPEB liabilities, resulting in a \$1.2 billion reduction in expenses for FY21.
- University credit ratings of AA/AA/Aa1 were affirmed in FY21 and is evidence of financial strength. (Fitch upgraded rating outlook from Stable to Positive).



University Budget Process & FY 2022 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 | August 19, 2021

University Financial Model - Overview

- The type of Fund drives how the College/Unit budgets are determined:
 - **GENERAL FUNDS** (*Instructional Fees / Subsidy, Non-Resident, Program / Tech / Course Fees, IDC's*) fund teaching faculty, support staff and space. Revenues generated from these sources are allocated to the Colleges (after a tax for central administration's strategic funds and administrative overhead) based on average credit hours delivered by the College.
 - **EARNING FUNDS** (*Medical Center, Teaching Clinics, Athletics, Student Life, Conferences, Core Labs*) fund the operations of those units and are budgeted as a stand-alone business intended to earn a profit or break even, depending on the function after an overhead tax.
 - **RESRICTED FUNDS** Endowment (*Investment Earnings & Principal*); Current Use Gifts (*one-time cash*); Grants and Contracts (*non-OSP*); Office of Sponsored Programs (*Grants*), revenue from these funds are budgeted to be spent in compliance with the underlying restriction of the donor/grantor.

University Budget - Process Overview

- The budget planning process starts with a bottom-up review and establishment of key drivers at both the University and Health System. These “bottom-up” budgets are reviewed and assessed for alignment with strategic initiatives and are then consolidated. Investments in strategic initiatives are made at both the College/Unit level and at the Central Administration level to incentivize strategic activities.
- Common Key Assumptions are determined for revenue and expense lines that are distributed to the Colleges, Support Units and the Health System.
- Some key drivers are reviewed and established centrally, and other drivers go through a rigorous shared governance process with Senate Fiscal for review and recommendations are forwarded to the Provost & CFO.

CENTRAL KEY DRIVERS	SHARED GOVERNANCE
<ul style="list-style-type: none">• Enrollment Plans inform Tuition/Fee Rates, which drive College-level budgets based on credit hours delivered• Tuition & Fee Rates:<ul style="list-style-type: none">– Undergraduate / Graduate Tuition– Non-Resident & International Surcharges– Housing & Dining– Student Health Insurance• Investment Rate of Return• AMCP (Annual Merit Compensation Process)	<ul style="list-style-type: none">• Master’s/Professional Programs Differential Fee Requests• Overhead Rates• Regional Campus Service Charge• Plant, Operation & Maintenance (POM) Rates• Support Unit Budget Requests• Strategic Investments• Composite Benefit Rates

- Financial, Planning & Analysis (FP&A) consolidates all Unit/College plans and incorporates Central revenue/expenses to create an overall University operating budget.

OSUWMC Budget - Process Overview

- Similar to the University, the Health System and OSU Physicians budget planning process starts with a bottom-up review and the establishment of key drivers.
- Cost centers and lines of business benchmark their respective key drivers to determine assumptions and set prices, which are consolidated into the budget.

MEDICAL CENTER KEY DRIVERS
<ul style="list-style-type: none">• Payor mix and price implications• Admissions/outpatient visits• Surgeries• Total Beds• Length of Stay• Pharmaceuticals/Drugs• Salaries/Wages/Benefits• Interest• Depreciation• Annual Capital Expenditures• Medical Center Investments (MCI)

- Requests to hire an employee position not included in the current budget must be approved through an established budget committee prior to posting the position.

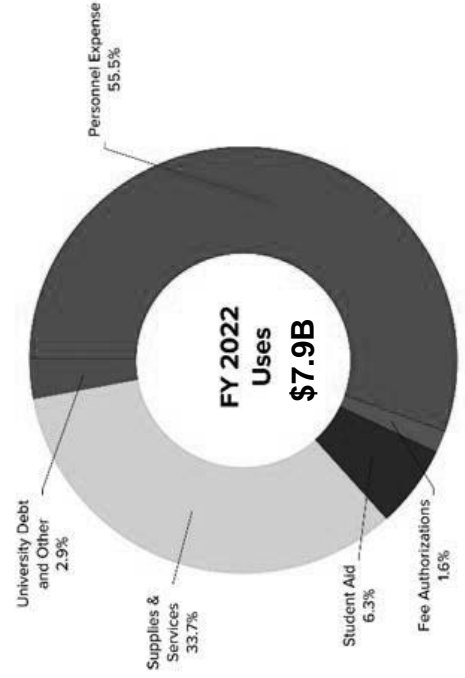
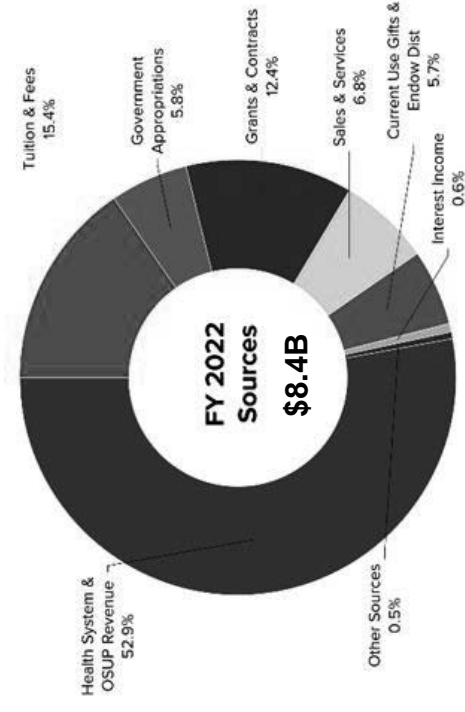
Benchmarking, Efficiencies & Optimizing Spend

- Strategic benchmarking, revenue optimization and expense efficiency activities occur continuously throughout the year.
 - ABC Insights provides benchmarks for administrative costs compared to academic peers.
 - This national benchmarking of peer institutions is completed to ensure that data-informed decisions across the Colleges/Units are established in creating a Standard Activity Model (SAM) that consistently measures FTEs, expenditures and other drivers.
- General Funds Revenue (Tuition and State Subsidy) is allocated to Colleges based on average credit hours delivered aligning administrative cost delivery with the revenue generating college.
- Efficiencies on spend have been underway since 2012, include:
 - Pillar V Committee comprised of Executive Leadership with a focus on savings opportunities and execution.
 - Administrative units have undergone repeated budget reductions and any new University Administrative budget requests follows a rigorous process including a Senate Fiscal review, which is a subcommittee of University Senate.
 - Strategic Procurement
 - OE@OSU



Financial Model Overview

Consolidated budget reflects bottom-up and top-down, with eliminations



FY 2022 Strategic Investments Highlights

➤ **Academic Excellence**

- On the journey to increase tenure track faculty by 350 in the next ten years, the 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 ten years, the 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 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 student emergency funding from Federal stimulus.

FY 2022 Consolidated Sources & Uses

Total Sources (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Tuition & Fees (gross)	\$ 1,188,569	\$ 1,192,489	\$ 1,104,017	\$ 1,296,691	2.9%	\$ 192,673	17.5%
Government Appropriations	\$ 469,678	\$ 461,838	\$ 486,509	\$ 493,536	1.7%	\$ 7,028	1.4%
Grants & Contracts	\$ 867,014	\$ 1,053,312	\$ 1,027,855	\$ 1,043,470	6.4%	\$ 15,615	1.5%
Sales & Services University	\$ 543,260	\$ 489,790	\$ 383,106	\$ 575,208	1.9%	\$ 192,102	50.1%
Sales & Services Health System	\$ 3,432,271	\$ 3,449,681	\$ 3,583,423	\$ 3,776,353	3.2%	\$ 192,930	5.4%
Sales & Services OSU Physicians	\$ 560,322	\$ 584,222	\$ 634,223	\$ 691,663	7.3%	\$ 57,440	9.1%
Current Use Gifts & Endow Dist	\$ 395,665	\$ 407,729	\$ 411,984	\$ 475,508	6.3%	\$ 63,524	15.4%
Interest Income	\$ 108,342	\$ 88,984	\$ 37,231	\$ 53,789	-20.8%	\$ 16,558	44.5%
Other Revenues	\$ 44,862	\$ 44,700	\$ 40,038	\$ 41,679	-2.4%	\$ 1,641	4.1%
Total Sources	\$ 7,609,984	\$ 7,772,744	\$ 7,708,386	\$ 8,447,897	3.5%	\$ 739,511	9.6%
Total Uses (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Personnel Expense	\$ 3,766,600	\$ 3,992,897	\$ 4,053,463	\$ 4,386,588	5.2%	\$ 333,124	8.2%
Student Aid and Fee Authorizations	\$ 524,205	\$ 548,257	\$ 529,322	\$ 618,413	5.7%	\$ 89,091	16.8%
Supplies, Services & Other	\$ 2,235,523	\$ 2,463,844	\$ 2,445,068	\$ 2,695,110	6.4%	\$ 250,042	10.2%
Debt Service	\$ 191,524	\$ 192,141	\$ 195,244	\$ 192,549	0.2%	\$ (2,695)	-1.4%
Total Non-Personnel Expense	\$ 2,951,252	\$ 3,204,243	\$ 3,169,634	\$ 3,506,072	5.9%	\$ 336,437	10.6%
Total Uses	\$ 6,717,852	\$ 7,197,140	\$ 7,223,097	\$ 7,892,659	5.5%	\$ 669,562	9.3%
Sources Less Uses, Operating	\$ 892,132	\$ 575,604	\$ 485,288	\$ 555,238		\$ 69,950	14.4%
Depreciation Expense	\$ 420,506	\$ 435,284	\$ 462,830	\$ 503,755	6.2%	\$ 40,925	8.8%
Sources Less Uses, Incl Depreciation	\$ 471,626	\$ 140,320	\$ 22,458	\$ 51,483		\$ 29,025	129.2%

FY 2022 University Sources & Uses

Total Sources (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
External Sources							
Tuition & Fees (gross)	\$ 1,188,569	\$ 1,192,489	\$ 1,104,017	\$ 1,296,691	2.9%	\$ 192,673	17.5%
State Share of Instruction	\$ 383,220	\$ 377,449	\$ 401,813	\$ 403,957	1.8%	\$ 2,144	0.5%
Other Operating Appropriations	\$ 86,458	\$ 84,389	\$ 84,696	\$ 89,579	1.2%	\$ 4,884	5.8%
Exchange Grants & Contracts	\$ 732,253	\$ 743,431	\$ 767,404	\$ 790,531	2.6%	\$ 23,127	3.0%
Non-Exchange Grants & Contracts	\$ 84,780	\$ 101,977	\$ 216,364	\$ 204,139	34.0%	\$ (12,225)	-5.7%
Sales & Services - Auxiliaries	\$ 376,899	\$ 338,047	\$ 224,700	\$ 407,868	2.7%	\$ 183,168	81.5%
Sales & Services - Departmental	\$ 156,921	\$ 142,389	\$ 148,906	\$ 157,840	0.2%	\$ 8,934	6.0%
Current Use Gifts	\$ 160,285	\$ 157,589	\$ 145,554	\$ 164,415	0.9%	\$ 18,861	13.0%
Endowment Distributions	\$ 235,563	\$ 250,218	\$ 266,430	\$ 311,093	9.7%	\$ 44,663	16.8%
Interest Income	\$ 108,342	\$ 88,984	\$ 37,231	\$ 41,302	-27.5%	\$ 4,072	10.9%
Other Revenues	\$ 44,058	\$ 42,467	\$ 40,038	\$ 41,679	-1.8%	\$ 1,641	4.1%
Total External Sources	\$ 3,557,349	\$ 3,519,428	\$ 3,437,153	\$ 3,909,095	3.2%	\$ 471,942	13.7%
Internal Sources							
Net Transfers from OSU Health System	\$ 150,000	\$ 173,749	\$ 180,964	\$ 195,419	9.2%	\$ 14,455	8.0%
Total Internal Sources	\$ 150,000	\$ 173,749	\$ 180,964	\$ 195,419	9.2%	\$ 14,455	8.0%
Total Sources	\$ 3,707,349	\$ 3,693,177	\$ 3,618,117	\$ 4,104,514	3.5%	\$ 486,397	13.4%
Total Uses (\$ thousands)							
Salaries	\$ 1,512,118	\$ 1,554,028	\$ 1,536,558	\$ 1,662,272	3.2%	\$ 125,714	8.2%
Benefits	\$ 378,219	\$ 424,143	\$ 418,501	\$ 459,343	6.7%	\$ 40,841	9.8%
Total Personnel Expense	\$ 1,890,338	\$ 1,978,171	\$ 1,955,059	\$ 2,121,615	3.9%	\$ 166,555	8.5%
Fee Authorizations	\$ 119,560	\$ 113,097	\$ 96,726	\$ 122,216	0.7%	\$ 25,490	26.4%
Student Aid	\$ 404,645	\$ 435,160	\$ 432,596	\$ 496,197	7.0%	\$ 63,601	14.7%
Supplies, Services & Other	\$ 793,566	\$ 930,459	\$ 959,486	\$ 1,112,213	11.9%	\$ 152,727	15.9%
Debt Service	\$ 106,807	\$ 108,017	\$ 112,163	\$ 110,144	1.0%	\$ (2,019)	-1.8%
Total Non-Personnel Expense	\$ 1,424,579	\$ 1,586,734	\$ 1,600,971	\$ 1,840,770	8.9%	\$ 239,798	15.0%
Total Uses	\$ 3,314,917	\$ 3,564,905	\$ 3,556,031	\$ 3,962,384	6.1%	\$ 406,354	11.4%
Sources Less Uses, Operating	\$ 392,432	\$ 128,272	\$ 62,086	\$ 142,130		\$ 80,043	128.9%
Depreciation Expense	248,586	254,237	271,247	292,206		20,959	7.7%
Sources Less Uses, Ind Depreciation	\$ 143,846	\$ (125,965)	\$ (209,161)	\$ (150,076)	\$ -	\$ 59,084	28.2%

FY 2022 Health System Operating Statement

Health System (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Operating Revenue	\$ 3,239,926	\$ 3,221,114	\$ 3,559,422	\$ 3,751,436	5.0%	\$ 192,014	5.4%
Operating Expenses							
Salaries & Benefits	\$ 1,448,151	\$ 1,525,951	\$ 1,578,665	\$ 1,685,867	5.2%	\$ 107,202	6.8%
Supplies	\$ 355,305	\$ 363,617	\$ 406,401	\$ 408,920	4.8%	\$ 2,519	0.6%
Drugs & Pharmaceuticals	\$ 388,591	\$ 420,152	\$ 469,118	\$ 495,704	8.5%	\$ 26,586	5.7%
Services	\$ 308,059	\$ 322,480	\$ 328,973	\$ 386,667	7.9%	\$ 57,694	17.5%
Depreciation	\$ 164,230	\$ 170,511	\$ 178,522	\$ 197,374	6.3%	\$ 18,852	10.6%
Interest	\$ 34,981	\$ 31,941	\$ 29,721	\$ 27,029	-8.2%	\$ (2,692)	-9.1%
University Overhead	\$ 64,567	\$ 65,825	\$ 72,395	\$ 74,708	5.0%	\$ 2,313	3.2%
Other Expenses	\$ 48,337	\$ 51,313	\$ 55,389	\$ 55,892	5.0%	\$ 503	0.9%
Total Expenses	\$ 2,812,221	\$ 2,951,790	\$ 3,119,184	\$ 3,332,161	5.8%	\$ 212,977	6.8%
Gain/Loss from Operations	\$ 427,705	\$ 269,324	\$ 440,238	\$ 419,275		\$ (20,963)	-4.8%
Medical Center Investments	\$ (150,000)	\$ (173,749)	\$ (180,964)	\$ (195,419)	9.2%	\$ (14,455)	-8.0%
Investment Income	\$ 6,355	\$ 22,272	\$ 22,493	\$ 16,607	37.7%	\$ (5,886)	-26.2%
Other Gains (Losses)	\$ 52,146	\$ 196,218	\$ 24,001	\$ 24,917	-21.8%	\$ 916	3.8%
Excess of Revenue over Expenses	\$ 336,206	\$ 314,065	\$ 305,768	\$ 265,380		\$ (40,388)	-13.2%

FY 2022 OSU Physicians Operating Statement

OSU Physicians (\$ thousands)		FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Revenue								
Net Patient Revenue	\$	374,907	\$ 366,290	\$ 403,274	\$ 436,256	5.2%	\$ 32,982	8.2%
Other Revenue	\$	105,972	\$ 116,889	\$ 130,951	\$ 137,365	9.0%	\$ 6,414	4.9%
Medical Center Investments	\$	79,443	\$ 101,042	\$ 99,933	\$ 117,977	14.1%	\$ 18,044	18.1%
Interest Income	\$	2,311	\$ 1,668	\$ 65	\$ 65	-69.6%	\$ -	0.0%
Total Revenue	\$	562,633	\$ 585,889	\$ 634,223	\$ 691,663	7.1%	\$ 57,440	9.1%
Expenses								
Provider Salaries & Benefits	\$	325,832	\$ 375,765	\$ 406,599	\$ 447,060	11.1%	\$ 40,461	10.0%
Non-Provider Salaries & Benefits	\$	102,279	\$ 113,010	\$ 113,140	\$ 132,046	8.9%	\$ 18,906	16.7%
Other Expenses	\$	102,577	\$ 85,145	\$ 101,219	\$ 104,206	0.5%	\$ 2,987	3.0%
Depreciation	\$	3,580	\$ 3,393	\$ 3,061	\$ 4,175	5.3%	\$ 1,114	36.4%
Interest	\$	376	\$ 279	\$ 248	\$ 300	-7.3%	\$ 52	21.0%
Total Expenses	\$	534,644	\$ 577,592	\$ 624,267	\$ 687,787	8.8%	\$ 63,520	10.2%
Change in Net Assets	\$	27,989	\$ 8,297	\$ 9,956	\$ 3,876		\$ (6,080)	-61.1%



Assumptions: University Sources

Factor	Assumptions & Explanation
Tuition	<ul style="list-style-type: none"> Price Changes: <ul style="list-style-type: none"> Tuition Guarantee – Cap 2.0%, CPI 1.8% Non-Resident Surcharge – 5.0% Int'l Surcharge – 0.0% Graduate – base fees 0.0%; 9 colleges increasing differential fees; 2 units implementing new programs Program, Technology & UG Course Fees – No Increase Instructional <ul style="list-style-type: none"> \$3M due to Rate – Blended UG rate increase as older cohorts that are paying a lower rate graduate \$1M Due to Volume – current cohorts replace smaller cohorts Non-Resident Surcharge <ul style="list-style-type: none"> \$175M due to Rate – Elimination of the discount when a student takes all of their courses online in a semester \$1M due to Volume
State Share of Instruction	<ul style="list-style-type: none"> 0.5% increase from FY21
Exchange Grants and Contracts	<ul style="list-style-type: none"> \$114M in CARES Act funding Modest increases in federal and private grants and contracts (2.1% and 0.7%); Increase in state (20%); Decrease in local (5.5%)
Sales and Services	<ul style="list-style-type: none"> 2.5% increase for Housing and Dining for new Tuition Guarantee cohort Athletics returns at 100%; Student Life (Housing & Dining) return to 97% normal density; Business Advancement return to normal activity
Advancement Receipts	<ul style="list-style-type: none"> Continuation of Fundraising Campaign – \$540M in New Fundraising Activity \$259M in cash receipts
Investment Income	<ul style="list-style-type: none"> 8% LTIP Return 4.5% endowment distributions based on a 7-year average

Assumptions: University Uses

Factor	Assumptions & Explanation
Salaries and Benefits	<ul style="list-style-type: none">• Merit – 3.0%• Composite Benefit Rates – 5.7%
Student Aid	<ul style="list-style-type: none">• Continuation of existing aid for Land Grant Opportunity Scholarships, National Buckeye Program, Buckeye Opportunity Program• Increase of \$4M due to 4th year of LGOS expansion• Increase of \$32M in CARES Act funded student aid
Supplies and Services	<ul style="list-style-type: none">• Increased expenses related to reopening of campus and strategic initiatives with continued focus on post pandemic efficiencies• Decrease of \$44M in COVID-19 expenses

Assumptions: Health System

FACTOR		Assumptions & Explanation
Payor mix and price implications		2% Payor shift to Medicare - aging population; Managed care 3% average rate increase
Admissions/outpatient visits		<u>Admissions</u> – 2.6% increase from FY21 <u>Outpatient visits</u> – 1.1% increase from FY21 6.3% increase (excluding Covid Labs) 7.7% increase (excluding all Labs)
Surgeries		Inpatient – 1.5% increase from FY21 Outpatient – 6.6% increase from FY21 Total – 4.7% increase from FY21
Case mix index		Projected CMI increase in Ross and UH; Other hospitals constant year over year
Length of stay		Increase of 0.8%
Total beds		Total beds available of 1,518 with 43 incremental beds at East
Salary/wages		2.5% Merit increase & 0.5% Market Adjustments
Benefits		31% of salaries (6% base increase with surplus return of \$14M)
Pharma/drugs		Drug cost inflation of 2.6%
Interest		Decrease 9.1% with no incremental debt issued
Depreciation		Increase 10.6% from FY21 New adds: OP Care New Albany, Central Sterile Building & Parking Garage
Annual Capital Expenditures		Routine - \$139M Strategic - \$519M
Medical Center Investments		\$195M

ATTACHMENT XXIX



BOARD OF TRUSTEES MEETING | August 2021

ADVANCEMENT SCORECARD

DATA THROUGH June 30, 2021							FY 21 GOAL	
A FISCAL YEAR MEASURES								
	FY19	FY20	FY 20 TO 6/30	FY 21 TO 6/30	CURRENT STATUS	YTD Target		
1. GIFTS AND PLEDGES	\$623.3M	\$501.3M	\$501.3M	\$576.4M	<div></div>	115.3%	\$500M	
2. CASH	\$413.3M	\$413.0M	\$413.0M	\$507.9M	<div></div>	128.6%	\$395M	
3. TOTAL DONORS	272,635	237,101	237,101	194,633	<div></div>	86.9%	232,000	
A. RENEWED DONORS	145,785	135,100	135,100	112,904	<div></div>	91.0%	123,000	
B. ACQUIRED AND REACQUIRED DONORS	126,850	102,001	102,001	81,729	<div></div>	81.56%	109,000	
B EVENTS								
1. CONSTITUENT ATTENDANCE ACROSS EVENTS	49,405	41,840	41,840	39,274	<div></div>	N/A	50,000	
2. AVERAGE NET PROMOTER SCORE	76.0	71.6	71.6	70.9	<div></div>	N/A	72.0	

COMPARED TO PREVIOUS FY



TARGET BASED ON LAST 3 FY PERFORMANCE



Overall Progress
from 10/1/2016 to 6/30/2021
Time Elapsed: 59%

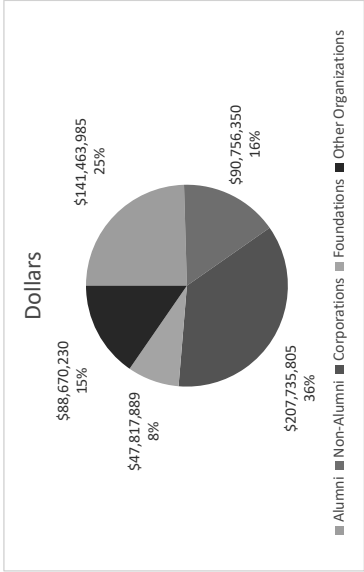
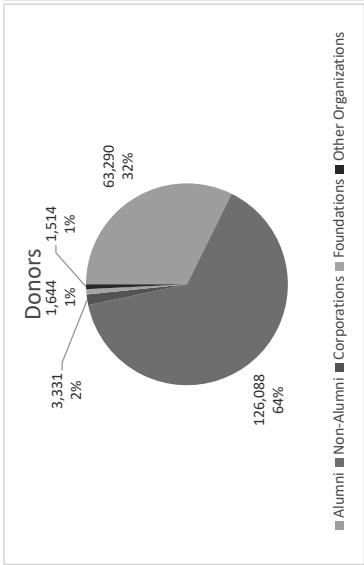


The Ohio State University

Inspiring 1,000,000 Donors	Raising \$4,500,000,000
590,698	\$2,659,761,224

Fundraising Progress					
Metric	Received to Date	Goal	% of Goal	\$ from Goal	Target
New Fundraising Activity					
	\$2,659.76M	\$4,500.00M	59%	(\$1,840.24M)	\$2,473.62M
					108%
					\$186.14M
Endowment					
	\$523.54M	\$875.00M	60%	(\$351.46M)	\$480.98M
					109%
					\$42.56M
Capital					
	\$284.67M	\$718.50M	40%	(\$433.83M)	\$305.15M
					93%
					(\$20.48M)
New Fundraising Activity current target of 55% of goal based on required compound annual growth from FY2017 through FY2024					
Endowment current target of 55% of goal based on required compound annual growth from FY2017 through FY2024					
Capital current target of 42% of goal based on scheduled approval of capital projects					
● % of Target >= 100% ● % of Target between 95% and 100% ● % of Target < 95%					

	7/1/2020 - 6/30/2021		7/1/2019 - 6/30/2020		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Individuals						
Alumni	63,290	\$141,463,985	71,610	\$166,590,015	-12%	-15%
Non-Alumni	126,088	\$90,756,350	155,564	\$71,820,511	-19%	26%
	189,378	\$232,220,335	227,174	\$238,410,526	-17%	-3%
Organizations						
Corporations	3,331	\$207,735,805	5,485	\$107,282,613	-39%	94%
Foundations	1,644	\$47,817,889	1,690	\$77,333,781	-3%	-38%
Other Organizations	1,514	\$88,670,230	1,908	\$78,267,822	-21%	13%
	6,489	\$344,223,924	9,083	\$262,884,216	-29%	31%
Grand Total	195,867	\$576,444,259	236,257	\$501,294,742	-17%	15%

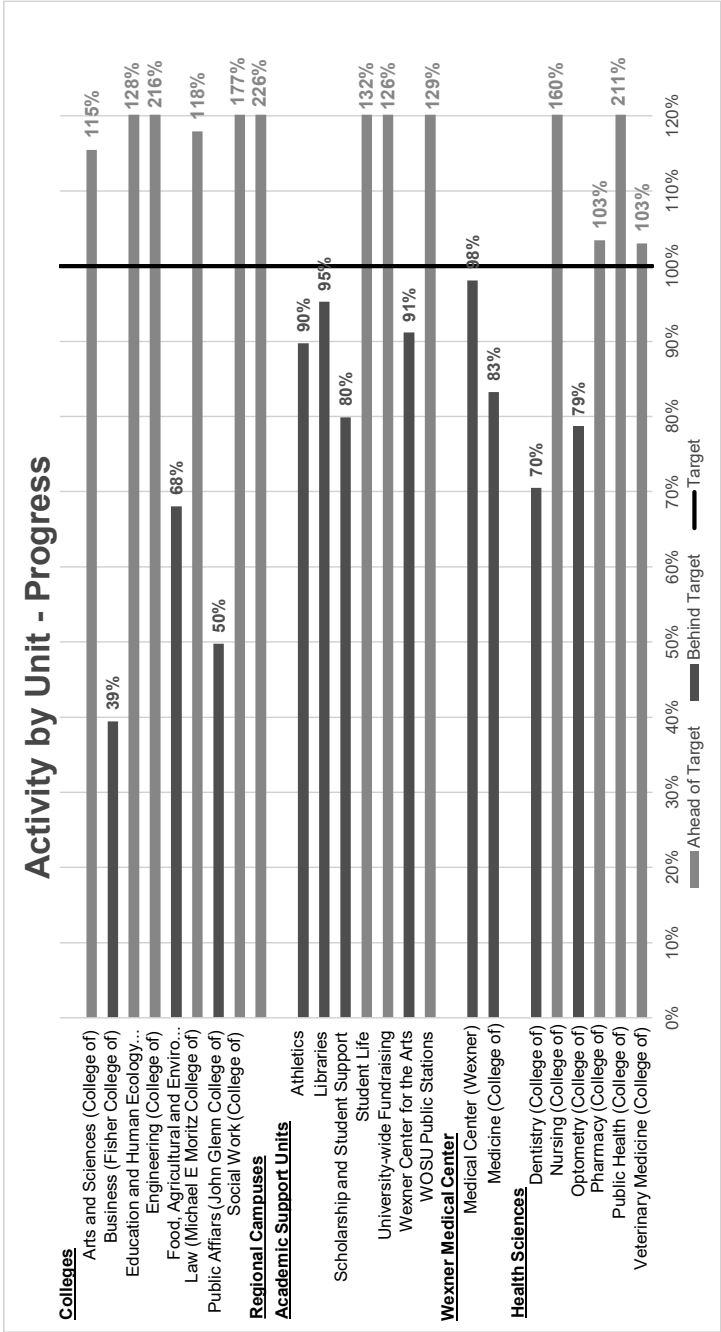


**Activity - Complex Giving**

7/1/2020 through 6/30/2021

	7/1/2020 - 6/30/2021		7/1/2019 - 6/30/2020		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Outright Gifts						
Securities	376	\$6,919,112	473	\$6,911,728	-21%	0%
Real Estate	0	\$0	0	\$0		
Gifts-in-Kind	370	\$18,488,403	1,069	\$12,375,192	-65%	49%
Total New Activity	743	\$25,407,515	1,529	\$19,286,919	-51%	32%
Planned Gifts						
Charitable Trusts & Gift Annuities	18	6,377,322	37	4,125,346	-51%	55%
Binding Donor Advised Funds	12	7,009,387	13	1,300,542	-8%	439%
Estate Commitments	312	89,479,523	337	114,047,523	-7%	-22%
Total New Activity	342	\$102,866,232	381	\$119,473,412	-10%	-14%
Grand Total	1,079	\$128,273,747	1,900	\$138,760,331	-43%	-8%

NOTE: donors may give through multiple gift types but are only counted once in totals



Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)

ATTACHMENT XXX



August 2021 Board Meeting
FY 2021 | Through June

Consolidated Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
A. Financial Snapshot (in thousands)				
1. Total Revenue including endowment performance		\$ 9,086,573	\$ 7,659,178	↑
2. Total Revenue excluding endowment performance		\$ 7,429,433	\$ 7,244,993	↑
3. Total Expenses		\$ 7,444,931	\$ 7,400,507	↔
4. Change in Net Assets		\$ 1,795,201	\$ 367,910	↑
5. Change in Net Assets excluding endowment performance		\$ 138,060	\$ (46,275)	↑
6. Change in Net Financial Assets		\$ 1,021,152	\$ 125,000	↑
B. Institutional Financial Metrics				
1. Liquidity - Days Cash on Hand		152	90	↑
2. Actual Debt Service to Operations		2.48%	< 3.0%	↔
		FY21 Actual	FY21 Benchmark	Actual vs. Benchmark
3. Short Term Investment Pool Return		0.36%	0.10%	↔
4. Intermediate Investment Pool Return		2.10%	0.51%	↑
5. 1 Year Long Term Investment Pool Return		29.24%	25.47%	↑
6. 3 Year Long Term Investment Pool Average Return		9.74%	11.99%	↓
7. Credit Rating		AA1/AA	AA	↔

Meets or exceeds goal	↑	Performance up
Below goal	↔	No change in performance
Far below goal	↓	Performance down



August 2021 Board Meeting

FY 2021 | Through June

University Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
A. Revenue Drivers (in thousands)				
1. Tuition and Fees	\$ 1,104,466	\$ 1,137,578		↓
2. Grants and Contracts	\$ 772,342	\$ 811,652		↓
3. Advancement Cash Receipts	\$ 241,406	\$ 249,151		↓
4. State Share of Instruction	\$ 401,420	\$ 379,322		↑
5. State Line Item Appropriations	\$ 84,696	\$ 84,389		↔
6. Net Contribution from Auxiliary Enterprises	\$ (3,937)	\$ (94,184)		↑
B. Financial Snapshot (in thousands)				
1. Total Revenue including endowment performance	\$ 4,969,362	\$ 3,655,295		↑
2. Total Revenue excluding endowment performance	\$ 3,335,848	\$ 3,258,368		↑
3. Total Expenses	\$ 3,633,581	\$ 3,636,878		↔
4. Current Net Margin	\$ (50,899)	\$ (131,784)		↑
5. Change in Net Assets	\$ 1,489,397	\$ 127,656		↑
6. Change in Net Assets excluding endowment performance	\$ 102,717	\$ (22,545)		↑
C. Performance Metrics (Columbus Campus only)				
1. Enrollment - summer/autumn/spring	155,374	152,636		↑
2. Credit Hours - summer/autumn/spring	1,763,954	1,756,896		↔

Meets or exceeds goal	↑	Performance up
Below goal	↔	No change in performance
Far below goal	↓	Performance down

MEDICAL CENTER FINANCIAL PERFORMANCE					Current Status
A. Revenue Drivers					
1. Patient Admissions	62,920	FY21 YTD Budget	67,355		↓
2. Patients in Inpatient Beds	77,745		84,292		↓
3. Patient Discharges	63,064		67,140		↓
4. Total Surgeries	50,751		51,570		↓
5. Outpatient Visits	2,116,454		2,127,984		↓
6. ED Visits	112,035		124,758		↓
B. Activity Metrics					
1. Adjusted Admissions	129,767		139,705		↓
2. Operating Revenue / Adjusted Admit	\$ 27,580		\$ 25,011		↑
3. Expense / Adjusted Admit	\$ 23,989		\$ 22,033		↓
C. Financial Snapshot (in thousands)					
1. Operating Revenues	\$ 3,579,036		3,494,102		↑
2. Total Expenses	\$ 3,112,974		\$ 3,078,085		↓
3. Gain from Operations	\$ 466,061		\$ 416,017		↑
4. Excess Revenue Over Expenses	\$ 329,354		\$ 274,538		↑
D. Performance Metrics					
1. Operating EBIDA Margin	18.9%		17.9%		↑
2. Days Cash on Hand	186.5		131.6		↑
3. Debt Service Coverage	8.70		8.10		↑

LEGEND

Meets or exceeds goal	↑ Performance up
Below goal	↔ No change in performance
Far below goal	↓ Performance down

ATTACHMENT XXXI

THE OHIO STATE UNIVERSITY

TOPIC: Fiscal Year 2021 Unaudited Financial Report – June 30, 2021

CONTEXT: The purpose of this report is to provide an update of financial results for the year ending June 30, 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, fiscal year 2021 outperformed fiscal year 2020, driven primarily by strong investment performance, decreases in pension and other post-employment benefit (OPEB) liabilities, 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 offset by a combination of cost reductions and federal assistance. Specific impacts include:

- A decline in net tuition and fee revenue of \$83 million for the 2020/2021 academic year, compared to the prior academic year, due to many students moving to an entirely virtual schedule.
- A decline in auxiliary revenues of \$135 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 \$75 million for the year ending June 30, 2021.
- Implementation of financial controls, including a hiring pause and business-essential only spend, resulting in a reduction of university spend of \$195 million compared to the \$175 million University target.

Total net position increased \$2,961 million in 2021, compared to a \$9 million increase in 2020. This is primarily a result of an increase in the university's net investment income of \$1,424 million to \$1,657 million in 2021, reflecting a 29.24% return on investments in the university's Long Term Investment Pool. Changes in post-retirement health care plans and positive investment returns significantly reduced university net pension and OPEB liabilities, resulting in a \$1,166 million reduction to consolidated university expenses in 2021. Excluding net investment income and pension/OPEB expenses, the university's net position increased by \$138 million in 2021, compared to a \$205 million increase in 2020. Additional details on university revenues, expenses, cash and investments, and cashflows are provided below.

Revenues

Student tuition and fees, net - decreased \$83 million or 9%, to \$871 million over the same period of fiscal year 2020, due primarily to a decrease in gross tuition of \$88 million. Gross tuition decreased \$48 million for Autumn semester, \$53 million for Spring semester, offset by an increase of \$13 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 online instruction. The increase in Summer tuition reflects a shift back to in-person instruction.

Grants and contracts - increased \$20 million, or 3%, to \$816 million, due primarily to increases in federal grants of \$33 million, offset by decreases in private grants of \$7 million and state grants of \$6 million. Awarded dollars, which can be considered a leading indicator of the state of the research enterprise, are up 2% overall compared to this time last year, including a 9% increase in federal dollars and a 23% decrease in non-federal awarded dollars.

Gifts - decreased \$57 million over the prior year due primarily to decreases in private capital gifts of \$59 million, offset by an increase in current use gifts of \$2 million. Additions to permanent endowments were flat.

Sales and services of auxiliary enterprises - decreased \$135 million due primarily to revenue losses associated with the postponement of fall sports of \$85 million, decreases in Student Life housing and dining revenues of \$32 million, and decreases in Business Advancement (Schottenstein Center, Blackwell, and Fawcett Center) revenues of \$17 million.

Sales and services of the OSU Health System and OSU Physicians, Inc - increased \$470 million to \$4,504 million. In 2021, the Health System saw fewer inpatient admissions, with significantly higher overall acuity due in large part to COVID-19 cases. The higher acuity levels as well as an improved service mix and lower than anticipated bad debt, contributed to a 9% year-over-year improvement to Operating Revenue per adjusted admission. OSU Physicians experienced a similar trend with a year-over-year increase of \$67 million.

Expenses

University – expenses decreased \$552 million to \$2,751 million in 2021, primarily due to a \$580 million reduction in allocated pension and OPEB expenses. Excluding pension and OPEB, total university expenses were flat, decreasing \$8 million to \$3,143 million in 2021. In response to the outbreak of COVID-19, university leadership instituted a hiring pause on April 1, 2020. The university also temporarily paused the annual merit compensation increase process and instituted pauses in off-cycle salary increases. Restrictions on university travel 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 operational expenses of \$75 million and student aid expenses of \$25 million in response to COVID-19.

OSU Health System and OSU Physicians - expenses decreased \$661 million to \$3,210 million in 2021, primarily due to a \$948 million reduction in allocated pension and OPEB expenses. Excluding pension and OPEB, expenses increased \$287 million to \$3,894 million in 2021. Health System expense per adjusted admission increased only 3.5% from prior year. Efficiency initiatives around labor,

supplies and a reduction in discretionary spend items totaling \$103.7 million through June helped offset the more acute, higher cost admissions associated with the COVID-19 pandemic.

Auxiliary – expenses decreased \$114 million to \$206 million in 2021, primarily due to a \$70 million reduction in allocated pension and OPEB expenses. Excluding pension and OPEB, expenses decreased \$44 million, to \$263 million in 2021, compared to fiscal year 2020, primarily due to decreases in Athletics of \$35 million and Student Life of \$11 million.

Cash and Investments

Total university cash and investments increased \$1,368 million to \$11,205 million on June 30, 2021, compared to the same period of last year, primarily due to the increase in the Long-Term Investment Pool of \$1,527 million. Additional details are provided below.

Long-Term Investment Pool and Temporary Investments

For the year ending June 30, 2021, the fair value of the university's Long-Term Investment Pool increased by \$1,527 million to \$6,814 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	253,710	228,653
Change in fair value	1,466,087	(10,923)
Income earned	136,933	119,271
Distributions	(249,718)	(234,042)
Expenses	(79,730)	(72,587)
Fair Value at end of June	<u>\$ 6,814,413</u>	<u>\$ 5,287,131</u>

Net principal additions include new endowment gifts (\$63.2 million), reinvestment of unused endowment distributions (\$23.2 million), and other net transfers of University monies (\$164.4 million with the majority, \$144 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 June 30, 2021. Income earned includes interest and dividends and is used primarily to help fund distributions. Expenses include investment management expenses (\$59.4 million), University Development related expenses (\$19.6 million), and other administrative-related expenses (\$0.7 million).

LTIP Investment Returns

For the year ending June 30, 2021, the LTIP earned a return, net of investment fees, of 29.24% versus a Policy Benchmark of 25.47%, resulting in an outperformance of 3.77%. During that period, our Global Equities returned 40.98%, followed by Real Assets at 10.97% and Global Fixed Income at 7.73%.

The comparable year ending June 30, 2020, saw a net investment return of 1.07% versus a Policy Benchmark of 4.63%, resulting in underperformance of 3.56%. During that period, our Global Fixed Income returned 4.82%, followed by Global Equities at -0.38% and Real Assets at -0.39%.

Temporary Investments

For the twelve months ending June 30, 2021 (FYTD), the Intermediate Investments earned a return of 2.08% (+\$24.2 million), outperforming the Bank of America ML 1-3 Year US Gov't/Credit benchmark (+0.54%) by 1.54%. Short-term Investments earned 0.87% (+\$5.6 million) outperforming the 90 Day T-Bill benchmark (+0.07%) by 0.80%.

The comparable twelve months ending June 30, 2020, saw Intermediate Investments earn a return of 4.44% (+\$42.9 million). Short-term Investments returned 3.08% (+\$18.4 million) for this same period.

Cash Flows

Cash used by operating activities was \$439 million for fiscal year 2021, compared with net cash provided by operating activities of \$92 million for fiscal year 2020. The decrease in operating cash flows is due primarily to increases in payments to employees and vendors of \$532 million, primarily due to increased healthcare volumes.

Cash provided by noncapital financing activities was \$921 million for fiscal year 2021, compared with \$925 million for fiscal year 2020.

Net cash flows used by capital financing activities were \$880 million for the year ending June 30, 2021, primarily for payments on the construction of capital assets due to capital expenditures by the Health System of \$456 million on inpatient and outpatient hospitals and garage and the university of \$373 million on Postle Hall, WOSU building and Arts District, Advanced Materials Corridor (Fontana labs), and regional campus buildings.

Net cash flows used by investing activities were \$775 million for the year ending June 30, 2021, primarily due to net purchases of long-term and temporary investments.

August 17-19, 2021, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY CONSOLIDATED STATEMENTS OF NET POSITION - UNAUDITED June 30, 2021 and June 30, 2020

	As of June 2021	As of June 2020	Increase/Decrease Dollars	%
ASSETS:				
Current Assets:				
Cash and cash equivalents	\$ 936,375	\$ 2,031,151	\$ (1,094,776)	-53.9%
Temporary investments	2,707,833	1,803,716	904,117	50.1%
Accounts receivable, net	736,459	583,238	153,221	26.3%
Notes receivable - current portion, net	25,655	25,655	-	0.0%
Pledges receivable - current portion, net	79,240	79,240	-	0.0%
Accrued interest receivable	19,848	21,274	(1,426)	-6.7%
Inventories, prepaid expenses, and other assets	172,213	175,011	(2,798)	-1.6%
Investments held under securities lending program	118,266	12,092	106,174	878.1%
Total Current Assets	4,795,889	4,731,377	64,512	1.4%
Noncurrent Assets:				
Restricted cash	324,095	401,664	(77,569)	-19.3%
Notes receivable, net	42,679	52,275	(9,596)	-18.4%
Pledges receivable, net	59,248	59,248	-	0.0%
Net other post-employment benefit asset	275,182	77,901	197,281	253.2%
Long-term investment pool	6,814,413	5,287,131	1,527,282	28.9%
Other long-term investments	304,201	301,676	2,525	0.8%
Capital assets, net	6,373,137	5,922,015	451,122	7.6%
Total Noncurrent Assets	14,192,955	12,101,910	2,091,045	17.3%
Total Assets	18,988,844	16,833,287	2,155,557	12.8%
Deferred Outflows:				
Pension	339,679	445,769	(106,090)	-23.8%
Other post-employment benefits	104,182	239,629	(135,447)	-56.5%
Other deferred outflows	36,037	31,959	4,078	12.8%
Total Assets and Deferred Outflows	\$ 19,468,742	\$ 17,550,644	\$ 1,918,098	10.9%
LIABILITIES AND NET POSITION:				
Current Liabilities:				
Accounts payable and accrued expenses	\$ 719,217	\$ 669,627	\$ 49,590	7.4%
Medicare advance payment program	262,613	287,500	(24,887)	-8.7%
Deposits and advance payments for goods and services	321,591	271,622	49,969	18.4%
Current portion of bonds, notes and leases payable	58,932	58,608	324	0.6%
Long-term bonds payable, subject to remarketing	317,715	317,715	-	0.0%
Liability under securities lending program	118,266	12,092	106,174	878.1%
Other current liabilities	113,587	117,362	(3,775)	-3.2%
Total Current Liabilities	1,911,921	1,734,526	177,395	10.2%
Noncurrent Liabilities:				
Bonds, notes and leases payable	2,672,200	2,748,388	(76,188)	-2.8%
Concessionaire payable	226,792	134,362	92,430	68.8%
Net pension liability	2,679,333	3,025,029	(345,696)	-11.4%
Net other post-employment benefit liability	22,683	1,459,572	(1,436,889)	-98.4%
Compensated absences	219,734	210,158	9,576	4.6%
Self-insurance accruals	96,285	87,928	8,357	9.5%
Amounts due to third-party payors - Health System	56,369	60,516	(4,147)	-6.9%
Irrevocable split-interest agreements	36,527	31,853	4,674	14.7%
Refundable advances for Federal Perkins loans	26,005	29,695	(3,690)	-12.4%
Advance from concessionaire	980,953	1,002,769	(21,816)	-2.2%
Other noncurrent liabilities	99,899	122,132	(22,233)	-18.2%
Total Noncurrent Liabilities	7,116,780	8,912,402	(1,795,622)	-20.1%
Total Liabilities	9,028,701	10,646,928	(1,618,227)	-15.2%
Deferred Inflows:				
Parking service concession arrangement	397,283	406,914	(9,631)	-2.4%
Pension	682,490	487,347	195,143	40.0%
Other post-employment benefits	675,698	298,463	377,235	126.4%
Other deferred inflows	40,767	28,671	12,096	42.2%
Total Deferred Inflows	1,796,238	1,221,395	574,843	47.1%
Net Position:				
Net investment in capital assets	3,311,377	3,226,206	85,171	2.6%
Restricted:				
Nonexpendable	2,994,165	1,622,782	1,371,383	84.5%
Expendable	1,433,749	1,125,359	308,390	27.4%
Unrestricted	904,512	(292,026)	1,196,538	209.7%
Total Net Position	8,643,803	5,682,321	2,961,482	52.1%
Total Liabilities, Deferred Inflows, and Net Position	\$ 19,468,742	\$ 17,550,644	\$ 1,918,098	10.9%

THE OHIO STATE UNIVERSITY
CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES,
AND OTHER CHANGES IN NET POSITION - UNAUDITED
Comparative Year-To-Date
June 30, 2021 and June 30, 2020

	June	June	Increase/Decrease	
	2021	2020	Dollars	%
Operating Revenues:				
Student tuition and fees, net	\$ 870,585	\$ 953,569	\$ (82,984)	-8.7%
Federal grants and contracts	416,148	382,923	33,225	8.7%
State grants and contracts	71,320	78,217	(6,897)	-8.8%
Local grants and contracts	27,538	27,015	523	1.9%
Private grants and contracts	301,423	308,074	(6,651)	-2.2%
Sales and services of educational departments	173,942	151,743	22,199	14.6%
Sales and services of auxiliary enterprises	163,197	298,064	(134,867)	-45.2%
Sales and services of the OSU Health System, net	3,853,048	3,449,681	403,367	11.7%
Sales and services of OSU Physicians, Inc., net	650,846	584,222	66,624	11.4%
Other operating revenues	36,311	44,700	(8,389)	-18.8%
Total Operating Revenues	<u>6,564,358</u>	<u>6,278,208</u>	<u>286,150</u>	<u>4.6%</u>
Operating Expenses:				
Educational and General:				
Instruction and departmental research	1,064,722	1,060,197	4,525	0.4%
Separately budgeted research	510,644	521,213	(10,569)	-2.0%
Public service	180,043	189,132	(9,089)	-4.8%
Academic support	252,289	223,552	28,738	12.9%
Student services	80,159	89,162	(9,004)	-10.1%
Institutional support	376,546	375,546	1,000	0.3%
Operation and maintenance of plant	101,951	118,468	(16,517)	-13.9%
Scholarships and fellowships	135,328	139,622	(4,294)	-3.1%
Auxiliary enterprises	262,940	307,357	(44,416)	-14.5%
OSU Health System	3,273,588	3,043,330	230,258	7.6%
OSU Physicians, Inc.	620,055	563,200	56,855	10.1%
Pensions and other post-employment benefits	(1,165,952)	428,438	(1,594,390)	-372.1%
Depreciation	475,025	435,284	39,741	9.1%
Total Operating Expenses	<u>6,167,340</u>	<u>7,494,501</u>	<u>(1,327,161)</u>	<u>-17.7%</u>
Operating Loss	397,018	(1,216,293)	1,613,311	-132.6%
Non-operating Revenues (Expenses):				
State share of instruction and line-item appropriations	486,115	461,838	24,277	5.3%
Federal subsidies for Build America Bonds interest	10,790	10,987	(197)	-1.8%
Federal non-exchange grants	66,124	61,531	4,593	7.5%
CARES Assistance	128,053	169,863	(41,810)	-24.6%
State non-exchange grants	13,123	14,702	(1,579)	-10.7%
Gifts	159,720	157,511	2,209	1.4%
Net investment income	1,657,140	233,115	1,424,025	610.9%
Interest expense on plant debt	(112,051)	(117,910)	5,859	5.0%
Other non-operating revenues(expenses)	1,891	(1,554)	3,445	-221.7%
Net Non-operating Revenue (Expense)	<u>2,410,905</u>	<u>990,083</u>	<u>1,420,822</u>	<u>143.5%</u>
Income (Loss) before Other Revenues, Expenses, Gains or Losses	2,807,923	(226,210)	3,034,133	-1341.3%
Other Changes in Net Position				
State capital appropriations	71,930	69,905	2,025	2.9%
Private capital gifts	18,355	77,425	(59,070)	-76.3%
Additions to permanent endowments	63,331	63,695	(364)	-0.6%
Capital contributions and other changes in net position	(57)	24,578	(24,635)	-100.2%
Total Other Changes in Net Position	<u>153,559</u>	<u>235,603</u>	<u>(82,044)</u>	<u>-34.8%</u>
Increase in Net Position	2,961,482	9,393	\$ <u>2,952,089</u>	<u>31428.6%</u>
Net Position - Beginning of Year	5,682,321	5,672,928		
Net Position - End of Period	<u>\$ 8,643,803</u>	<u>\$ 5,682,321</u>		

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS - UNAUDITED
Years Ended June 30, 2021 and June 30, 2020
(in thousands)

	June 2021	June 2020	Incr/(Decr) to Cash Dollars	%
Cash Flows from Operating Activities:				
Tuition and fee receipts	\$ 763,052	\$ 838,750	\$ (75,698)	-9.0%
Grant and contract receipts	768,396	832,338	(63,942)	-7.7%
Receipts for sales and services	4,739,379	4,604,744	134,635	2.9%
Payments to or on behalf of employees	(3,268,520)	(3,094,419)	(174,101)	5.6%
University employee benefit payments	(879,751)	(815,460)	(64,291)	7.9%
Payments to vendors for supplies and services	(2,453,180)	(2,159,265)	(293,915)	13.6%
Payments to students and fellows	(123,924)	(165,171)	41,247	-25.0%
Student loans issued	(3,764)	(3,249)	(515)	15.9%
Student loans collected	9,121	9,061	60	0.7%
Student loan interest and fees collected	911	1,949	(1,038)	-53.3%
Other receipts, net	9,591	43,099	(33,508)	-77.7%
Net cash (used) provided by operating activities	<u>(438,689)</u>	<u>92,377</u>	<u>(531,066)</u>	<u>-574.9%</u>
Cash Flows from Noncapital Financing Activities:				
State share of instruction and line-item appropriations	486,115	461,838	24,277	5.3%
Non-exchange grant receipts	79,247	76,233	3,014	4.0%
CARES Assistance	128,053	169,863	(41,810)	-24.6%
Gift receipts for current use	159,720	148,904	10,816	7.3%
Additions to permanent endowments	63,331	63,695	(364)	-0.6%
Drawdowns of federal direct loan proceeds	307,679	332,591	(24,912)	-7.5%
Disbursements of federal direct loans to students	(303,757)	(330,524)	26,767	-8.1%
Repayment of loans from related organization	(4,633)	-	(4,633)	100.0%
Amounts received for annuity and life income funds	6,649	5,187	1,462	28.2%
Amounts paid to annuitants and life beneficiaries	(2,044)	(1,797)	(247)	13.7%
Agency funds receipts, net	316	(1,015)	1,331	-131.1%
Net cash provided by noncapital financing activities	<u>920,676</u>	<u>924,975</u>	<u>(4,299)</u>	<u>-0.5%</u>
Cash Flows from Capital Financing Activities:				
Proceeds from capital debt and leases	6,170	12,003	(5,833)	-48.6%
State capital appropriations	72,303	71,605	698	1.0%
Gift receipts for capital projects	18,355	33,250	(14,895)	-44.8%
Payments for purchase or construction of capital assets	(829,339)	(794,600)	(34,739)	4.4%
Principal payments on capital debt and leases	(46,743)	(71,277)	24,534	-34.4%
Interest payments on capital debt and leases	(111,251)	(118,735)	7,484	-6.3%
Federal subsidies for Build America Bonds interest	10,814	5,327	5,487	103.0%
Net cash (used) by capital financing activities	<u>(879,691)</u>	<u>(862,427)</u>	<u>(17,264)</u>	<u>2.0%</u>
Cash Flows from Investing Activities:				
Net (purchases) sales of temporary investments	(904,117)	(40,339)	(863,778)	2141.3%
Proceeds from sales and maturities of long-term investments	3,913,205	3,136,413	776,792	24.8%
Investment income	193,196	144,459	48,737	33.7%
Purchases of long-term investments	(3,976,925)	(3,168,993)	(807,932)	25.5%
Net cash provided (used) by investing activities	<u>(774,641)</u>	<u>71,540</u>	<u>(846,181)</u>	<u>-1182.8%</u>
Net Increase (Decrease) in Cash	<u>(1,172,345)</u>	<u>226,465</u>	<u>\$ (1,398,810)</u>	<u>-617.7%</u>
Cash and Cash Equivalents - Beginning of Year	<u>2,432,815</u>	<u>2,206,350</u>		
Cash and Cash Equivalents - End of Period	<u>\$ 1,260,470</u>	<u>\$ 2,432,815</u>		

ATTACHMENT XXXII

Stitzlein Family Endowed Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Stitzlein Family Endowed Scholarship Fund effective August 19, 2021, with gifts from Dr. Dorothy A. Stitzlein (BS 1962, MS 1967) and Kenneth E. Stitzlein (BS 1966) as well as additional Stitzlein family.

The annual distribution from this fund provides scholarships to undergraduate students who are enrolled in the College of Food, Agricultural and Environmental Sciences. The donors desire that at least two scholarships be awarded annually: at least one for a student attending the Agricultural Technical Institute in Wooster and at least one for a student attending the Columbus campus. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the 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 may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of 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, in accordance with the policies of the University.

The David B. Webber Fisher College of Business Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The David B. Webber Fisher College of Business Scholarship Fund effective August 19, 2021, with gifts from friends and colleagues of David B. Webber (BS 1976).

The annual distribution from this fund provides one or more scholarships to incoming Max M. Fisher College of Business students who demonstrate financial need. Scholarships are renewable as long as recipients remain in good academic standing.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Max M. Fisher College of Business, in consultation with Student Financial Aid.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the 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, in accordance with the policies of the University.

Dr. Linda K. Lord Veterinary Student Leadership Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Dr. Linda K. Lord Veterinary Student Leadership Scholarship Fund effective August 19, 2021, with gifts from friends, family, and colleagues of Linda Lord (MS 1999, DVM 1999, PhD 2006).

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Veterinary Medicine. Preference will be given to students who have demonstrated leadership related to health and well-being, diversity and inclusion, community outreach, shelter medicine, organized veterinary medicine, and/or other student initiatives. 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 may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The D.W. Miller, 1869-1947, Medical Student Support Fund

The D. W. Miller, 1869-1947, Endowed Scholarship Fund was established September 2, 1992, by the Board of Trustees of The Ohio State University through gifts to The Ohio State University Development Fund from Marian Y. Rudd in memory of D. W. Miller (1869-1947), a person whose concern for others helped many. May those who benefit from it find reason to remember him and follow his example. The name and description were revised December 1, 1995. Although loans have been offered, no students have accepted a loan from this fund since it was first established; therefore the fund generates unused distribution. Pursuant to the terms of the fund as first established, and in order to further the donor's intent, the dean of the College of Medicine and with Student Financial Aid (formerly the University Committee on Student Financial Aid) recommend that the fund name and description be further revised as set forth herein, effective August 19, 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 of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The distribution shall be used to provide financial support to one or more students enrolled in the College of Medicine. Selections shall be made with preference given to student(s) from Auglaize or Allen counties. The donor desires that when awarding this scholarship special consideration be given to students who are members of an organization recognized by the University that is open to all, but whose mission seeks to increase the number of females in medical fields. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.

Any unused distribution should be reinvested in the endowment principal at the end of each fiscal year.

Recipient(s) may be recommended by the highest ranking official in the College of Medicine or his/her designee. 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, in consultation with Student Financial Aid. In awarding support, it is preferred that the amounts be as substantial as possible rather than distributing smaller amounts to numerous students.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees, in consultation with the highest ranking official in the College of Medicine or his/her designee and with Student Financial Aid in order to carry out the desire of the donor.

The D. Lois Gilmore Memorial Award

The D. Lois Gilmore Memorial Award was established February 6, 1981, by the Board of Trustees of The Ohio State University with gifts from relatives, friends, alumni and associates in the Department of Textiles and Clothing in the School of Home Economics. Because graduate students have not done research in the Department of Human Sciences (formerly the Department of Textiles and Clothing) focused on Fashion and Retail Studies for several years, the need for this fund has diminished greatly since it was first established, leaving unused income. Pursuant to the terms of the fund as first established, and in order to further the donors' intent, the Board of Trustees, with preference being given to recommendations from the appropriate administrative official of the University who is then directly responsible for the College of Education and Human Ecology (formerly the School of Home Economics), recommends that the fund description be revised as set forth herein, effective August 19, 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 of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution will be used to fund one or more awards for graduate students studying Consumer Sciences in the Department of Human Sciences whose focus is Fashion and Retail Studies (formerly the Department of Textiles and Clothing) with preference to students doing research. Recipients, the number of recipients, and amount of each award 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 Student Financial Aid.

Should the need for this fund cease to exist or so diminish as to provide unused income, then the income may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to recommendations highest ranking official in the College of Education and Human Ecology or his/her designee.

John Conrad Haaf Scholarship Fund

The John Conrad Haaf Scholarship Fund was established September 11, 1969, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the Grange Mutual Casualty Company, Columbus, Ohio, and from friends of John Conrad Haaf, Chairman of the Board Emeritus and one of the original sponsors of the Grange Mutual Casualty Company. Effective August 19, 2021, the fund description shall be revised.

All gifts are to be invested in the University's Investment Portfolio, 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 provides one or more annual awards to an undergraduate or a graduate student enrolled in the Max M. Fisher College of Business (formerly the College of Administrative Science) and majoring in some phase in the field of insurance, whose grade point average is 2.75 or better. 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. If requested, the college may apprise The Griffith Foundation and the Grange Mutual Casualty Company of scholarship recipients to the extent possible and in compliance with the Family Educational Rights and Privacy Act (FERPA).

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the 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, in accordance with the policies of the University.

The Dr. H. Lee “Buck” Mathews Professorship in Marketing

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. H. Lee “Buck” Mathews (MBA 1963, PhD 1966) Professorship Fund in Marketing effective April 6, 2018, with a gift from Steven Trulaske (MA 1980, MBA 1982). The required funding level for a professorship has been reached. Effective August 19, 2021, the fund name and description shall be revised and the position shall be established.

The annual distribution from this fund shall be used to support a distinguished teacher, researcher, and scholar in the Department of Marketing & Logistics. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

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 Max M. Fisher College of Business or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Rattan Lal Endowed 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, established the Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center effective November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968). The required funding level for a professorship has been reached. Effective August 19, 2021, the fund name and description shall be revised and the position shall be established as the Dr. Rattan Lal Endowed Professorship.

The annual distribution supports a professorship position in the College of Food, Agricultural, and Environmental Sciences focused on sustainable management of soil resources for food, climate and environmental security. 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 work of the CFAES Rattan Lal Center for Carbon Management and Sequestration (C-MASC) and its activities, and shall be limited to programming, research, salaries, and fellowships. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Food, Agricultural, and Environmental Sciences.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee, in consultation with the highest ranking official in C-MASC 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 to support C-MASC and its activities, 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.

Seth Andre Myers Chair Fund in Global Military History

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 Seth Andre Myers Chair Fund in Global Military History effective August 19, 2021, with gifts from Stephen Myers.

The annual distribution from this fund shall be used to support the faculty in the College of Arts and Sciences, Department of History. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

Should the gifted endowment principal balance reach \$3,500,000 for a chair position by September 30, 2026, the annual distribution from this fund shall be used to support a chair position in the Department of History focused on global military history. After September 30, 2026, the endowment may be revised when the gifted endowment principal reaches the minimum funding level required at that date for a chair position. 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 Arts and Sciences, Department of History. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Jennifer Hixon Mangino Ohio Staters Scholarship Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Jennifer Hixon Mangino (BS 2000, MD 2004) Ohio Staters Scholarship Endowed Fund effective August 19, 2021, with gifts from Michael J. Mangino (BS 2000, MBA 2004).

The annual distribution from this fund provides one or more scholarships to students who are members of Ohio Staters, Inc. or its successor. If no students meet the selection criteria, the scholarship(s) will be open to all students. Recipients may be recommended by Ohio State Faculty/Staff Advisors of Ohio Staters, Inc. 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 Office of Student Life, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Office of Student Life or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Office of Student Life or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Behavioral Health Immediate Care (BHIC) and 33 Forever 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 Behavioral Health Immediate Care (BHIC) and 33 Forever Endowed Fund effective August 19, 2021, with a gift from 33 Forever, Inc.

The annual distribution from this fund supports the Department of Psychiatry and Behavioral Health and Ohio State Harding Hospital Behavioral Health Immediate Care programming which includes but is not limited to program costs: space, food, publicity, etc., education, training, stipends, and/or research awards recommended by the director of Harding Hospital and the chair of the Department of Psychiatry and Behavioral Health. 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.

The Joseph L. Kenty Graduate Research Fund for Excellence 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, shall establish The Joseph L. Kenty Graduate Research Fund for Excellence in Materials Science and Engineering effective August 19, 2021, with gifts from Dr. Joseph Lee Kenty (PhD 1968).

This fund recognizes excellence and significant achievement in research by providing professional development/research-related advancement support beyond what may be normally provided by the Department of Materials Science and Engineering to an exemplary second year or later graduate student.

The annual distribution from this fund shall be used to facilitate, advance and promote the research work of a PhD student enrolled in the College of Engineering at The Ohio State University. Candidates must be studying materials science and engineering and be from one of the following states: Ohio, Tennessee, Indiana, Michigan, Wisconsin, Pennsylvania, West Virginia, or Kentucky. It is the donor's desire to provide as significant financial support as possible to one eligible recipient per academic year. Any unused annual distribution shall be reinvested in the endowment principal. If the annual distribution is not fully utilized for a two-year period, in the third year any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.

Candidates shall be recommended by a graduate advisor and/or a faculty advisor who has at least a 50% appointment in the Department of Materials Science and Engineering. Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures established by the College of Engineering.

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 or his designee. 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.

Mittal 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 Mittal Scholarship Fund effective August 19, 2021, with gifts from Dr. Samir Mittal (PhD 1999) and Ms. Shraddha Agrawal.

The annual distribution from this fund supports graduate students who are enrolled in the College of Engineering, majoring in mechanical engineering, and are members of the Women in Engineering program (or successor program). If no students meet the selection criteria, the scholarship(s) will be open to all graduate students who are enrolled in the college and are majoring in mechanical engineering. It is the donors' intent 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.

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 Rick Delaney 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 Rick Delaney Scholarship Fund effective August 19, 2021, with gifts from Dr. Carol Jean Greco Delaney (BS 1983, MD 1987) and Rick Allen Delaney (BS 1982).

The annual distribution from this fund supports undergraduate students who are enrolled in the College of Social Work and are judged by the scholarship selection committee as having both potential and commitment to make a significant impact in the field of child welfare. First preference shall be given to candidates who are currently in or who have aged out of foster care. Second preference will be given to candidates who were engaged in the child welfare system as children. If no students meet the selection criteria, support will be awarded to students who demonstrate a commitment to work in the foster care or child welfare field. Should a recipient(s) decide to pursue a master's degree in the college, support shall be continued as long as the recipient(s) is in good standing with the University and funds are available. 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, 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 Social Work or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Social Work or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Elizabeth Williams Kastner 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 Elizabeth Williams Kastner (BS 1975) Endowed Scholarship Fund effective August 19, 2021, with gifts from Paul V. Kastner.

The annual distribution from this fund provides one or more scholarship(s) to students who are from the state of Ohio, enrolled in the College of Education and Human Ecology, and studying fashion and retail studies. If no students meet the selection criteria, the scholarship(s) will be open to all students who from the state of Ohio and 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 Education and Human Ecology 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 Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Brian Chiou & the Chiou Family Hope Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Brian Chiou & the Chiou Family Hope Fund effective August 19, 2021, with gifts from Sophia Chiou, family and friends.

Sophia Chiou's son, Brian Alexander Chiou, was born September 3rd, 1998, and passed away on June 14th, 2020 in Columbus, Ohio at the age of 21. He graduated Valedictorian from Dublin Scioto High School where he was a member of the National Honor Society and International Thespian Society. He was a student at The Ohio State University and worked for Apple, Inc. as a Tech Customer Service Specialist. At Ohio State, Brian was a fiscal coordinator for BuckeyeThon, a non-profit that raises money for childhood cancer. Brian had a profound love for the performing arts; he was frequently involved in productions at the Short North Stage as well as a student and intern with the Lovewell Institute for the Creative Arts. Brian was beloved for his kind heart, bright smile, brilliant mind, and wonderful laugh.

The annual distribution from this fund provides one or more scholarships for international students. The donor desires that when awarding this scholarship special consideration be given to students who have demonstrated knowledge of Taiwanese history or culture. 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 Office of International Affairs, 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.

Until 2038, 50% of the annual distribution shall be reinvested in the endowment principal. Thereafter, the highest ranking official in the Office of International Affairs 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 Office of International Affairs 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 Victor Yin 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 Victor Yin Scholarship Fund effective August 19, 2021, with gifts from Victor Hao-En Yin (MS 1996).

The annual distribution from this fund provides one or more scholarship(s) to first-generation students who are enrolled in the College of Engineering and are studying in the Department of Mechanical and Aerospace Engineering. Candidates must demonstrate financial need and have a minimum 3.0 grade point average. It is the donor's desire to provide significant financial support to two scholarship recipients, rather than provide smaller scholarships to several recipients. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college and are studying in the department. 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. Scholarship(s) are renewable as long as recipients remain in good academic standing.

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.

The Tom and Becky Frigge 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 Tom and Becky Frigge Endowed Scholarship Fund effective August 19, 2021, with gifts from Thomas R. Frigge (BS 1977, MS 1981) and Rebecca J. Frigge.

The annual distribution from this fund provides one or more scholarship(s) to students who are majoring in hospitality management and studying food and beverage management. Candidates must have a minimum 2.5 grade point average. Scholarship(s) are renewable as long as the recipient(s) remain in good academic standing. 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. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the College of Education and Human Ecology. 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 Education and Human Ecology 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 Education and Human Ecology 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.

Nancy Byrd Johnson and Howard M. Johnson 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 Nancy Byrd Johnson and Howard M. Johnson Endowed Fund effective August 19, 2021, with gifts from Dr. Howard Marcellus Johnson (BS 1958, MS 1959, PhD 1962).

The annual distribution from this fund supports biological science research being conducted by students. Research may be focused on, but not limited to, the fields of biophysics, molecular genetics, and gene activation. The donor desires such research is part of interdisciplinary studies, promotes diversity, and has potential to lead to new avenues of discovery. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Elizabeth Williams Kastner Endowed Experience 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 Elizabeth Williams Kastner (BS 1975) Endowed Experience Fund effective August 19, 2021, with gifts from Paul V. Kastner.

The annual distribution from this fund provides support to students who are from the state of Ohio, enrolled in the College of Education and Human Ecology, and studying fashion and retail to travel and attend the annual National Retail Federation Conference in New York City or its successor. If no students are attending the conference, the annual distribution shall provide support for students who are from the state of Ohio, enrolled in the college, and studying fashion and retail to participate in professional development/extracurricular activities and/or study abroad programs related to fashion and retail studies. Recipients, the number of recipients, and amount of each award 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 Education and Human Ecology 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 Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. John N. King Lectureship and Research Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. John N. King Lectureship and Research Fund effective August 19, 2021, with gifts from Pauline G. King.

The annual distribution from this fund supports an annual lecture in John's memory on the topic of Medieval and Renaissance Studies. Any remaining funds may be used to support a University membership with The Folger Shakespeare Library at the discretion of the highest ranking official in the College of Arts and Sciences or his/her designee. If at any time the lecture ceases to exist/occur, the annual distribution shall support the Center for Medieval and Renaissance Studies. If at any time the Center for Medieval and Renaissance Studies ceases to exist, the annual distribution shall support the College 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 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. Joseph Rosenblatt and Dr. Gay Miller Scholarships for Mathematics 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. Joseph Rosenblatt and Dr. Gay Miller Scholarships for Mathematics Fund effective August 19, 2021, with gifts from Dr. Joseph M. Rosenblatt and Dr. Gay Y. Miller (BS 1977, DVM 1981, PhD 1991).

The annual distribution from this fund supports undergraduate or graduate students studying in the College of Arts and Sciences, Department of Mathematics who maintain a minimum 3.5 grade point average on a 4.0 scale. Candidates must be first-generation college students. If no students meet the selection criteria, support will be open to all students studying in the department. 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, 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 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.

John B. Roth, MD '70 Pediatric Prize Fund 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, shall establish the John B. Roth, MD '70 Pediatric Prize Fund in Medicine effective August 19, 2021, with gifts from Dr. John B. Roth (MD 1970).

The annual distribution from this fund provides one or more prizes to be given to graduating fourth-year medical students who have demonstrated outstanding performance in pediatrics and are pursuing a residency in pediatrics. 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 each prize 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 highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Goerler Endowment for University Libraries

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 Goerler Endowment for University Libraries effective August 19, 2021, with gifts from Dr. Raimund E. Goerler who is passionate about oral history.

The annual distribution from this fund shall be used at the discretion of the highest ranking official in the University Libraries or his/her designee.

The fund may be revised in the future when the gifted endowment principal reaches the minimum funding level required at that date for a restricted endowment. Thereafter, the annual distribution shall support oral history projects conducted by the University Archives. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the University Libraries.

The highest ranking official in the University Libraries 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 University Libraries 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 Dale Rasche Endowed Fund in Welding 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 Dale Rasche Endowed Fund in Welding Engineering effective August 19, 2021, with gifts from Dale S. Rasche (BS 1981, MS 1982) and matching gifts from ConocoPhillips.

The annual distribution from this fund provides scholarships to undergraduate students who are enrolled in the College of Engineering and majoring in welding engineering. Candidates must be non-traditional students with a technical background who are returning to college to pursue a new career and demonstrate financial need. The donor desires that when awarding this scholarship special consideration be given for students who have overcome educational or socioeconomic obstacles. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. The donor requests that scholarships be awarded in larger amounts to make a more significant impact. The amount of the scholarship(s) and number of recipients shall be at the discretion of the highest ranking official in the college or his/her designee. Recipients shall be selected in accordance with the then current guidelines and procedures for scholarship administration established by the college. Student Financial Aid shall be appraised of the selection process. Scholarships may be used for tuition and fees. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

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 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 Arthur and Jewellean Mangaroo Doctoral Fellows 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 Arthur and Jewellean Mangaroo Doctoral Fellows Fund effective August 19, 2021, with gifts from Dr. Jewellean Mangaroo (PhD 1968).

The annual distribution from this fund supports doctoral candidates who are participating in the Bell Fellows program for doctoral students in the Todd Anthony Bell National Resource Center on the African American Male. The donor desires that special consideration be given for candidates who have experience living or working in diverse environments.

If no candidates meet the selection criteria, the annual distribution shall support doctoral students served by the Office of Diversity and Inclusion. The donor desires that when awarding this scholarship special consideration be given for students who have experience living or working in diverse environments.

Recipients, the number of recipients, and amount of each award shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Office of Diversity and Inclusion, 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 donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Office of Diversity and Inclusion 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 Markiewicz Oberrath (MO) 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 Markiewicz Oberrath (MO) Endowed Scholarship Fund effective August 19, 2021, with gifts from Joanne Markiewicz and Karen Oberrath (MA 1979).

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the College of Education and Human Ecology who are majoring in exercise science education or physical education, sport and physical activity. Preference shall be given to candidates who attended The Ohio State University at Mansfield and have since transferred to the Columbus Campus. If no students meet the selection criteria, 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 of Education and Human Ecology, in consultation with Student Financial Aid. Candidates must submit an essay addressing how they intend to apply physical activity during their professional career to enhance their client's (students, athletes, employees, etc.) learning.

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 Education and Human Ecology 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 Education and Human Ecology 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.

Medical Class of 1993 Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Medical Class of 1993 Endowed Fund effective August 19, 2021, with gifts from the medical class of 1993 and friends.

The annual distribution from this fund shall be used at the discretion of the highest ranking official in the College of Medicine or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

If the gifted principal balance reaches the minimum funding level required at that date for a restricted endowment, the endowment shall be revised to provide scholarship support to students who are enrolled in the College of Medicine, demonstrate financial need and are 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 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.

**John Lewis Legacy of Courage Scholarship Fund
Endowed by the Chick-fil-A Peach Bowl**

The Chick-fil-A Bowl Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Peach Bowl, Inc. and Chick-fil-A, Inc. Effective August 19, 2021, the fund name and description shall be revised.

The annual distribution from this fund shall provide a renewable scholarship to an undergraduate student who graduated from one of the following Title 1 schools within the Atlanta Public Schools system: BEST Academy, Carver High School, Coretta Scott King Young Women's Leadership Academy, Douglass High School, Jackson High School, Mays High School, South Atlanta High School, Therrell High School, or Washington High School. If more than one candidate is identified, the award shall be given to the candidate with the highest academic ability. If more than one scholarship is awarded, the University Foundation shall apprise the donor. If no student is identified in a given semester or academic year, second preference is to award a scholarship to a student from any Title 1 high school in the metropolitan Atlanta area. If no candidates meet the second selection criterion, the scholarship may be awarded to any student from (1) Grady High School (APS) or North Atlanta High School (APS), or (2) any Title 1 high school in the state of Georgia. If there are no candidates from any of these filters, then the benefit can be used for other Title 1 high school students as determined by the University Foundation. Recipients shall be selected 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 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 Shawn Springs Fund

The Shawn Springs Majority of One Scholarship Fund was established April 4, 2003, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Shawn Springs, Seattle, Washington, on behalf of the Springs for Life Foundation. Effective August 19, 2021, the fund name and description shall be revised.

The annual distribution shall support Redefining Athletic Standards at The Ohio State University, or its successor. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the Office of Student Life.

If Redefining Athletic Standards ceases to exist and there is no successor, the annual distribution shall be designed to The Shawn Springs Athletic Scholarship Endowment Fund. If the scholarship fund does not exist, the annual distribution shall be used to supplement the grant-in-aid costs of intercollegiate student-athletes who are pursuing undergraduate degrees at the University with first preference given to students majoring in engineering and second preference given to students majoring business. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Office of Student Life or his/her designee or the highest ranking official in the Department of Athletics or his/her designee (as appropriate) 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.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Office of Student Life or his/her designee or the highest ranking official in the Department of Athletics or his/her designee (as appropriate) 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 Portman Smith Family Endowed Scholarship Fund

The Portman Smith Family Endowed Scholarship Fund was established January 29, 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 a gift from Brad and Alys (BS 1983) Smith. Effective August 19, 2021, the fund description shall be revised.

The annual distribution from this fund shall be used to provide one or more scholarships. First-time recipients shall be from Ohio or West Virginia and demonstrate academic merit and financial need. It is the donors' desire that the scholarships be awarded in amounts equaling fifty percent of the cost of attendance, regardless of residency status. Should there be multiple recipients in a given year, it is the donors' desire that the recipients receive equal award amounts based on the cost of attendance when factoring in residency status. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. 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 scholarships are portable if the recipients change campuses, transferable if they change majors, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the students remain in good 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.

This fund is included in the Ohio Scholarship Challenge (the Challenge). Under the terms of the Challenge, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest ranking official in Student Financial Aid or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. William Davidson Undergraduate Scholarship Fund

The Dr. William Davidson Undergraduate Scholarship Fund was established January 30, 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 Paula L. Bennett (BS 1971) in honor of Dr. William Davidson. Effective August 19, 2021, this fund shall be closed and the gifts less expenditures already incurred shall be moved to the Dr. William Davidson Undergraduate Scholarship Fund, a current use fund.

ATTACHMENT XXXIII



MAJOR PROJECT UPDATES
Projects Over \$20M
August 2021

PROJECT STATUS REPORT CURRENT PROJECTS OVER \$200M

PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
WMC Outpatient Care New Albany	COMPLETE	✓	✓	\$137.9 M		
Newton Renovation and New Nursing Building	5/22	✓	✓	\$30.7 M		
Dodd - Parking Garage	6/22	✓	✓	\$33.3 M		
WMC Outpatient Care Dublin	6/22	✓	✓	\$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	11/22	✓	✓	\$277.7M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$348.8 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$227.8 M		
Energy Advancement and Innovation Center	8/23	✓	✓	\$48.4 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		
TOTAL - 15 PROJECTS				\$3,675.4 M		

On Track

Watching Closely

Not on Track



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: Work continues on structure and equipment installs. Herrick Bridge reconstruction and piping work has begun along with distribution on Woody Hayes Drive

CURRENT BUDGET	
Total Project	\$277.7 M

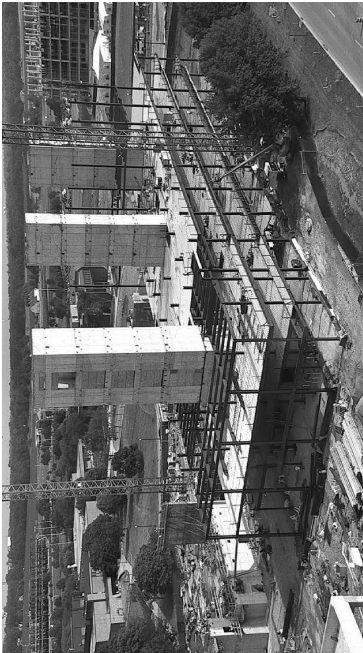
PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-11/22
Facility Opening	1/23

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





WEXNER MEDICAL CENTER OUTPATIENT CARE
WEST CAMPUS

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: Structural steel is ongoing on levels 1-4, level 5 has begun. Elevated deck pours are occurring weekly as steel is being erected. Proton and LINAC vault roof concrete work is complete and structural steel has begun. Partial occupancy of the garage for contractor parking is schedule for the second week of August.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$229.0 M	Architect of Record	Perkins & Will
Total Project	\$348.8 M	CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Ambulatory	5/23
Facility Opening – Proton	10/23





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: Structural steel for the penthouse space will be complete by the end of July. Exterior metal framing is ongoing, crews are complete thru the 2nd floor. A key milestone is for the building to be dried in by early December.

CURRENT BUDGET	
Construction w/ Cont	\$172.2 M
Total Project	\$227.8 M

CONSULTANTS	
Architect of Record	Pelli Clarke Pelli
CM at Risk	Whiting Turner/Corna Kok

PROJECT SCHEDULE	
BoT Approval	11/17
Construction	9/20-3/23
Facility Opening	6/23





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 lower level slab is 75% complete. The two smaller elevator shafts are up to level 7 and the main public/staff elevator shafts are starting. Steel erection is scheduled to begin 9/2021 with a completion date of 8/2022.

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





FY2021 Internal Bank Update

Office of Financial Services

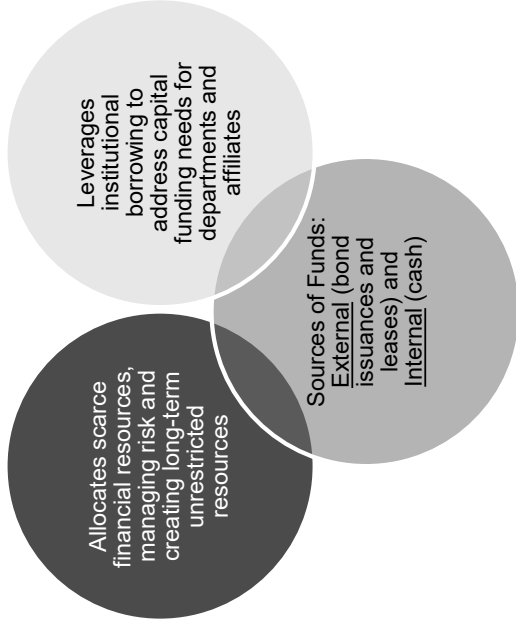
Jake Wozniak, University Treasurer
Audit, Finance & Investment Committee | August 19, 2021



Internal Bank Overview

The Office of Financial Services (OFS) manages cash, investments, and debt for the University and serves as a “bank” to university departments by taking deposits, investing operating funds, issuing debt and administering loans. The internal bank coordinates these activities and provides a consolidated view of the associated assets, liabilities, revenues and expenses.

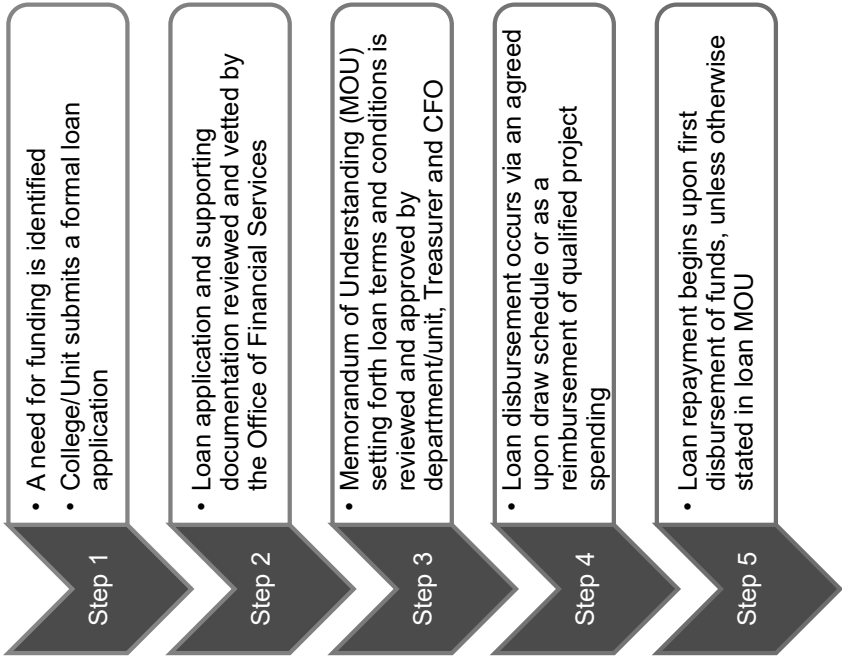
- **Policy:** Internal bank loans and capital equipment leases must adhere to the principles set forth in Section III of the University's Debt Policy.
- **Governance:** Oversight is provided by the Office of Financial Services and Financial Planning & Analysis.
- **Scope:** Internal Bank loans address three purposes:
 - Capital project financing (10-30 years).
 - Equipment leases (1-10 years).
 - Capital project cash flow 'gap' loans (1-5 years).
- **Capital Planning Process:** Internal Bank loans are identified as a funding source for projects during the University's capital planning process.
- **Rates:** Updated quarterly, each loan/lease rate is based on the term, asset life, and prevailing market conditions. Current loan/lease rates range from 2.50% to 4.75%.





Internal Bank Process and Loan Portfolio

Loan Process

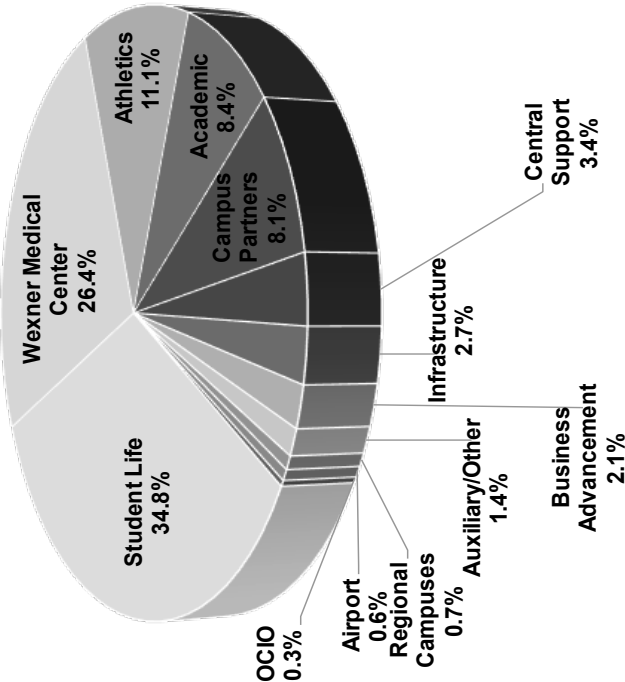


Loan Statistics (June 30, 2021)

Loan Summary	Number	Amount
Loans Outstanding	156	\$2.25B
Loans in Repayment	148	\$2.07B
Weighted Average Loan Rate	4.39%	
Average Remaining Life	17.0 Years	



Internal Bank Loan Portfolio Detail



Internal Bank Funding	Outstanding Balance (\$M)*
Loans (Bonds)	2,212.3
Equipment Leases	34.6
Total	\$ 2,246.9

Borrowing Unit/Obligor	Outstanding Balance (\$M)*
Student Life	782.0
Wexner Medical Center	594.0
Athletics	249.6
Academic	189.9
Campus Partners	182.1
Central Support	75.8
Infrastructure	59.0
Business Advancement	46.9
Auxiliary/Other	31.3
Regional Campuses	16.0
Airport	13.1
OCIO	7.2
Total	\$ 2,246.9

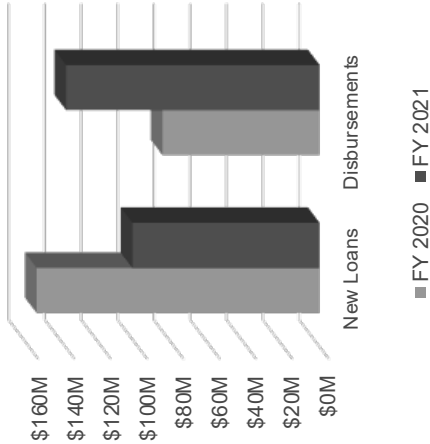
*as of 6/30/2021



Internal Bank FY 2021 Developments

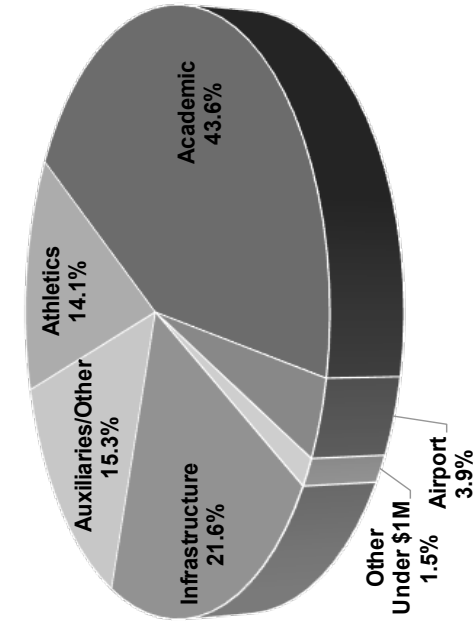
- In FY 2021, the Internal Bank executed loans for 10 new projects totaling \$103M and disbursed \$140M of funds to 28 projects.
- Internal Bank loan rates were lowered by 50 – 75 basis points based on term to reflect the lower interest rate environment.
- Annual rating agency updates in December presented the University’s FY 2020 financial results and strategic vision.
 - Rating agencies affirmed the University’s Aa1/AA/AA ratings with an improved credit outlook (to “Positive” from “Stable”) from Fitch Ratings.
- In the process of evaluating the timing of future bond issuance considering long-term capital spending projections and historically low interest rate environment.

FY 2021 Loan Activity	Number	Amount
New Loans	10	\$103M
Disbursements	28	\$140M





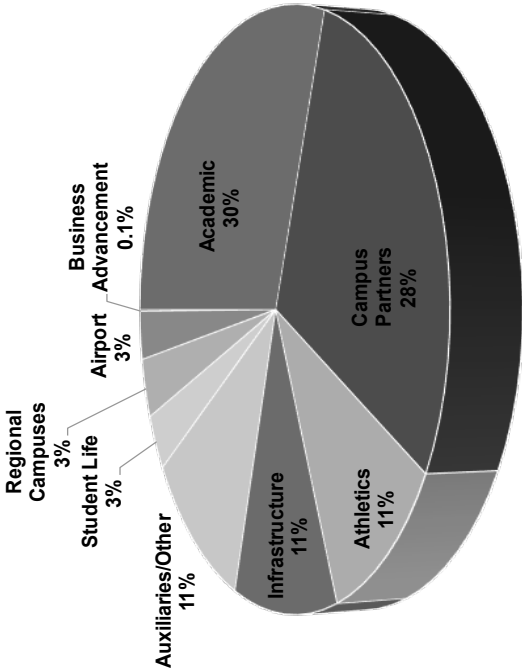
FY 2021 Funding Commitments



Borrowing Unit/Obligor	Amount (\$M)
Academic	
OAA - Interdisciplinary Research Facility	38.0
Univ Libraries Book Depository Phase 3	7.0
	45.0
Infrastructure	
Cannon Drive Phase 2	21.2
Oval Tunnel Roof Design & Shoring	1.1
	22.3
Auxiliaries/Other	
WOSU - Building Loan	12.3
WOSU - Equipment Lease	3.5
	15.8
Athletics	
Ty Tucker Tennis Cash Flow 'Gap' Loan	14.5
	14.5
Airport	
University Corporate Airpark	4.0
Loans/Leases Under \$1 Million	
	1.5
Total \$	103.1



FY 2021 Loan Disbursements



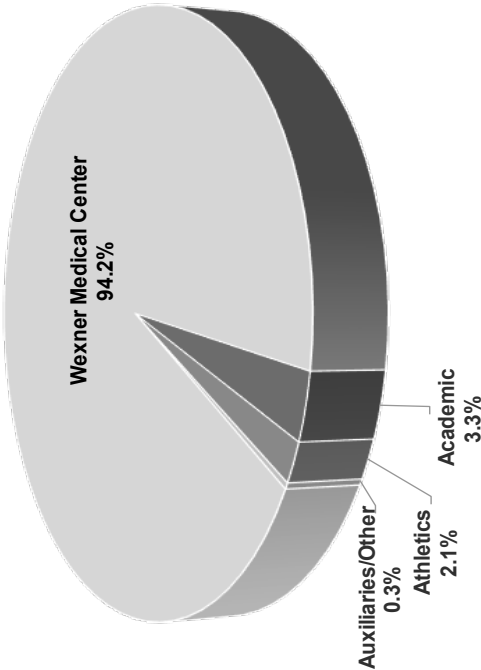
Project	Original Loan Amount	FY21 Disbursements
15th & High - Campus Partners	107.3	39.1
Postle Partial Replacement	33.5	30.0
Ty Tucker Tennis Center	14.5	14.5
WOSU Headquarter Building	12.3	12.3
BMEC Phase 1	19.1	11.3
Instructional Science Bldgs Def Maint	12.9	5.9
All Others	329.7	26.4
Total \$	529.2	\$ 139.6

Borrowing Unit/Obligor	Original Loan Amount	FY21 Disbursements
Academic	115.0	41.9
Campus Partners	107.3	39.1
Athletics	141.6	15.0
Infrastructure	79.0	15.0
Auxiliaries/Other	25.9	15.0
Student Life	21.0	4.6
Regional Campuses	8.5	4.9
Airport	4.0	4.0
Business Advancement	27.0	0.1
Total \$	529.2	\$ 139.6

*as of 6/30/2021



FY 2022 and Near-Term Loan Requests



Borrowing Unit/Obligor	Amount (\$M)
Wexner Medical Center	
Inpatient Hospital Tower	984.0
Academic	
CFAES - Multi-Species Animal Learning Center	13.4
EGR - Biomedical Material Eng Complex Ph. 2	21.2
	34.6
Athletics	
Lacrosse Stadium	20.5
Auxiliaries/Other	
WOSU - Equipment Lease	3.5
Total \$	1,042.6

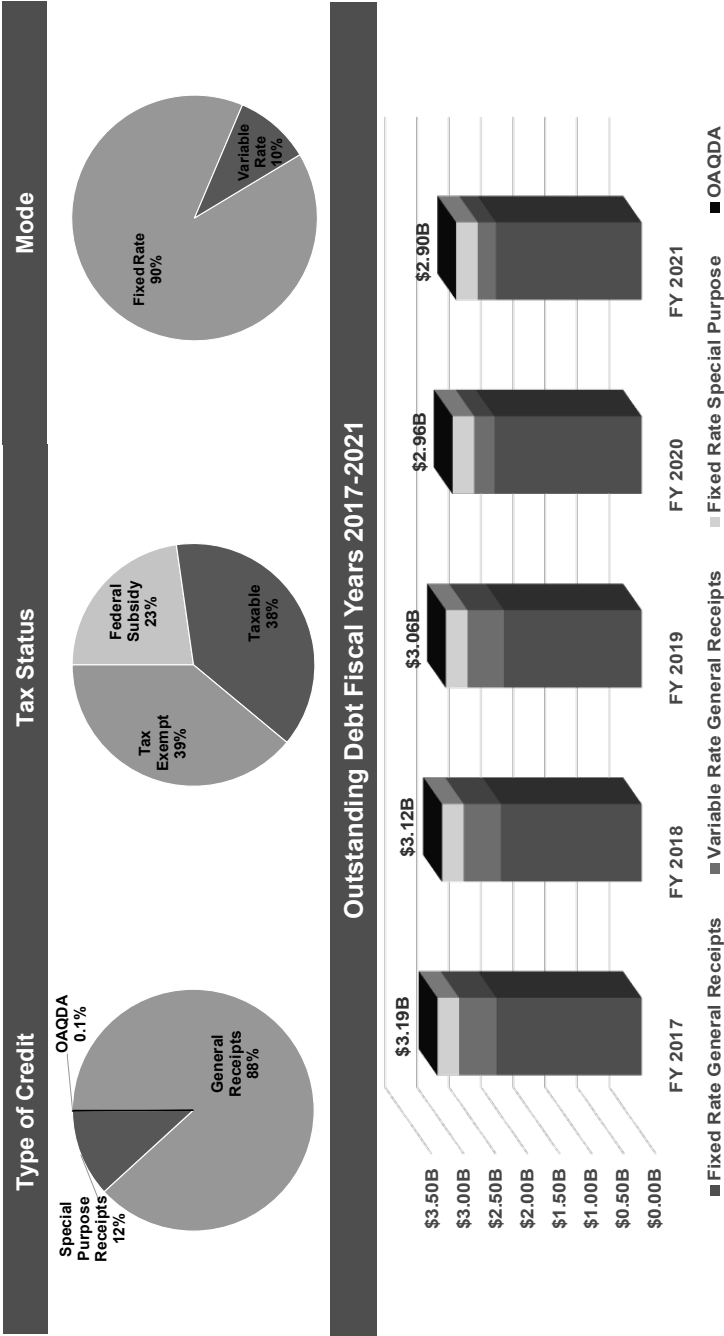


Direct Debt & Other Long-Term Obligations



Direct Debt

- The University has a total of \$2.90B of outstanding debt across 19 bond series with a weighted average cost of 3.38% and a weighted average life of 33.8 years.
- The University has one active interest rate swap in connection with a future refunding of the Series 2013A bonds of a notional amount of \$328M.
- Pursuant to the Multiyear Debt Issuance Program II, the University has \$400M in debt authorized through June 30, 2023.





ATTACHMENT XXXV

Date: July 26, 2021
To: The Ohio State University Audit, Finance & Investment Committee
From: Christa Dewire, Audit Partner
Subject: External Audit Update Summary

Purpose

To update the Committee on the status of the external audit of the University's financial statements and other deliverables as of and for the fiscal year ended June 30, 2021.

Committee Action

No action needed.

Executive Summary

Our materials provide the Committee with a summary of our external audit deliverables and related timelines, as well as status update since the last meeting. We would highlight the following:

- There have been no significant changes to the scope of services or agreed upon timelines.
- There have been no significant changes to the Audit Plan as previously shared with the Committee.
- Planning procedures are complete; interim fieldwork is nearing completion; and year-end audit procedures begin in mid-August.

Based on procedures performed to date, there is nothing of concern to bring to the Committee's attention.



***Report to the Audit, Finance & Investment Committee
of the Board of Trustees
FY2021 External Audit Status Update***



The Ohio State University
August 19, 2021

External Audit Deliverables and Timeline

Financial Statement Audits	Components	Deliverables	Timeline
Primary Institution	General University	Financial Statement Audit Opinion (GASB)	Oct 15 ^[1]
	OSU Wexner Medical Center Health System (OSU Health System)		
Discretely Presented Component Units	OSU Physicians (OSUP)	GAGAS Internal Controls Opinion (including procedures to support compliance with Ohio Revised Code)	
	Campus Partners for Community Urban Redevelopment and Subsidiaries		
	Transportation Research Center Inc.		
	Science and Technology Campus Corporation	Management letter comments	
	Dental Faculty Practice Association, Inc.		

Other Deliverables	Reporting Entity	Timeline
Stand-alone Financial Statement Audits	OSU Foundation	Oct 25 ^[2]
	OSU Health System	Oct 5
	Transportation Research Center Inc.	Oct 5
	OSU Physicians	Oct 5
	Department of Athletics	Nov 12
	WOSU Public Media	Dec 15
	OSU Global Gateways LLC (as of and for year ending December 31, 2020)	Completed
	Campus Partners for Community Urban Redevelopment and Subsidiaries	Oct 5
Compliance Report	Uniform Guidance Compliance	Dec 2
Review Report	Wexner Center for the Arts	Oct 28
	OSU Health Plan, Inc.	Oct 29
Agreed Upon Procedures	National Collegiate Athletic Association (NCAA)	Nov 12
Benefit Plan Audit	Transportation Research Center – Benefit Plan	Oct 15

^[1] Final financial statements subject to Audit, Finance & Investment Committee approval on Nov 18th.

^[2] Final financial statements subject to OSU Foundation's Audit Committee approval prior to release.

External Audit Status (as of July 26th)

University Financial Statement Audit	Planning (May - Jun) <ul style="list-style-type: none"> ✓ Perform scoping and risk assessment ✓ Establish materiality thresholds ✓ Perform walk-throughs to update our understanding of the key processes and related controls (including IT) ✓ Make sample selections for interim test of details in certain areas (i.e. cash, payroll, patient service revenue, student tuition and fees, housing and dining revenue, ORC cash deposits testing, pension contributions testing)
	Interim (Jun-Aug) <ul style="list-style-type: none"> ❑ Tests of certain IT controls for in-scope applications (focus on security, change management, operations) ❑ Interim testing of certain key controls ❑ Complete interim testing
	Year-end (Sept-Oct) <ul style="list-style-type: none"> ❑ Year-end update testing of controls ❑ Tests of details in relation to journal entries and consolidation ❑ Tests of details performed in most areas (revenues, operating expenses, investment valuation, 3rd party confirmations, fixed assets, contractual allowance, pledges, various reserves, accounts payable and reserves, etc.) ❑ Review and tie-out of financial statements and disclosures (first full draft targeted for mid- September), as well as CAFR
Uniform Guidance Compliance Report	Planning (May-Jun) <ul style="list-style-type: none"> ✓ Preliminarily identify Major Programs ✓ Establish materiality thresholds ✓ Perform walk-throughs to update our understanding of key compliance processes and controls
	Interim (Jul-Aug) <ul style="list-style-type: none"> ❑ Interim tests of certain key controls ❑ Interim tests of details (direct costs for major programs, cash management, tests of details related to federal expenditures)
	Year-end (Nov) <ul style="list-style-type: none"> ❑ Year-end update testing of controls ❑ Tests of details related to relevant program compliance criteria. ❑ Other tests of details, including review and tie out of SEFA
Stand-alone Financial Statement Audits and Other Deliverables	<ul style="list-style-type: none"> ❑ Audit procedures associated the stand-alone deliverables for the more significant components of the overall University typically align with the University timeline presented above. ❑ Audit procedures for smaller stand-alone entities for which there is no level of reliance at the overall University level, typically occur between the October to December timeframe.

APPENDIX VIII



THE OHIO STATE UNIVERSITY

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

SUMMARY OF ACTIONS TAKEN

August 19, 2021 – Legal, Risk & Compliance Committee Meeting

Voting Members Present:

Elizabeth P. Kessler
Alan A. Stockmeister
Jeff M.S. Kaplan

Michael Kiggin
Elizabeth A. Harsh

Tom B. Mitevski
Gary R. Heminger (ex officio)

Members Present via Zoom:

Tanner R. Hunt

Members Absent:

N/A

PUBLIC SESSION

The Legal, Risk & Compliance Committee of The Ohio State University Board of Trustees convened on Thursday, August 19, 2021, in person at Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Elizabeth Kessler called the meeting to order at 1:31 p.m. and welcomed new Trustees Tom Mitevski and Tanner Hunt to the committee.

Items for Discussion

1. **Annual Government Affairs Update:** Stacy Rastauskas, VP for Government Affairs, gave an overview on what the Office of Government Affairs does at Ohio State and focused on highlights from FY21, including pandemic response and relief; state FY22-23 Biennial Budget; support for the Innovation District; the transition in Washington D.C.; and efforts around Name, Image & Likeness.

(See Attachment XXXVI for background information, page 537)

2. **Ohio State Public Records Office: Program Overview and Update:** Gates Garrity-Rokous, VP and Chief Compliance Officer, and Scott Hainer, Director of Public Records, discussed Ohio State's public records program. They provided an overview of the history and intent behind Ohio's Public Records Law; the definition of "records" and what "public records" can include; and key exemptions. They also discussed the history behind Ohio State's Public Records Office, which was created in 2013 and since that time, the total number of requests by fiscal year has steadily increased.

(See Attachment XXXVII for background information, page 545)

Items for Action:

1. **Approval of Minutes:** No changes were requested to the May 20, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.



THE OHIO STATE UNIVERSITY

EXECUTIVE SESSION

It was moved by Ms. Kessler, and seconded by Mr. Stockmeister, that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation, 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: Ms. Kessler, Mr. Stockmeister, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Mr. Mitevski and Mr. Heminger. Mr. Hunt was not able to vote via Zoom.

The committee entered executive session at 1:49 p.m. and the meeting adjourned at 3:05 p.m.

ATTACHMENT XXXVI



Office of Government Affairs
Annual Update

Stacy Rastauskas
Vice President for Government Affairs
August 2021



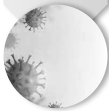
About Government Affairs



- Federal, State, Local and Community, Advocacy
- Offices located in Columbus, Ohio and Washington, D.C.
- Focus on legislative and executive branches
- Team includes Wexner Medical Center, the College of Food, Agriculture, and Environmental Sciences, and Alumni Association
- Annual federal, state, and local government investment into the university is \$1.48 billion
- Depth and breadth in policy development
- Build and steward relationships with public officials



FY 21 Highlights



Pandemic Response & Relief



State FY22-23 Biennial Budget



Support for the Innovation District



Transition in Washington



Name, Image & Likeness



State



- FY22-23 Biennial Operating Budget
 - State Share of Instruction
 - OCOG
 - New line for Vet Med
- Jobs Ohio Investment in Innovation District
- Name, Image, Likeness

Federal

- Presidential Transition
- Appropriations
- Research and Security
- Immigration
- Student Aid
- Name, Image, Likeness



Local



- Investments in innovation district
- City/County Recovery and Resiliency Task Force
- Support for Glenn College, Public Health engagement with local officials

Key Relationships

- 49% turnover in the Ohio legislature since 2018
- Gubernatorial and Ohio House and Senate leadership transition
- 3 new members of City Council (of 7) since 2018, and two new members will join in 2022 after retirements of longstanding council members
- 3 new Members of Ohio Congressional Delegation
- More than 90 meetings scheduled for President Johnson in FY21



ATTACHMENT XXXVII

OSU Public Records Office *Program Overview and Update*

Scott Hainer
Director of Public Records
Office of University Compliance and Integrity

Ohio Public Records Law

Overview

- **Enacted in 1963** for state government
- **Foundation:** government records are “the people’s records”
- **Requires** that records be maintained and access facilitated
- **Exemptions** must also be protected

Aligns with University values

- **Advancing Integrity and Respect:**
Building trust through transparency and authentic engagement

Balancing transparency and privacy

- **Increasingly challenging** across diverse University operations





Requirements

Definition of “Records”

- Any document, device, or item created or received by or under the jurisdiction of the University
- Documents the organization, functions, policies, decisions, procedures, operations, or other activities of Ohio State
- Can be in any medium or format – does not matter where the documents are if they are “records” under Ohio law

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“Public Records” can include:

- Personnel files and related records (e.g., salary and compensation information); meeting minutes and agendas; emails
- Documents exchanged or between the University and third-parties (e.g., non-privileged contracts)
- Correspondence detailing University operations
- Records must already exist – the creation of records or provision of information is not required

Exemptions

Key Exemptions

- **Federal:** student records (FERPA); health care records (HIPAA); other privacy restrictions on financial and personal information
- **Ohio:** intellectual property, trade secrets

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Reliance on University Partners

- **University Libraries:** sets University records retention schedules; coordinates retention of unit-specific records; assists in analyzing evolving types of records created by the University
- **Office of Legal Affairs:** Ohio Public Records Law interpretations; contract review; application of exemptions; gathering of records
- **University Communications:** coordination of responses to media requests and communications to leadership; creation of websites; gathering of records

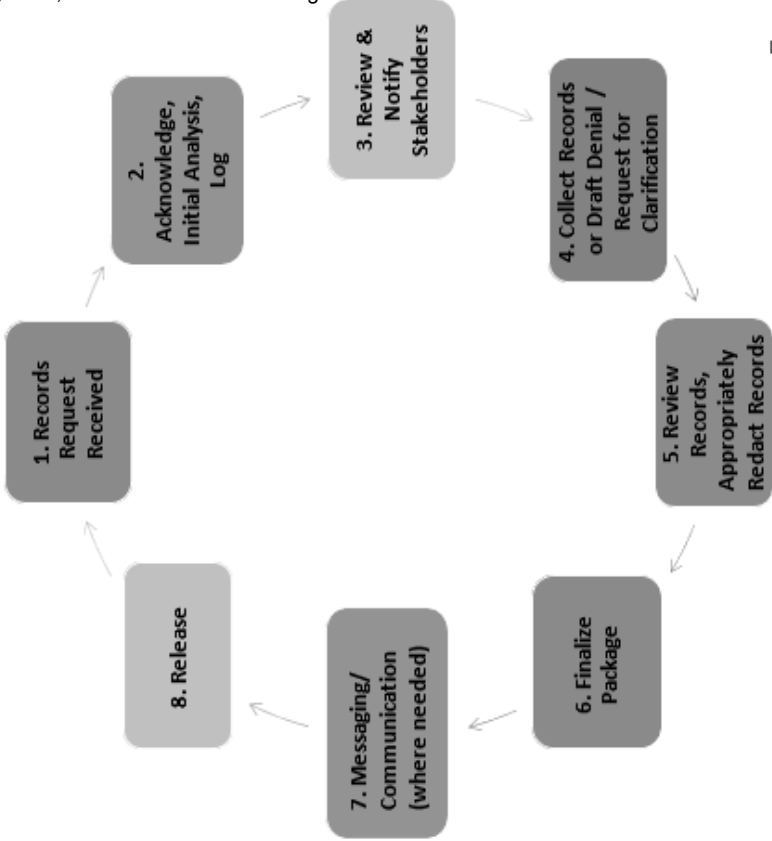
Ohio State's Public Records Office

Overview

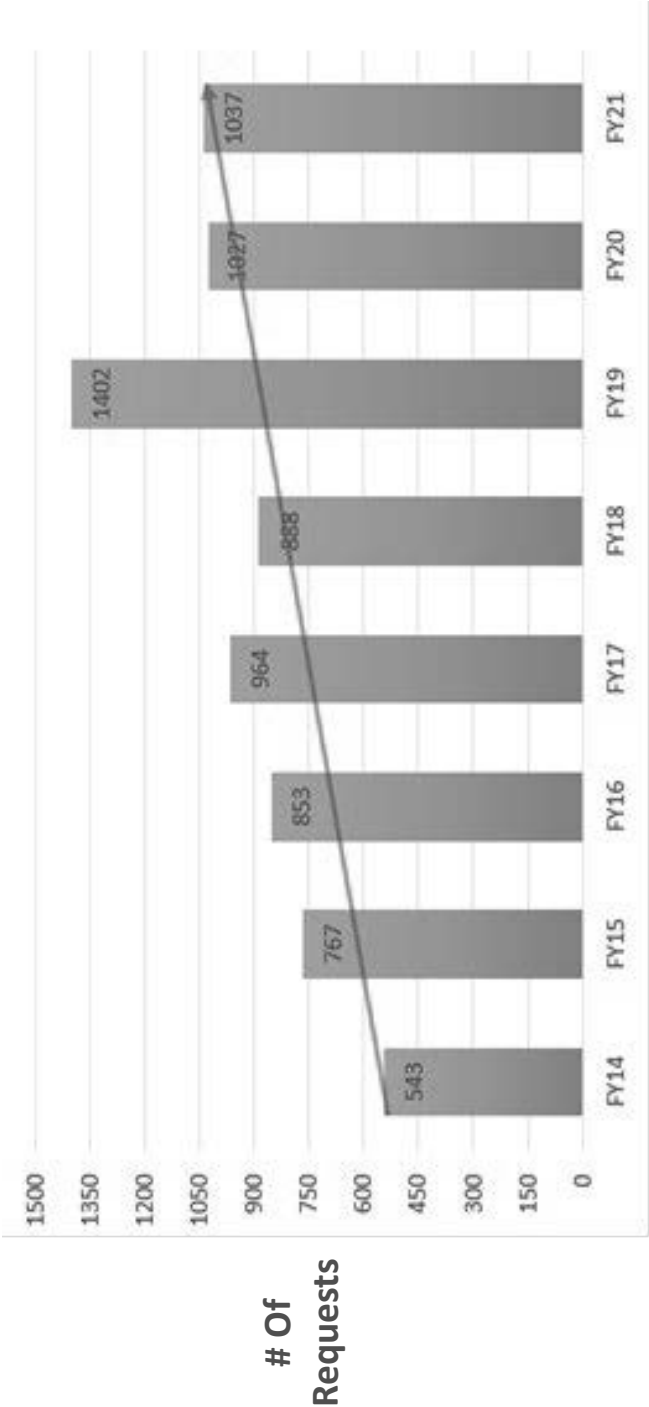
- Established in 2013
- Provides central resource to requesters and University personnel
- Manages complex requests and reviews
- Coordinates key units and sets University-wide procedures

Key Units

- Medical Center, Office of Human Resources, Public Safety, Purchasing
- Training to key units



Key Metrics



— = Total number of requests

Overall Trends

Expected Increases:

- Anonymous requests, attorney requests
- Number, complexity, and expansiveness of requests
- Complexity of legal analysis
- Expectations of privacy
- Changes in technology affecting operations (e.g., Workday)
- Complexity of University operations and external partnerships

APPENDIX IX

University Trustees – Public Session

President Kristina M. Johnson, PhD

Board of Trustees | August 2021

Greetings

Welcome New and Returning Buckeyes

New Buckeye Leaders



Dr. Melissa Gilliam
Executive Vice President
& Provost



Jeff Risinger, PhD
Senior Vice President of
Talent & Culture



Cindy Leavitt
Chief Information
Officer



Dr. Carroll Ann Trotman
Dean, College of
Dentistry



David Horn, PhD
Interim Executive Dean,
College of Arts and
Sciences



Kelly Kivland
New Chief Curator and
Director of Exhibitions,
Wexner Center for the Arts

Pelotonia and Ohio State Fair 2021





2021 Summer Commencement | 2020 Graduate Celebration





Return to Campus | Autumn 2021



SAFETY TIPS
To keep our campus
safe and healthy.



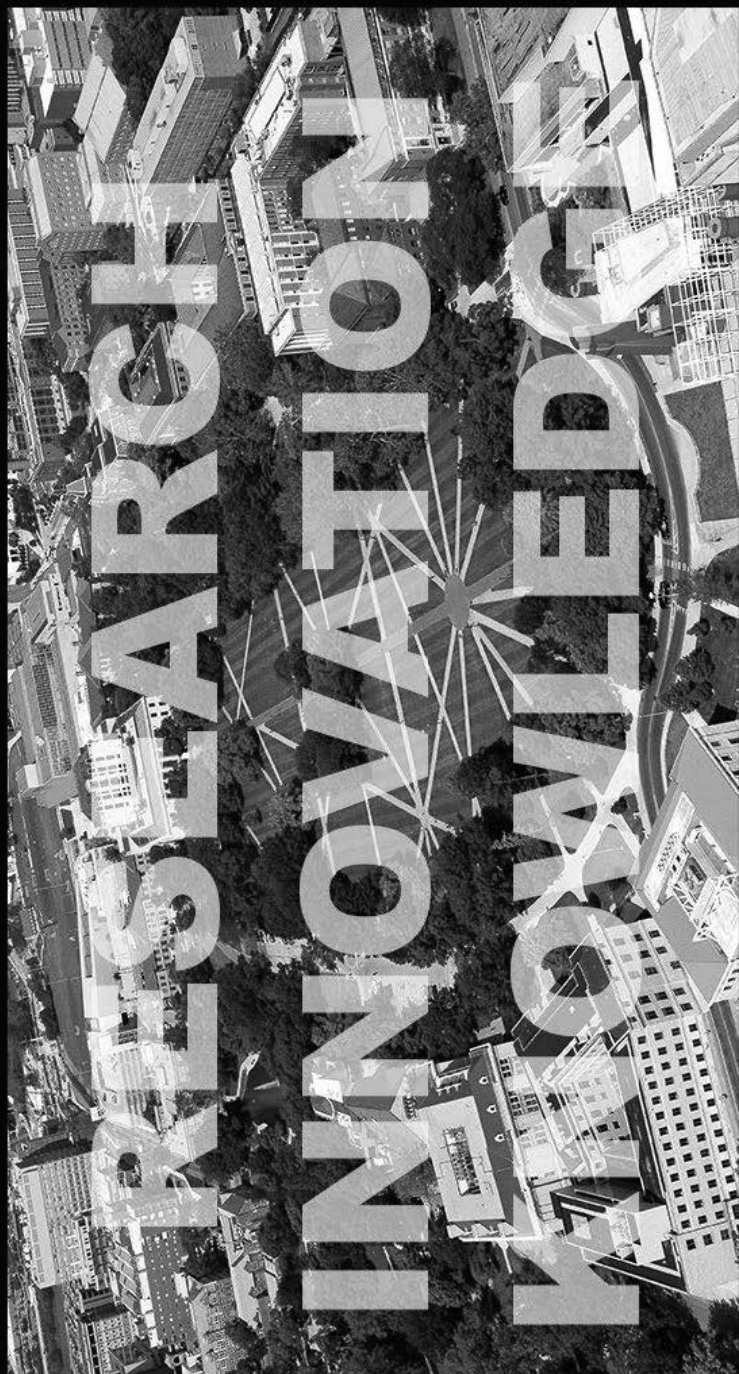
**Buckeye
Safety &
Well-Being**

Faculty Excellence





Research and Discovery



Ohio State Moving To Offer 'Zero Debt' Bachelor's Degree

WOSU 6/17/2021 News | By: Oliver Brown
Published February 10, 2021 at 10:20 AM EST



The new multifunctional aerodynamic wind tunnel facility will advance vehicle innovation.
Source: Honda

May 20, 2021

Ohio State trustees recognize longevity of partnership with Honda

University recently renewed strategic research and educational partnership



The university employs about 4,400 graduate associates each year, and stipends vary by position.
Photo by Jo McCully

Oct 22, 2020

Ohio State increases minimum graduate stipends by \$4,000 over two years

Accessible and Affordable
Higher Education

Barriers to Equity

Affordability for Graduate
Students



**BEST
HOSPITALS**

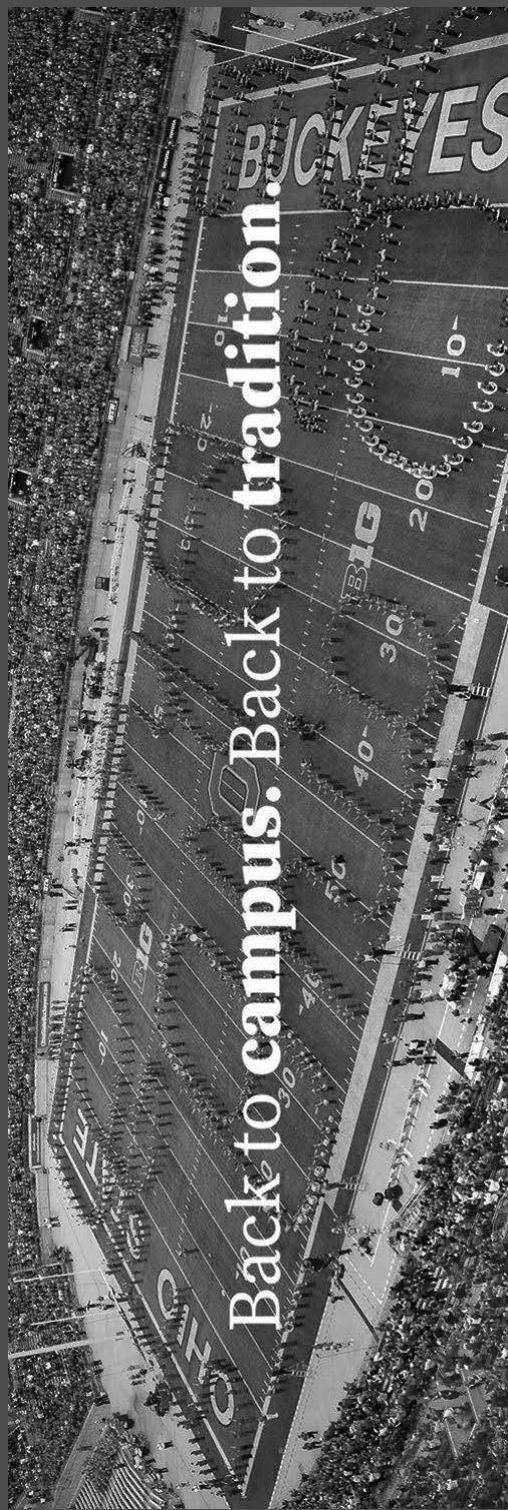
U.S. News
& WORLD REPORT

**RANKED IN
10 SPECIALTIES
2021-22**

TIME AND CHANGE

Operational Excellence and Resource Stewardship





APPENDIX X



THE OHIO STATE UNIVERSITY

Distinguished Service Award – Recommended Recipient

Thomas Hall, MD '76

Dr. Thomas Hall is recognized for his exceptional service and leadership to the community and Ohio State through multiple roles, including as a champion for Advancement. Dr. Hall served three terms as a member of The Ohio State University at Newark Advisory Board, including one year as the chair. During his tenure, Newark campus enrollment increased nearly 20 percent, construction began on a new library and student center, and the campus celebrated a \$21 million campaign in endowed scholarships with Central Ohio Technical College. Acknowledging that attending Stone Lab as an undergraduate was a formative experience, Dr. Hall remains engaged with their work. He was elected to the Friends of Stone Lab Board (FOSL) in 2013, and is now the past president. As FOSL President, Dr. Hall worked hard to increase membership and to ensure that FOSL is enhancing the program's visibility. His engagement with Advancement extends beyond philanthropy and includes formal leadership in Ohio State Newark campaigns as well as hosting several dinner parties to engage his coworkers and friends. Dr. Hall is a loyal donor with more than 40 years of giving.

The following individuals contributed to the nomination: William MacDonald, PhD; Jeff Reutter, PhD; Christopher Winslow, PhD, Kim Manno, JD; and Alexis Homik



APPENDIX XI

Board of Trustees

BYLAWS OF THE BOARD OF TRUSTEES OF THE OHIO STATE UNIVERSITY

Updated: February 25, 2021

Chapter 3335-1

3335-1-01 Meetings of the board of trustees.

- (A) Regular meetings. Unless otherwise specified by the chair, there shall be at least four regular meetings of the board of trustees each year. At such meetings any business related to the authority of the board of trustees may be discussed and transacted.
- (B) Special and emergency meetings. Special and emergency meetings of the board of trustees shall be held upon call of the chair on his or her own initiative, or upon written request of five members of the board to the secretary. A specific statement of purpose for the special or emergency meeting shall be provided in accordance with state law.
- (C) Notice of meetings. Unless otherwise specified, all meetings of the board shall be held at the Columbus campus of the Ohio state university at such date and time as is designated in the notice of meeting. Public notice of all meetings shall be given in accordance with the requirements of section 121.22 of the Revised Code. Any person may obtain information regarding the time, date, and location of all meetings by contacting the office of university communications or by visiting <http://trustees.osu.edu>.
- (D) Order of business. Unless otherwise indicated in the meeting agenda, the order of business at all meetings of the board shall be as follows:

- (1) ~~Roll-call;~~ Confirmation of quorum.
- (2) Consideration of minutes of preceding meeting.
- (3) Special presentations to the board.
- (4) Report of the president of the university.
- (4) ~~Report of committees of board of trustees.~~
- (5) Unfinished business, as needed.
- (6) New business, as needed.
- (7) Consideration and approval of action items.
- (8) Adjournment.



(E) Quorum and manner of acting.

- (1) In order to constitute a quorum for the transaction of business at a meeting of the board or a committee of the board, A majority of the voting members of the board or a committee of the board at such meeting shall be present in person or via means of live, audio-enabled communication, and at least one-third of those voting members shall be present in person at any meeting of the board or the committee in order to constitute a quorum for the transaction of business at such meeting. A trustee who attends a meeting via means of electronic communication is considered to be present at the meeting, is counted for purposes of establishing quorum, and may vote at the meeting.
 - (2) Except as otherwise provided in paragraph (E)(3) of this rule, the act of the majority of the voting members present at any such meeting at which a quorum is present shall be the act of the board of trustees or its committees. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.
 - (3) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president, or adopt, amend, or repeal a bylaw of the board of trustees.
 - (4) A roll call vote is necessary when electing or removing a president and when acting on motions involving the expenditure of university funds. On all other matters, a voice vote may be conducted instead, unless there are voting members of the board or committee of the board attending such a meeting via live, audio-enabled communications. In such an event that voting members are joining via means of electronic communications, then a roll call vote must be taken for all votes, no matter the subject.
- (F) Parliamentary authority. *Robert's Rules of Order, Newly Revised* (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these bylaws or provisions of the Ohio Revised Code.
- (G) Attendance. Consistent with the expectations set forth in section 3.17 of the Revised Code, every voting member of the board, the Wexner medical center board, and/or one of their committees shall, except for extraordinary reasons, attend all meetings of the board and/or their committees. When a voting member of the board or one of its committees cannot attend, the individual will so inform the board or committee chair and the secretary of the board of trustees with as much advance notice as possible and provide an explanation for the absence.
- (1) Voting members of the board are required to attend at least one-half of the regular meetings of the board annually in person.
 - (2) A trustee who intends to attend a meeting via means of electronic communication is required to notify the secretary of the board of trustees and the board or committee chair of that intent not less than forty-eight hours before the meeting, except in the case of a declared emergency.

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

Updated: February 25, 2021

- (H) Executive session. Subject to the requirements of Ohio law, the board or a committee of the board may hold any portion of a regular, special or emergency meeting in executive session with participation limited to voting members of the board or the committee of the board. Other individuals may be invited to attend any or all portions of an executive session as deemed necessary by the board chair or committee chair.

(Board approval dates: 2/6/1987, 10/1/1999, 7/11/2008, 8/28/2015, 5/31/2019)

3335-1-02 Members, officers and committees of the board.

(A) Officers

- (1) Number. The officers of the board shall be a chair, one or more vice chairs, and a secretary. No officer of the board shall, at the same time, hold more than one board office. The board may elect such other officers as the board may deem necessary with such authority and responsibility as delegated to them by the board.
- (2) Chair. The chair shall preside at all meetings of the board. Unless otherwise directed by the board, the chair shall have the authority to appoint members of and to fill vacancies on all standing and ad hoc committees and shall serve as an ex-officio member of all standing and ad hoc committees. Subject to these bylaws, the chair shall work with the secretary of the board of trustees to fix the date and time of all regular, special, and emergency meetings, shall sign the journal of all proceedings of the board, and perform such other duties as may pertain to this office.
- (3) Vice chair. At the request of or in the absence or incapacity of the chair, the vice chair shall perform all the duties of the chair and, while so acting, shall have all the powers and authority of, and be subject to all the restrictions upon, the chair. In the event that there are multiple vice chairs, these powers and duties shall devolve upon the senior vice chair, based on length of service on the board, unless otherwise indicated by the board. In addition, the vice chair shall perform such other duties as may be assigned to him or her by the board or by the chair.
- (4) Secretary. The board of trustees appoints the secretary of the board, establishes the qualifications for filling this role and conducts the annual performance evaluation for this position. The secretary reports functionally to the board and administratively to the university president. Under the direction of the president and with the approval of the board of trustees, the secretary of the board of trustees shall: The responsibilities of the secretary, which are defined by the board as part of their oversight role, include:
 - (a) Serving as the key internal university liaison for the chair and the board;
 - (b) Communicating and interacting directly with the chair and the board to advance the strategic work of the board;
 - (a)(c) Be Serving as the custodian of and being ultimately responsible for the preservation of all official records of the board;
 - (b)(d) Be Serving as the custodian of the university seal and cause-causing its imprint to be placed whenever and wherever appropriate;

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

Updated: February 25, 2021

~~(c)(e) Keep-Overseeing the maintenance of~~ the minutes of all meetings of the board and of committees of the board;

~~(f) Overseeing the operations of the Office of the Board of Trustees; and~~

~~(e)(g) Performing~~ all other duties customary to the office or assigned by the chair or the board.

In the absence of the secretary, the associate secretary shall perform the duties of the secretary of the board and all official actions taken by the associate secretary shall be deemed authorized and approved by the board of trustees.

(5) Election, term of office, and qualifications.

- (a) The ~~officers-chair and vice chair(s)~~ of the board shall be elected annually by the board and shall take office at the adjournment of the final meeting of the fiscal year ending June 30. They shall hold their office through the following final fiscal year meeting of the board of trustees or until their successors are elected and qualified, so long as they shall continue to be eligible to serve as officers.
- (b) The chair and the vice chair(s) must be members of the board of trustees. The qualifications of all other officers shall be determined by the board.
- (c) The chair shall be elected to a one-year term, and may serve up to three consecutive terms as chair. Before the end of each term, the talent, compensation and governance committee shall conduct a review of the chair, and after consultation with the members of the board, shall recommend to the board whether the chair should be reelected for an additional term.
- (d) The vote of a majority of all trustees then in office shall be necessary to elect or remove an officer of the board.

(Board approval dates: 12/2/1994, 10/1/1999, 10/4/2002, 7/11/2008, 11/7/2008, 4/3/2009, 8/30/2013, 8/28/2015, 5/31/2019, 8/30/2019, 11/21/2019, 8/27/2020, 2/25/2021)

3335-1-03 Administration of the university.

(A) The president.

- (1) The president shall be the chief executive officer of the Ohio state university and shall be responsible for the entire administration of the university, subject to control of the board of trustees. The president shall lead in fostering and promoting education, research and outreach as the primary aims of the university. It shall be the duty of the president to enforce the bylaws, rules and regulations of the board of trustees, and, as a member of the faculty, to interpret to the board proposals and actions of the faculty. The president is hereby clothed with the authority requisite to that end.
- (2) The president shall be a voting member of all college faculties, of the graduate school faculty, and of the faculty of the arts and sciences, and shall be a voting member and presiding officer of the university faculty and of the university senate. The president shall appoint all committees of the university faculty and of the university senate, unless membership has been designated by rule.

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

Updated: February 25, 2021

- (3) After consultation with the steering committee of the university senate, the president may recommend to the board of trustees candidates for honorary degrees. The number of candidates so recommended shall be limited to eight per calendar year. This right and its limitation in no way abrogates the power of the university senate to recommend candidates for honorary degrees (rule 3335-5-41 of the Administrative Code).
- (B) Executive vice president and provost. The executive vice president and provost shall, under the direction of the president, be responsible for and have the requisite authority for the oversight of all academic programs and other instructional and faculty affairs of the university, and shall be the chief operating officer of the university.
- (C) Senior vice president for business and finance and chief financial officer. The senior vice president for business and finance and chief financial officer shall, under the direction of the president, be responsible for and have the requisite authority for the administration of the university's business, financial and administrative operations. The senior vice president for business and finance and chief financial officer shall report to the president and, as appropriate, shall consult with the executive vice president and provost.
- (D) Senior vice president and general counsel. The senior vice president and general counsel shall serve as the chief legal advisor to the president, board of trustees, and university, including its Wexner medical center. The senior vice president and general counsel shall also be appointed an assistant attorney general for the state of Ohio by the Ohio attorney general. The senior vice president and general counsel shall report to both the board of trustees and the university president.
- ~~(D)~~(E) Faculty and staff. Within parameters set forth by action of the board of trustees, the president and/or his or her designee(s) shall have the authority to appoint and set the compensation for such other administrative officers, faculty and staff as are necessary to carry out effectively the operation of the university and delegate functions to them with the authority necessary for their proper discharge.
- ~~(E)~~(F) Delegation of authority. Any authority or responsibility of the president may be delegated by the president to any other member of the faculty or staff of the university, subject to any limitations set forth by action of the board of trustees. Although the president may delegate authority to appropriate officials, the president will retain final authority and responsibility for administration of the university. Delegation of major areas of authority or responsibility shall be in writing and shall be reported to the board of trustees prior to implementation.
- ~~(F)~~(G) President's cabinet. The president shall convene a president's cabinet that will consist of such members as designated by the president. The primary responsibilities of the president's cabinet shall be to provide advice and counsel to the president, to discuss, deliberate and serve as the primary decision-making body on major university policy issues, information sharing, and such other roles as the president shall determine.
- ~~(G)~~(H) Principal administrative officials. The term "principal administrative official" shall include the members of the president's cabinet, the deans of the colleges and the dean and directors of regional campuses and their designated staffs, the director of the university libraries, chairs of academic departments, directors of schools and academic centers, and such other administrative officials as determined by the president.

(Board approval dates: 7/21/1978, 11/30/1979, 4/4/1980, 3/6/1981, 4/3/1981, 12/10/1981, 5/7/1982, 6/10/1982, 7/9/1982, 4/1/1983, 11/4/1983, 12/5/1986, 2/6/1987, 10/1/1993, 12/2/1994, 10/1/1999, 2/1/2001, 9/6/2002, 12/5/2003, 5/7/2004, 9/22/2004, 12/2/2005, 2/2/2007, 7/11/2008, 10/29/2010, 8/30/2013, 8/28/2015)

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

Updated: February 25, 2021

3335-1-05 University organization.

- (A) University organization. For the purpose of administering the various programs of the university, there shall be established educational and administrative units within the university. All educational units, except academic centers as outlined in Faculty Rule 3335-3-36, of the university shall be established, altered, or abolished only on vote of the board of trustees.
- (B) Basic educational organization of the university. The basic organization of the educational units of the university shall be departments, divisions, schools, academic centers, colleges, regional campuses, the graduate school, and the agricultural technical institute.
- (1) Schools, departments, and divisions. The unit of the university for instruction, research, and extension in a defined field of learning is the school, department, or division.
 - (2) Academic centers. The unit of the university for research, instruction, or related service which crosses department, division, school, or college boundaries is the academic center.
 - (3) Colleges and graduate school. For educational administration the university shall be organized into a graduate school and fifteen colleges. The fifteen colleges are: the college of arts and sciences, the college of food, agricultural, and environmental sciences, the Max M. Fisher college of business, the college of dentistry, the college of education and human ecology, the college of engineering, the Michael E. Moritz college of law, the college of medicine, the college of nursing, the college of optometry, the college of pharmacy, the John Glenn college of public affairs, the college of public health, the college of social work, and the college of veterinary medicine.
 - (4) Graduate school. The graduate school shall consist of: those members of the university faculty who are approved to give graduate instruction; a graduate faculty; the research and graduate council; and an administration composed of a curriculum committee, an executive committee, the dean, the secretary and such other administrative officers as are necessary to carry out the responsibilities of the graduate school.
 - (5) Regional campuses. There shall be four regional campuses of the university located at Lima, Mansfield, Marion, and Newark, Ohio.
 - (6) Agricultural technical institute. The unit of the university for instruction leading to the associate of applied science degree in the agricultural technologies is the agricultural technical institute (Wooster). Regarding matters of administration and operation, the agricultural technical institute shall function as a school in the college of food, agricultural, and environmental sciences.

(Board approval dates: 2/1/1980, 7/8/1983, 7/12/1985, 6/4/1993, 12/5/2003, 6/7/2005, 7/11/2008, 2/11/2011, 8/28/2015)



APPENDIX XII

REVISED – August 18, 2021

To: Dr. Hiroyuki Fujita, Chair of the Talent, Compensation and Governance Committee
From: Dr. Kristina M. Johnson, President
Date: August 17, 2021
RE: Presidential Goals for Fiscal Year 2022 – External Summary
Cc: Chairman Heminger, Ms. Eveland, Ms. Garcia

Goal #1 Academic Excellence: Recruit and retain outstanding faculty and staff who educate and graduate students well-equipped to compete in an open, global, and inclusive society.

Goal #2 Knowledge Enterprise Excellence: Through our research, creative expression, and scholarship, generate innovative ideas and discoveries to better society and serve those we influence in the communities in which they live.

Goal #3 Talent and Culture: Leverage our land-grant purpose and rich traditions to maximize individual potential, benefit the whole society, cultivate an inclusive culture, and become a premier employer of choice.

Goal #4 Resource Management: Ensure excellence in our resource management, operations, revenue generation, and advancement for fueling our vision and mission.

Goal #5 Service: Promote Ohio State as an institution that is accessible and affordable, diverse and inclusive, innovative and caring, and one that continuously seeks ways to serve our communities.

APPENDIX XIII



Autumn Commencement

The Ohio State University
December 19, 2021

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you're like me, you've got a big head,
not to mention a funny robe, full of music—
poems and melodies, the tunes
we move to, shower and shave by,
study, write to. Not just the incidental,

but the momentous music keeping time.
Our histories are measures of song.
Listen to your heart: drums of Africa,
sea-spume of blind, far-sighted Homer,
Sappho's honeyed love lyrics. Often,

music speaks for us, one note saying
a thousand words. Like Rodolpho
in Puccini's *La Bohème*, Sono un poeta.
I am a poet. Che cosa faccio? What
do I do? Scrivo. I write. This ceremony

is loud music—pomp and circumstance
of the life you began freshman year
or that first day of graduate school.
In my head I press Play, and the CD
of Big Days kicks on. I leap and linger

over moments too sweet, nearly, for words.
I'll never escape rhymes from the nursery.
Up above the world so high, like a diamond
in the sky. We knew from the start
our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents
of Cleveland. Gaudeamus igitur, Juvenes
dum sumus. So, let us rejoice, while
we are young. Youth is that gift we can't
comprehend while we're young. This ceremony

means you all are less young than you were.
Don't let the heavy knowledge gained
from your studies deprive you of the gifts
of youth, to be able to rejoice at the drop
of a hat, to care for, be moved by others.

Now I hear golden hits of five decades.
Big Mama Thornton, and that so-called King
(King of what, fried butter sandwiches?)
who stole away her hound dog. You ain't
never killed a rabbit, you ain't no friend

of mine. As with those profs and TAs,
course after course, you had to produce—
kill some rabbits—to earn respect.
And at times OSU may have seemed
like Heartbreak Hotel, down at the end

of Lonely Street, so difficult was it
to do your best. Tennessee Ernie Ford,
"Sixteen Tons": St. Peter don't you
call me 'Cause I can't go. I owe
my soul to the company store.

You have been digging deep in mines
of knowledge. We all owe our souls
to Ohio State, company store of learning,
shared experience—precious ore
we have in common forever.

Now I hear Domenico Modugno's
fervent urging to wish, sing, fly,
Volare, Wo-oo. Cantare, Wo-o-o-o.
My grandfather was a peasant farmer,
a contadino in Calabria in the toe

of Italy. He knew it's the human lot
to dream of flying. Lucky, lucky,
lucky me, I'm a lucky son-of-a-gun.
I work eight hours, I sleep eight hours,
That leaves eight hours for fun.

Hey! He sailed in steerage across
the Atlantic, came to Cleveland, where
he stayed long enough to work 52 years
for the B&O Railroad, before lying down
to rest in good Ohio soil. So many of us

here today came from elsewhere,
or ancestors did. From Tennessee, Italy,
Africa, Asia, Appalachia—even,
President Kirwan, the wilds of Kentucky
and Maryland. Women and men with backs

supple as birch trunks. The courage
it took to pick up stakes and begin again
in a new world! Think of the work
those older ones did. For you. You all
are facing a change right now.

This sheepskin is your passport.
You're bound for emigration to
the next song of your life. Ohio State
is the ark on which you've been sailing.
You've been the precious cargo.

But, as Noah once said, I can see
clearly now the rain is gone. The ark,
our university, was filled to overflowing
with the diversity of us. Diversity.
Networks and talk shows devalue the word.

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 429TH COMMENCEMENT

AUTUMN 2021 • DECEMBER 19, 2021 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Kristina M. Johnson
President

Prelude—1:30 to 2 p.m.

The Symphonic Band
Scott A. Jones, Conductor

Welcome

Melissa S. Shivers
Senior Vice President for
Student Life

Processional

National Anthem

Graduates and guests led by
Carlie B. Platt
Class of 2021

Invocation

Cathy L. Disher
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Frederic M.N. Bertley
President and CEO, COSI

Presentation of Joseph Sullivant Medal

Geoffrey Parker
Distinguished University Professor
Andreas Dorpalen Professor
of European History
Associate of the Mershon Center
for International Security Studies
The Ohio State University

Conferring of Honorary Degrees

Recipients presented by
Alan A. Stockmeister
Board of Trustees

Robert A. Bilott
Doctor of Science

Kathryn D. Sullivan
Doctor of Public Affairs

Conferring of Distinguished Service Award

Recipient presented by
Alan A. Stockmeister

Thomas J. Hall

Conferring of Degrees in Course

Colleges presented by
Melissa L. Gilliam
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

Molly Ranz Calhoun
Senior Vice President of Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Carlie B. Platt

*Oh! Come let's sing Ohio's praise,
And songs to Alma Mater raise;
While our hearts rebounding thrill,
With joy which death alone can still.
Summer's heat or winter's cold,
The seasons pass, the years will roll;
Time and change will surely show
How firm thy friendship—O-hi-o!*

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Tuesday, December 21, at 7 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.

COMMENCEMENT ADDRESS

Frederic M.N. Bertley

Dr. Frederic M.N. Bertley is a renowned scientist and a scholar, an immunologist and educator. His boundless passion for science and innovation brings the excitement of discovery to children and adults alike through his leadership of COSI, the Center of Science and Industry in Columbus. COSI has been named the nation's No. 1 science museum for two consecutive years by the *USA Today* Readers' Choice Awards.

Dr. Bertley brings remarkable creativity and breadth of experience to COSI, which he has led since 2017. His drive to innovate is credited with developing highly engaging outreach programs during the science center's 15-month closure due to COVID-19. Among several new virtual initiatives is COSI Connects, which brings science to children's homes through videos, a mobile app, and

kits filled with experiments. He substantially expanded the reach and impact of science education when, in January 2021, COSI partnered with WOSU Television to launch a new series: "QED with Dr. B." Hosted by Dr. Bertley, the show explores complex topics such as gene editing and addiction in an accessible, compelling way.

Before joining COSI, Dr. Bertley served as senior vice president for science and education at the Franklin Institute in Philadelphia. There, he oversaw initiatives supporting innovation in STEM learning, the partnership with the Science Leadership Academy, and other programs. Earlier in his career, he conducted research at Harvard Medical School on the development of DNA vaccines for HIV/AIDS. His global health work includes

preventative medicine and basic vaccines in Haiti, Sudan and the Canadian Arctic, and education and science projects in Egypt, Paraguay, Senegal and the Caribbean.

Among his many honors, Dr. Bertley received the George Washington Carver Award, *Columbus CEO's* CEO of the Year, The President's Award (Merck) and two Mid-Atlantic EMMYS™. He was named among the Dell Inc. Inspire 100 World Changers, and has been a featured speaker at the United Nations, the White House and the National Academy of Sciences. He is an active leader in numerous local and national organizations.

Dr. Bertley earned a bachelor's in physiology, mathematics and the history of science and a doctorate in immunology, both from McGill University. He has an honorary doctorate from Otterbein University.

RECIPIENTS OF HONORS

The Joseph Sullivant Medal

The Joseph Sullivant Medal was established in 1920 with a fund endowed by Thomas C. Mendenhall, Ohio State professor of physics. The Sullivant Medal is awarded every five years for "an admittedly notable achievement on the part of a son or daughter of the university, whether that achievement be in the form of an important invention, discovery, contribution to science, the practical solution of a significant engineering, economic or agricultural problem, or the production of a valuable literary, artistic, historical, philosophical or other work." (Thomas C. Mendenhall, 1920)

Geoffrey Parker

THE JOSEPH SULLIVANT MEDAL

Awarded by The Ohio State University Board of Trustees, the Joseph Sullivant Medal goes to members of the university community whose achievements and service have been extraordinary. The most recent recipient of the medal, Dr. Geoffrey Parker, is among the world's most influential historians. He has authored, co-authored and edited 40 books on military and European history, many of them with multiple translations.

He has brought new light to such topics as revolution, warfare, politics, diplomacy, religion, literacy, crime and economic crises. His 2013 award-winning book *Global Crisis: War, Climate Change and Catastrophe in the Seventeenth Century* examines how the climate crisis known as the "Little Ice Age" was a catalyst for revolts and wars.

Dr. Parker joined the faculty in 1997 and holds the titles of Distinguished University Professor and Andreas Dorpalen Professor of European History. He is also an Associate of the Mershon Center for International Security Studies.

Devoted to teaching and mentoring, he has taught thousands of students in undergraduate courses and graduate seminars, and has supervised 35 doctoral theses to completion. In 2006, he received the Alumni Award for Distinguished Teaching, the university's highest honor for teaching excellence.

Dr. Parker has delivered hundreds of invited lectures worldwide and has received numerous international awards, including the Heineken Prize for History, awarded every two years to the scholar "deemed to have had the greatest impact on

the profession." The British Academy awarded him one of its three Medals for a "landmark academic achievement" for his book *Global Crisis*. He is an elected fellow of the British Academy and the American Academy of Arts and Sciences, and a corresponding fellow of the Royal Society of Edinburgh and the Royal Dutch Academy of Arts and Sciences. He has received honorary doctorates from several foreign universities.

Prior to joining Ohio State, Dr. Parker served on the faculty of Yale University, the University of Illinois Urbana-Champaign, the University of British Columbia, and the University of St. Andrews in Scotland. He earned his bachelor's, master's and doctoral degrees from the University of Cambridge.

RECIPIENTS OF HONORS

Robert A. Bilott

DOCTOR OF SCIENCE

Mr. Robert A. Bilott is an internationally recognized litigator whose determination and integrity have brought new health protections to hundreds of millions of people worldwide. A partner in the law firm of Taft Stettinius & Hollister LLP in the Cincinnati and Northern Kentucky offices, he has exposed decades-long pollution of chemicals considered to be among the most significant public health concerns of our time.

Mr. Bilott's groundbreaking work uncovered toxicity of non-regulated chemicals known as PFAS, used in thousands of products since the 1940s and called "forever chemicals" because of their long persistence in the environment and in the blood of living things. Before he began investigating the impact of PFAS on people and livestock in Ohio and West Virginia, little was

known about the chemicals' health effects. Today, because of Mr. Bilott's efforts, we know exposure correlates with certain types of cancer and weakened immunity, among other challenges — and new laws and regulations have been implemented on the use of PFAS.

Regarded as an environmental and public health hero, Mr. Bilott first initiated litigation over PFAS chemicals in 1999. In 2004, he set up innovative scientific processes through settlement of a class action lawsuit that generated research confirming that exposure to the chemical was linked to serious human diseases. This litigation and groundbreaking science not only led to trial verdicts and settlements for victims in that community worth over \$1 billion but also led to worldwide awareness of the public health threat presented by PFAS.

Mr. Bilott chronicled his experiences in his book, *Exposure: Poisoned Water, Corporate Greed, and One Lawyer's Twenty-Year Battle against DuPont*. His work inspired the feature film "Dark Waters" and the documentary "The Devil We Know." He has received numerous awards, including the Right Livelihood Award, David Brower Lifetime Achievement Award, Trial Lawyer of the Year from the Trial Lawyers for Public Justice organization, and an honorary doctorate from New College of Florida. He serves on the boards of Less Cancer and Green Umbrella.

He earned an undergraduate degree from New College of Florida and a law degree, *cum laude*, from Ohio State, where he served as managing editor of the *Ohio State Law Journal*.

Kathryn D. Sullivan

DOCTOR OF PUBLIC AFFAIRS

Dr. Kathryn D. Sullivan is the only person in the world to have both walked in space and explored the deepest depths of the ocean. She is a geologist, astronaut, oceanographer and former administrator of the National Oceanic and Atmospheric Administration (NOAA). Throughout all her distinguished endeavors — including 18 years of service in the U.S. Naval Reserve — she has expanded knowledge, science and opportunity for others while being an indefatigable advocate for effective stewardship of natural resources.

During Dr. Sullivan's initial space flight in 1984, she became the first American woman to walk in space. She served on the crew of three space shuttle missions before accepting, in 1993, a Presidential appointment as chief scientist

at NOAA. A few years later, she became President and CEO of the nation-leading Center of Science and Industry (COSI) in Columbus. She strengthened COSI's impact on science teaching and its reputation as an innovator of hands-on, inquiry-based science learning. In 2006, she joined Ohio State as the inaugural director of the Battelle Center for Mathematics and Science Education Policy in the John Glenn School of Public Affairs (now John Glenn College of Public Affairs).

In 2011, Dr. Sullivan was appointed deputy director of NOAA; three years later, she was confirmed as NOAA administrator. At NOAA, she infused policy with scientific rigor and expanded agency outreach to industry, academia and the public. Following completion of her service at NOAA, Dr. Sullivan was

designated as the 2017 Charles A. Lindbergh Chair of Aerospace History at the Smithsonian Institution's National Air and Space Museum.

She is a member of the National Academy of Engineering, American Academy of Arts and Sciences and National Academy of Public Administration. In September, Dr. Sullivan was appointed to the President's Council of Advisors on Science and Technology. Among her many additional honors are the Public Service Award from the National Science Board, induction into the Astronaut Hall of Fame and numerous honorary degrees.

Dr. Sullivan earned a bachelor's degree in Earth Sciences from the University of California, Santa Cruz, and a doctorate in geology from Dalhousie University.

RECIPIENTS OF HONORS

Thomas J. Hall

DISTINGUISHED SERVICE AWARD

Through passionate advocacy and generous support, Dr. Thomas J. Hall has helped to shape The Ohio State University and brought its mission to life for countless people and families. He is a devoted alumnus and committed volunteer leader whose insights and counsel have especially strengthened the university's Newark campus and its Stone Laboratory on Lake Erie.

Dr. Hall lives in Newark, Ohio, where he served for two decades as an Emergency Physician at Licking Memorial Hospital. In 2000, he became a Medical Director and later the Ohio Medical Operations Director with Anthem Blue Cross and Blue Shield. Part of his role was to train teams of nurses in the Philippines. When he retired in 2016, he increased his volunteer leadership on behalf of Ohio State.

Dr. Hall has enriched the university and his community through extensive, enthusiastic engagement and service. He served for nine years on the Ohio State Newark Advisory Board, during which time campus enrollment grew 20% and significant new building projects were completed. He was a member of the Newark campus's Campaign Cabinet for the new John and Mary Alford Center for Science and Technology. His passion for Stone Laboratory — a field station for freshwater biology research, education and outreach — began in 1972 when he spent a summer studying there as a zoology graduate student. He credits Stone Laboratory with helping shape much of his future life including his decision to attend medical school where he met his wife. He has served as President

of Friends of Stone Laboratory, a non-profit group devoted to advancing the program's mission.

Together with his wife, Dr. Mary Beth Hall, he has been a generous donor to Stone Laboratory and many other areas of the university. Their remarkable philanthropy provides scholarships for Newark campus students and was essential to construction of the John and Mary Alford Center for Science and Technology, which opened earlier this year. Through his support of the Newark campus Pelotonia team he has helped spur essential cancer research at The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.

Dr. Hall graduated from The Ohio State College of Medicine in 1976.

A MESSAGE FROM PRESIDENT JOHNSON



Dear Graduates,

Congratulations, Buckeyes! We are thrilled to celebrate your accomplishments with you in person, in the Schottenstein Center and — most joyously — alongside so many of your friends, family and loved ones. The fact that we are together today is a testament to our collective dedication and fortitude.

It is also another sign of a return to our beloved traditions. You have worked hard to ensure that we could celebrate commencement as generations of Ohio State graduates have before you. You adapted to new ways of learning and connecting. You helped your classmates and colleagues figure out how to remain together — even when we were apart. You came together to keep the pandemic at bay on our campuses and found ways to lift up those on the front lines of the fight against COVID-19.

Most importantly: Even when it was difficult, you never gave up. Your perseverance and experiences through this time will forever be a part of your journey. You proved that diverse talents and perspectives can be woven together to create solutions that do incredible good.

I am inspired by every one of you, though I am not surprised. As Buckeyes, we shine brightest when times are tough, when there is a need for champions to come together to support each other and our communities. We shine our light in dark places and lead in all that we do. Meeting challenges head-on is simply part of our DNA.

You are stronger and wiser from your experiences, and today I challenge you to take what you've learned at Ohio State and set to work building a future in which every member of our community can share equitably in its opportunity. I know you are up to the challenge — after all, you're Buckeyes.

As you depart today, diploma in hand, think of this as a beginning, not an ending. You are forever part of our Ohio State family — Buckeyes for life. Congratulations, once again. I cannot wait to see what you do next!

Sincerely yours,

A handwritten signature in black ink, appearing to read "Kristina M. Johnson".

Kristina M. Johnson, PhD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

Congratulations, and welcome to the alumni family, Class of 2021!! It's wonderful to come together and celebrate your accomplishments.

Each of you has a unique Ohio State story to tell about your journey thus far, and the past few years have certainly brought many memorable moments. We were with you in Buckeye spirit as you walked across the Oval for the first time, and we are by your side as you map out your next steps. Your web of support is wider, and in many ways even tighter, now that you have 600,000 fellow alumni around the globe ready to help you in ways not yet imagined.

When you read the lyrics to "Carmen Ohio" — all three verses, not just the one we have memorized — you will see lines about both the good times and the bad. It references "happy days of yore" and "blackened sky or barren shoal." As the seasons pass, with many reasons to look forward to a bright tomorrow, I know one thing for sure: We are Buckeyes, and we can do anything together!

We will be with you wherever you go. To stay connected to the university you love and your fellow Buckeyes, download our alumni app, go to osu.edu/alumni and follow me @BuckeyeMolly on Twitter. You will find alumni clubs and societies in more than 100 cities, organizing everything from game watch parties to scholarship fundraisers, and the alumni association offers career resources and lifelong learning and networking opportunities. True to our traditions, use these connections to find ways to volunteer and pay forward in service to others.

This is your commencement: It is the beginning of the next chapter of your Ohio State story. You will be out there making a difference, charting your path all in the name of this incredible institution you now call your alma mater. And we will be there to share the endless opportunities and excitement the future holds for you as a Buckeye for life!

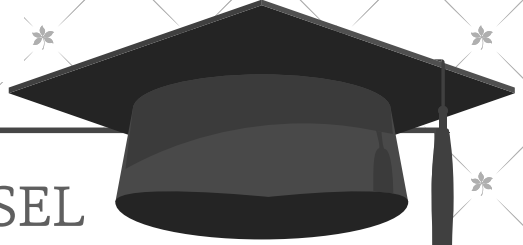
In firm friendship,



Molly Ranz Calhoun '86
President and CEO
The Ohio State University Alumni Association



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ALUMNI ASSOCIATION



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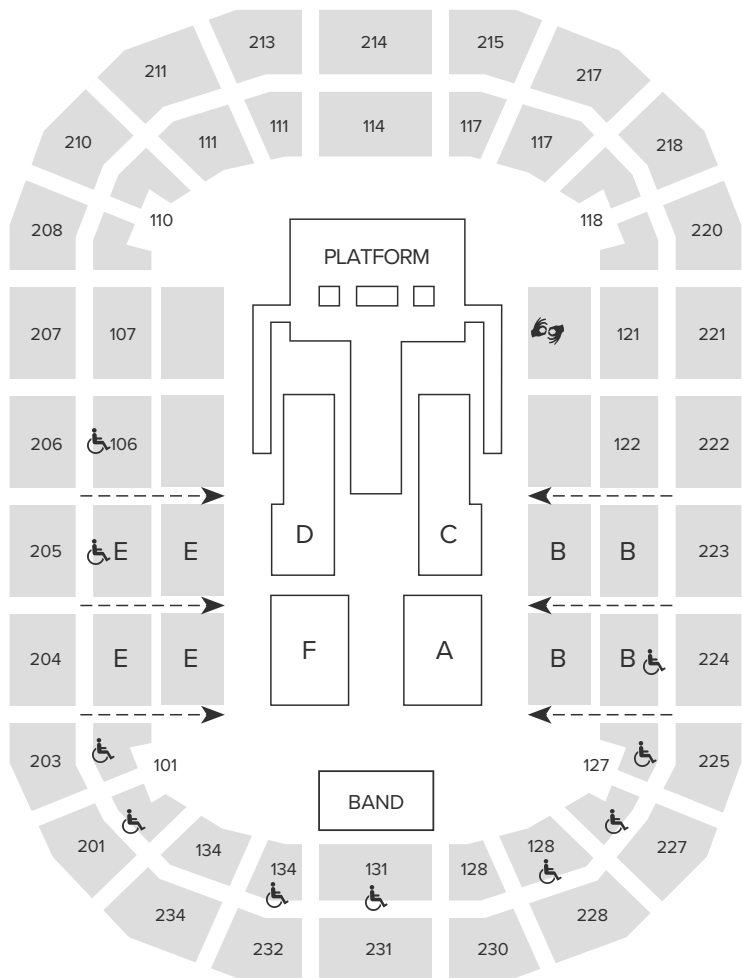


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ARENA SEATING



-----> Please keep these aisles clear for the Processional and Recessional <-----

- A — Arts and Sciences
- B — Arts and Sciences
- C — Public Affairs; Business
- D — PhD; Master's; Dentistry; Public Health; Nursing; Medicine
- E — Social Work; Pharmacy; Education and Human Ecology; Engineering
- F — Engineering; Food, Agricultural, and Environmental Sciences

ASL interpreter 

Wheelchair seating 

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2021, as of 5:00 p.m., December 9, 2021, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

The Graduate School

Dean: Alicia L. Bertone

Doctor of Philosophy

Ramzi Mufthah Ali Abdullalah
B.S. (Al Mergeb University)
M.S. (Western Michigan University)
Civil Engineering
Dr. Halil Sezen

Ermias Mekuria Addo
B.Pharm., M.S. (Addis Ababa University)
M.S. (The Ohio State University)
Pharmaceutical Sciences
Dr. Alan Kinghorn

Bushra Alam
B.S.Honors (University of Calcutta)
M.S. (Indian Institute of Technology Madras)
Chemistry
Dr. John Herbert

Elizabeth M. Ames
Environment and Natural Resources
Dr. Christopher Tonra

Austin Angelotti
B.S.Nutrition (The Ohio State University)
Ohio State University Nutrition
Dr. Martha Belury

Anna Maria Apostel
B.S. (Denison University)
M.S. (The Ohio State University)
Food, Agricultural and Biological Engineering
Dr. Margaret Kalic

Andrew Peter Bade
B.S. (University of Connecticut)
Evolution, Ecology and Organismal Biology
Dr. Stuart Ludsin

Asmaa Aly Elsayed Abdalla Badr
B.Med., B.Surgery., Master's (Mansoura University)
Integrated Biomedical Science Graduate Program
Dr. Amal Amer
Dr. Estelle Cornet-Boyaka

Giwon Bahg
B.A., M.A. (Seoul National University)
M.A. (The Ohio State University)
Psychology
Dr. Brandon Turner

Michael Lee Barnes
B.S., M.A. (The Ohio State University)
Education
Dr. Belinda Gimbert

Ana M.B. Bell
B.S. (Jackson State University)
M.S. (The Ohio State University)
Human Sciences
Dr. Samuel Hodge

Darcy Colleen Benson
B.A. (Dickinson College)
M.A. (Boston University)
History
Dr. Alice Conklin

Rachel Lauren Bican
B.S.Educ., D.Phys.Theor. (The Ohio State University)
Health and Rehabilitation Sciences
Dr. Jill Heathcock

Nicholas James Black
B.S.Agr., M.Pub.Hlth. (The Ohio State University)
Comparative and Veterinary Medicine
Dr. Thomas Wittum
Dr. Andreia Goncalves Arruda

Andrew Louis Blank
B.S. (Indiana University)
Au.D. (Rush University)
Speech and Hearing Science
Dr. Rachael Holt

Ashleigh Marie Bope
B.A. (Capital University)
M.S. (The Ohio State University)
Environmental Science
Dr. Karen Dannemiller

Margaret Antoinette Bowman
B.S.Educ. (Ashland University)
M.Educ. (Tiffin University)
Education
Dr. Kui Xie

Stephen Boyle
B.S. (Rowan University)
M.S. (Pennsylvania State University)
Mechanical Engineering
Dr. Stephanie Stockar

Kelsey Ann Brakel
B.S. (Hillsdale College)
D.V.M. (Michigan State University)
Comparative and Veterinary Medicine
Dr. Stefan Niewiesk

Aaron Eugene Brandewie
Bachelor's (University of Dayton)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Robert Burkholder

Wanderson Bucker Moraes
Bachelor's (Universidade Federal do Espírito Santo)
Magister (Universidade Federal de Vicosa)
M.S. (The Ohio State University)
Plant Pathology
Dr. Pierce Paul
Dr. Laurence Madden

Kassi Shae Burnett
B.A., M.A. (The Ohio State University)
Germanic Languages and Literatures
Dr. Katra Byram

Xiaoyu Cai
B.S. (Shanghai University of Finance and Economics)
M.S. (The Ohio State University)
Statistics
Dr. Lo-Bin Chang

Brian Caldwell
B.S. (Dixie State University)
Ohio State Biochemistry Program
Dr. Charles Bell

Supriyo Chakraborty
Bachelor's (Jadavpur University)
Materials Science and Engineering
Dr. Stephen Niezgoda

Caitlyn Camille Chambers
B.S. (Loyola University New Orleans)
M.A. (The Ohio State University)
Education
Dr. Antoinette Miranda

Haley Alexandra Chatelaine
B.A. (College of Saint Benedict)
Ohio State University Nutrition
Dr. Rachel Kopec
Dr. Emmanouil Chatzakis

William Chou
B.A. (Yale University)
M.A. (The Ohio State University)
History
Dr. Jennifer Siegel
Dr. Christopher Otter

Burak Cevat Civek
B.S., M.S. (Bilkent University)
Electrical and Computer Engineering
Dr. Emre Ertin

Emilio A. Codecido
B.S. (University of California)
M.S. (The Ohio State University)
Physics
Dr. ChunNing Lou

Meghan Elizabeth Corwin
B.A. (Rollins College)
M.S. (University of Miami)
Education
Dr. Mollie Blackburn

Jill Marie Crane
B.A. (Marian University)
M.A. (The Ohio State University)
Psychology
Dr. Susan Haverkamp

Diego Cuerda Gil
Licenciado (Autonomous University of Nuevo Leon)
Molecular Genetics
Dr. Richard Slotkin
Dr. Jay Hollick

Oguz Demir
B.S., M.S. (Middle East Technical University)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Joel Johnson

Xuepeng Deng
B.S. (Dalian University of Technology)
Chemical Engineering
Dr. W.S. Winston Ho

Carly Dickerson
B.A. (McGill University)
Linguistics
Dr. Brian Joseph

Audrey Faye Duff
B.S.Agr., M.S. (The Ohio State University)
Animal Sciences
Dr. Lisa Bieleke

Paola Andrea Echave
B.A. (University of New Mexico)
M.A. (The Ohio State University)
Sociology
Dr. Kammi Schmeer

Jared Falkenberg Edgerton
B.A. (Juniata College)
M.A. (The Ohio State University)
Political Science
Dr. Skyler Cramer

Eric Daniel Eisenmann
B.S., Pharm.D. (Ohio Northern University)
Pharmaceutical Sciences
Dr. Sharyn Baker

Jared Bert Ellenbogen
B.S. (Otterbein University)
M.S. (The Ohio State University)
Microbiology
Dr. Joseph Krzycki

Justin David Erwin
B.S. (Marshall University)
Chemistry
Dr. James Coe

Sean Fenstermaker
B.S. (Ohio University)
M.S. (The Ohio State University)
Horticulture and Crop Science
Dr. David Francis

Brian Nathaniel Fitch
B.S. (University of Akron)
Chemistry
Dr. Susan Olesik

Stoni Lin Fortney
B.S. (Ouachita Baptist University)
M.A. (The Ohio State University)
Psychology
Dr. Marc Tasse

Robert Wayne Gammon-Pitman

B.S.Chem.Eng., M.S., M.A. (The Ohio State University)

Education
Dr. Lin Ding
Dr. Paul Post

Yifan Gan

B.Engr. (Huazhong University of Science and Technology)

M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Yang Wang

Chengyu Gao

Bachelor's (Qingdao Agricultural University)
M.S. (Illinois Institute of Technology)
Food Science and Technology
Dr. Devin Peterson

Miranda Lynn Gardner

B.A., M.S. (The Ohio State University)
Ohio State Biochemistry Program
Dr. Michael Freitas

Rebekah Gibson

B.S. (Carlow University)
Chemistry
Dr. Susan Olesik

Heather Elizabeth Gion

B.S. (Palm Beach Atlantic University)
M.S. (Central Michigan University)
Evolution, Ecology and Organismal Biology
Dr. Marymegan Daly

Mael Gianni Gion

B.S. (University of Utah)
M.S. (Central Michigan University)
Evolution, Ecology and Organismal Biology
Dr. Marymegan Daly
Dr. John Freudenstein

Adam Goss

B.S., M.S. (Pennsylvania State University)
Aerospace Engineering
Dr. Jeffrey Bons

Philip Robert Gould

B.S. (University of The South)
Environment and Natural Resources
Dr. William Peterman

Ricardo Graiff Garcia

Bachelor's (Fundacao Armando Alvares Penteado)
M.A. (The Ohio State University)
Political Science
Dr. Sara Watson

Derek Bryan Green

M.A. (University of Kentucky)
History
Dr. Gregor Anderson

Jenna Marie Greve

B.S. (The Ohio State University)
Ohio State Biochemistry Program
Dr. James Cowan
Dr. Ross Dalbey

Aaron Geoffrey Griffith

B.S. (The Ohio State University)
Physics
Dr. Daniel Gauthier

Michael Jon Gunther

B.S. (Iowa State University)
Chemistry
Dr. Jovica Badjic

Hongqi Guo

B.Engr. (Harbin Institute of Technology)
Mechanical Engineering
Dr. Marcelo Dopino

Yusheng Guo

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M.S. (Kunming University of Science and Technology)
Comparative and Veterinary Medicine
Dr. Anastasia Vlasova
Dr. Linda Saif

Charles Conyers Harpole

B.A. (University of Kentucky)
M.A. (The Ohio State University)
Political Science
Dr. Amanda Robinson

Gillian Patricia Hatzis

B.S. (Georgia Institute of Technology)
Chemistry
Dr. Christine Wade

Daniel Michael Heligman

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Physics
Dr. Rolando Valdes Aguilar

Timothy Hopkins Helms

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D.V.M. (Iowa State University)
Comparative and Veterinary Medicine
Dr. Steven Clinton
Dr. Christopher Coss

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B.S. (Houghton College)
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M.A. (The Ohio State University)
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Dr. Alice Conklin

Victor Hernandez

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M.S. (The Ohio State University)
Pharmaceutical Sciences
Dr. Jack Yalowich

Kelsey Louise Hodge

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Dr. Joshua Goldberger

Zachary Mathew Howard

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Dr. Jill Rafael-Fortney

Tongxi Hu

Bachelor's (Jilin University)
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M.S. (The Ohio State University)
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Dr. Kaiguang Zhao

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Molecular, Cellular, and Developmental Biology
Dr. Adriana Dawes

Bander Abdulaziz A Jabr

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Electrical and Computer Engineering
Dr. Mrinal Kumar

Savithra Jayaraj

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Dr. Abraham Badu-Tawiah

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Dr. Yingbin Liang

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B.S. (China Agricultural University)
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Dr. Karin Musier-Forsyth

Kun Jin

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M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Roberto Facundo Memoli Techera

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B.S. (University of Kansas)
M.S. (Wichita State University)
Microbiology
Dr. Stephanie Seaveau

Mariah Lyn Johnson

B.S. (Gettysburg College)
Integrated Biomedical Science Graduate Program
Dr. Gregory Behbehani

Tracy Johnson

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M.Educ. (Xavier University)
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Dr. Emily Rodgers
Dr. Jerome D'Agostino

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Dr. Gunjan Agarwal

Yang Ju

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M.S. (Texas A&M University)
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Dr. Gil Bohrer

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M.S. (The Ohio State University)
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Dr. Jeff Volek

Shuan Osman Karim

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M.A. (The Ohio State University)
Linguistics
Dr. Brian Joseph

Jeffrey Benjamin Kast

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M.S. (The Ohio State University)
Environmental Science
Dr. Jay Martin

Alisher Khaliyarov

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Dr. Scott Levi

Wooju Kim

B.S. (Sungkyunkwan University)
Food Science and Technology
Dr. Dennis Heldman

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Dr. Katherine Walton

John Joseph Kuczek II

B.S. (The Ohio State University)
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Dr. Richard Vasques

Chaitanya Krishnaji Kulkarni

B.Tech. (National Institutes of Technology, India)
Computer Science and Engineering
Dr. Raghu Machiraju
Dr. John Foster-Lussier

Tazim Ridwan Billah Kushal

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M.S. (The Ohio State University)
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Dr. Mahesh Illindala

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Dr. Norman Johnson

Wuwei Lan

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Dr. Wei Xu
Dr. Feng Qin

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Dr. Charles Emery

Jaroth Vincent Lanzalotta

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M.A. (The Ohio State University)
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Dr. Richard Petty

Sufian Latif

B.S. (Bangladesh University of Engineering and Technology)
M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Atanas Rountev

Zachary Thomas Leasor

B.S. (Western Kentucky University)
M.A. (The Ohio State University)
Geography
Dr. Steven Quiring

Sang Ho Lee

B.A., M.S. (Korea University)
M.A., M.Appl.Stats. (The Ohio State University)
Psychology
Dr. Mark Pitt

Diana Leyva del Rio

Bachelor's (Universidad Autonoma de San Luis Potosi)
M.S. (University of Southern California)
Oral Biology
Dr. William Johnston
Dr. Robert Seghi

Chao Li

B.Engr. (Sichuan University)
M.S. (University of Akron)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Gerald Frankel

Yufeng Liang

Bachelor's (Zhejiang University)
Chemistry
Dr. Dennis Bong

Hao Lin

Bachelor's (Sun Yat-sen University)
M.S. (The Ohio State University)
Food Science and Technology
Dr. Devin Peterson

Yulu Liu

B.S. (Southeast University)
M.S. (University of California)
Physics
Dr. ChunNing Lau

Stephen Dennis Londo

B.S. (Loyola University Chicago)
Chemical Physics
Dr. Lawrence Baker

Jacob Zachary Longenecker

B.S. (Ferris State University)
M.S. (The Ohio State University)
Molecular, Cellular, and Developmental Biology
Dr. Federica Accornero

Lin Lu

Bachelor's (Beijing Normal University)
M.A. (The Ohio State University)
Education
Dr. Kui Xie

Xiao Ma

B.S. (South China Agricultural University)
Chemistry
Dr. Mark Foster

Jackson David Majher

B.S. (The Ohio State University)
Chemistry
Dr. Patrick Woodward

Yu Mao

B.S.Mat.Sci.Eng., M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Glenn Daehn

Ila Abhijit Marathe

B.S., M.S. (University of Pune)
Microbiology
Dr. Venkat Gopalan

McKensie Lee Mason

B.S. (West Liberty University)
Chemistry
Dr. Jonathan Parquette

Kali Zoe Mattingly

B.A. (Transylvania University)
M.S. (State University of New York College of Environmental Science and Forestry)
Evolution, Ecology and Organismal Biology
Dr. Stephen Hawick

Gregory Joseph McGlinch

B.S.Agr. (The Ohio State University)
M.S. (Iowa State University)
Horticulture and Crop Science
Dr. Laura Lindsey

Erin Emmeline Mercurio

B.A. (Drake University)
Philosophy
Dr. Declan Smithies

Fateh Mikaeili

B.S. (Iran University of Science and Technology)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Pelagia-Iren Gouma

Brittany Leigh Miles

B.S. (Georgia Institute of Technology)
Food Science and Technology
Dr. Christopher Simons

Karasi B. Mills

B.S. (University of Washington)
M.S. (The Ohio State University)
Plant Pathology
Dr. Pierce Paul
Dr. Laurence Madden

Vigyanshu Mishra

B.Tech. (Indian Institute of Information Technology)
M.Tech. (Indian Institute of Technology Delhi)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Asimina Kiourti

Tyler John Morin

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Christin Marie Zwolski

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M.S. (The Ohio State University)
Nursing

Kelly Catherine Tomlinson

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M.S. (Walden University)
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Actuarial and Quantitative Risk Management

Michael Patton

B.S. (The Ohio State University)
Actuarial and Quantitative Risk Management

Yifei Zhang

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B.S.Agr. (University of Saskatchewan)
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Bachelor's (Institute of Chemical Technology)
M.S. (Texas A&M University)
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Schuyler Black-Seitz

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Education

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Public Policy and Management

Daniel Bernard Rodriguez
B.A. (The Ohio State University)
Public Policy and Management

Master of Public Health

Savannah Beverly
B.S. (Kent State University)
Public Health

Bradley Thomas Christoph
B.S. (Furman University)
M.S. (Tufts University)
D.Osteopath. (Campbell University)
Public Health

Kyrstin Brooke Cramer
B.A. (The Ohio State University)
Public Health

Megan C. Dugan
B.A. (University of Redlands)
M.B.A. (Santa Clara University)
Public Health

Hannah Olivia Hart
B.S.Hlth.Reh.Sci. (The Ohio State University)
Public Health

Sarah Margaret Hyman
B.A., M.Pub.Hlth. (Case Western Reserve
University)
Public Health

Lin Linda Miao
B.A. (Kenyon College)
Public Health

August 17-19, 2021, Board of Trustees Meetings

Lindsay Lorelei Mlynarek

B.S. (Michigan State University)
M.D. (The Ohio State University)
Public Health

Nicole Leigh Murphy

B.S. (San Francisco State University)
Public Health

Jaime T. Newman

B.A., B.S. Alld.Hlth.Prof. (Miami University)
Public Health

Jack Auguste Palillo

B.S. (Fordham University)
Public Health

Ashley Sneed

B.S.Nurs., M.S. (The Ohio State University)
Public Health

Master of Science

Moyasar Arif Abdulhameed Abdulhameed

Bachelor's, M.S. (University of Mosul)
Comparative and Veterinary Medicine

Mohamed Osama Hussein Soliman

Abouzaid
Bachelor's (Cairo University)
Electrical and Computer Engineering

Birgul Cansu Acarturk

B.S.Civ.Eng. (Ozyegin University)
Civil Engineering

Rebecca Christine Ailes

B.S. (Purdue University)
M.A. (Johns Hopkins University)
Translational Pharmacology

Salwan Al Mutar

B.Med., B.Surgery. (Al-Mustansiriya University)
Translational Pharmacology

Mohamad Al nashar

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Md Ferdous Alam

B.S.Mech.Eng. (Bangladesh University of Engineering and Technology)
Mechanical Engineering

Emily Kristine Aneshansley

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Tiffany Elizabeth Arnold

B.S., M.S. (University of South Florida)
Molecular, Cellular, and Developmental Biology

Oluwatosin Rebecca Ayinde

B.A. (East Carolina University)
Pharmaceutical Sciences

Giwon Bahg

B.A., M.A. (Seoul National University)
M.A. (The Ohio State University)
Statistics

Brooklynn Marie Bailey

B.A. (University of South Carolina)
Psychology

Gunter Shepard Beall

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Shreeya Behera

B.S., M.S. (Indian Institute of Science Education & Research Pune)
Mathematics

Madeline Bellers

B.S. (University of Tennessee)
Translational Pharmacology

John Bentley

B.S. (Ashland University)
Computer Science and Engineering

Chayapol Beokhaimook

B.Eng. (Tohoku University)
Mechanical Engineering

Brett Alexander Betit

B.S.Civ.Eng. (The Ohio State University)
Civil Engineering

Madhoolika Bisht

B.Tech. (Manipal University)
Molecular Genetics

Tessa Rose Blevins

B.A. (University of Kentucky)
Psychology

Jeremy Allen Block

B.A. (Wittenberg University)
Master's (Colorado State University)
Environmental Science

Kiersten Boley

B.S. (Georgia Institute of Technology)
Astronomy

Danielle Joan Boyle

B.S. (Fairleigh Dickinson University)
Neuroscience Graduate Studies Program

Cole Bradley

B.S. (The Ohio State University)
Earth Sciences

Michaela Rose Breach

B.S. (Indiana University)
Neuroscience Graduate Studies Program

Treg Larry Brown

B.S.Agr. (The Ohio State University)
Agricultural Communication, Education, and Leadership

Samuel C. Buzzas

B.S.Bus.Adm. (The Ohio State University)
Human Sciences

Elizabeth Marie Callow

B.S.Agr. (The Ohio State University)
Food, Agricultural and Biological Engineering

Jack Canaday

B.S.Mat.Sci.Eng. (The Ohio State University)
Welding Engineering

Josh Cardosi

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Michael William Carrigan

B.A. (Boston University)
Physics

Alyssa Marie Marquez Castillo

B.S. (Mount Saint Mary's College)
Pharmaceutical Sciences

Srija Chakraborty

B.C.Tech. (Maulana Abul Kalam Azad University of Technology)
Biomedical Engineering

Uddesh Chakraborty

B.Tech. (Vellore Institute of Technology)
Electrical and Computer Engineering

Shahrzad Charmchi Toosi

Bachelor's (Khavaran Institute of Higher Education)
Master's (Islamic Azad University)
Civil Engineering

Joseph C. Charnas

B.S. (Kent State University)
D.D.S. (The Ohio State University)
Dentistry

Tianxiang Chen

B.S. (Miami University)
Human Sciences

Liam John Clink

B.S. (Michigan State University)
Physics

Megan Thuy Trang Co

B.S. (Oregon State University)
Biomedical Engineering

Katherine Coggins

B.S. (University of Alabama)
Civil Engineering

Miruna Gabriela Cotet

B.S., M.S. (University of Vienna)
M.S. (Maastricht University)
Psychology

Archit Nikhil Datar

Bachelor's (Institute of Chemical Technology)
Chemical Engineering

Leslie Kay Daugherty

B.A. (Grove City College)
B.A., B.S.Civ.Eng. (The Ohio State University)
Welding Engineering

Andrea Marie Davis

B.S. (The Ohio State University)
Translational Pharmacology

Kyle Alexis De Petro

B.S., M.S. (University of California, Los Angeles)
Neuroscience Graduate Studies Program

Jon deItole

B.S. (Bridgewater State University)
Biophysics

Daron Thomas DiSabato

B.S.Comm., B.S.Elec.Eng. (Ohio University)
Electrical and Computer Engineering

Alexa Edwards

B.S. (United States Naval Academy)
Translational Pharmacology

Christopher Jordan Ellis

B.S.Cptr.Sci.Eng. (The Ohio State University)
Computer Science and Engineering

Brandon Lane Emshoff

B.S.Mech.Eng. (Ohio Northern University)
Aerospace Engineering

Julian C. Endres

B.S. (Kent State University)
B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Michael Charles Engelman

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Jacob Fillingham

B.S. (Eckerd College)
Earth Sciences

Emily Ann Filcraft

B.S. (The Ohio State University)
Welding Engineering

Frances Clara Foos

B.S.Agr. (The Ohio State University)
Agricultural Communication, Education, and Leadership

Dylan William Frikken

B.S. (University of Wisconsin)
Physics

Bryan Michael Cellmer Garcia

B.S. (Texas A&M University)
Animal Sciences

Carley Renee Gaskill

B.A. (The Ohio State University)
Human Sciences

Alex David Gekow

B.S. (University of Massachusetts)
Physics

Kaan Genc

B.S. (Izmir University of Economics)
Computer Science and Engineering

Amanda Elizabeth Gibson

B.S.Mat.Sci.Eng. (The Ohio State University)
Materials Science and Engineering

August 17-19, 2021, Board of Trustees Meetings

Justin Gilg B.S. (University of Nebraska-Lincoln) <i>Electrical and Computer Engineering</i>	Janet A. Jensen B.A. (Purdue University Fort Wayne) B.S., M.S. (Purdue University) <i>Molecular, Cellular, and Developmental Biology</i>	Yumeng Li B.S. Mech.Eng., M.S. (The Ohio State University) <i>Industrial and Systems Engineering</i>	Daniel Kent Meier B.S. Elec.Cptr.Eng. (The Ohio State University) <i>Electrical and Computer Engineering</i>
Chetan Gomatam B.S. (University of California) <i>Molecular, Cellular, and Developmental Biology</i>	Nathan Johnson B.S. (Bowling Green State University) <i>Translational Pharmacology</i>	Nicholas Thomas Liesen B.S. Chem.Eng. (The Ohio State University) <i>Chemical Engineering</i>	Prem Mahendar Methuku B.S.Cptr.Sci.Eng. (The Ohio State University) <i>Electrical and Computer Engineering</i>
Jiakun Gong B.S. (The Ohio State University) <i>Computer Science and Engineering</i>	Richard Harold Johnson III B.S.Weld.Eng. (The Ohio State University) <i>Welding Engineering</i>	Claire Limbert B.S. (The Ohio State University) <i>Translational Pharmacology</i>	Justin John Michel B.S. (University of California) <i>Physics</i>
Maricarmen Gonzalez B.S. (California State University) M.S. (California State University) <i>Chemistry</i>	Anuj Sanjiv Joshi B.Engr. (Institute of Chemical Technology) <i>Chemical Engineering</i>	Philip Lindhorst B.S. (State University of New York at Buffalo) <i>Chemistry</i>	Patrick James Millican B.S. (University of Notre Dame) <i>Physics</i>
Allyson Mary Gregory B.S. (Saginaw Valley State Univ) <i>Human Sciences</i>	Kamalnath Kadirvel B.S., M.S. (Indian Institute of Science) <i>Materials Science and Engineering</i>	Charmaine Alicia Lindsay B.S. (Claflin University) <i>Pharmaceutical Sciences</i>	Mohamed Mohsen Mohamed Mohamed B.S. (Zewail City of Science and Technology) <i>Biophysics</i>
Aziz Burak Guelen B.S. (Middle East Technical University) <i>Mathematics</i>	Vikhyat Kalra B.Engr. (Birla Institute of Technology and Science) <i>Mechanical Engineering</i>	Xiao Liu B.S. (Beijing Forestry University) Master's (Beijing Normal University) M.S. (Michigan State University) <i>Computer Science and Engineering</i>	Pinak Bhuvan Mohapatra B.Tech. (Indian Institute of Technology Kharagpur) <i>Chemical Engineering</i>
Yu Hao B.S. (Beijing Institute of Technology) <i>Computer Science and Engineering</i>	Sarah Kaye B.S. (Dickinson College) <i>Neuroscience Graduate Studies Program</i>	Justin Blake Long Bachelor's (Slippery Rock University) <i>Statistics</i>	Nathan Moody Bachelor's (Miami University) <i>Chemical Engineering</i>
Susanna Elizabeth Harrison B.F.A. (Savannah College of Art and Design) B.S. (University of Texas) <i>Environment and Natural Resources</i>	Nicholas Kian Khaligh B.S. (George Mason University) <i>Psychology</i>	Yifan Ma B.S., M.S. (East China University of Science and Technology) <i>Biomedical Engineering</i>	Leia Rose McCoy Moore B.S. (Heidelberg University) <i>Industrial and Systems Engineering</i>
Jincheng He B.S. (Jinan University) <i>Electrical and Computer Engineering</i>	Shanta Khandaker B.Med., B.Surgery. (University of Dhaka) <i>Translational Pharmacology</i>	Daniel Patterson Magness B.S. (Xavier University) D.D.S. (The Ohio State University) <i>Dentistry</i>	Debasmita Mukherjee B.Tech. (Maulana Abul Kalam Azad University of Technology) M.Tech. (Indian Institute of Technology) <i>Molecular, Cellular, and Developmental Biology</i>
Jeremy Edward Hershberger B.S.Agr. (The Ohio State University) <i>Environment and Natural Resources</i>	Brianna Michelle Kidd B.S. (Urbana University) <i>Translational Pharmacology</i>	Khyati Malik B.Bus.Adm. (Guru Gobind Singh Indraprastha University) M.B.A. (Institute of Chartered Financial Analysts of India) Master's (Paris Institute of Political Studies) M.Publ.Adm. (London School of Economics and Political Science) M.A. (Ohio University) <i>Agricultural, Environmental, and Development Economics</i>	Soham Mukherjee B.Engr. (Jadavpur University) <i>Computer Science and Engineering</i>
Subha Islam Himel B.S. (University of Dhaka) <i>Chemistry</i>	Sowon Kim B.A. (Seoul National University) M.S. (London School of Economics and Political Science) <i>Agricultural, Environmental, and Development Economics</i>	Keefe Bram McDougal B.S. (Duquesne University) <i>Ohio State Biochemistry Program</i>	Aida Musaefendic B.S. (San Jose State University) M.B.A. (Notre Dame de Namur University) <i>Translational Pharmacology</i>
Mostofa Ahmed Hisham B.S. (University of Texas) <i>Physics</i>	Amy Lynn Kovacs B.S.Agr. (The Ohio State University) <i>Public Health</i>	Miranda Lee McGrothers B.S. Chem.Eng. (The Ohio State University) <i>Civil Engineering</i>	Indranil Nayak B.Tech. (Indian Institute of Technology Kharagpur) <i>Electrical and Computer Engineering</i>
Stephanie Rae Hohn B.S.Educ. (The Ohio State University) <i>Human Sciences</i>	Aaron Daniel Kramer B.S.Ind.Sys.Eng. (The Ohio State University) <i>Industrial and Systems Engineering</i>	Michael Robert McKenna B.A. (Case Western Reserve University) <i>Psychology</i>	Michael Joseph Neuhoﬀ B.S. (Case Western Reserve University) <i>Physics</i>
Ellen Topeah Holmgren B.A. (Kenyon College) <i>Physics</i>	Kwabina A. Larbi B.S. (Muskingum University) <i>Translational Pharmacology</i>	Michael Kessel Palmieri B.S.Agr. (The Ohio State University) <i>Translational Pharmacology</i>	
William Kieran Plasius Holzer B.S. (Purdue University) <i>Biomedical Engineering</i>	Rashelle Anna Lashley B.S. (Muskingum University) <i>Translational Pharmacology</i>		
Gregory Dalton Hopper B.S. (Eastern Kentucky University) <i>Statistics</i>	Luke Roger Lemmerman B.S.Biomed.Eng. (The Ohio State University) <i>Biomedical Engineering</i>		
Mitchell Hoysock B.S.Food.Sci. (Pennsylvania State University) <i>Food Science and Technology</i>			

August 17-19, 2021, Board of Trustees Meetings

Giovanni Alessandro Papio

B.S.Food,Ag,Bio.Eng. (The Ohio State University)
Horticulture and Crop Science

Charles Thomas Parise

B.S.Env.Nat.Res. (The Ohio State University)
Environment and Natural Resources

Mayuri Harish Patel

B.Pharm., M.Pharm. (University of Mumbai)
Pharmaceutical Sciences

Cora Lynn Petersen

B.S. (Lubbock Christian University)
Neuroscience Graduate Studies Program

Todd Robert Peterson

Horticulture and Crop Science

Zoe Phillips

B.S. (Purdue University)
Physics

David Luther Pitts

B.S.Mech.Eng. (Cedarville University)
Aerospace Engineering

Avinash Pokala

B.S.Nutrition (The Ohio State University)
Human Sciences

Hao Qi

B.S. (Nankai University)
Biomedical Engineering

Zanlin Qiu

Bachelor's (Shanghai Jiao Tong University)
Materials Science and Engineering

Mohammad Wahidur Rahman

B.S., M.S. (Bangladesh University of Engineering and Technology)
Electrical and Computer Engineering

Ethan Alexander Raines

B.S. (Wittenberg University)
Electrical and Computer Engineering

Harish Asokan Ramayee

B.Tech. (Sri Ramaswamy Memorial Institute of Science & Technology)
Electrical and Computer Engineering

Jordan Ashley Ramsey

B.S. (University of Maryland Baltimore County)
Electrical and Computer Engineering

Elizabeth Margaret Reagan

B.S. (The Ohio State University)
Evolution, Ecology and Organismal Biology

Archit Rele

B.S.Biomed.Eng. (The Ohio State University)
Mechanical Engineering

Kelly Rich

B.S. (Northwestern University)
M.S. (The Ohio State University)
Neuroscience Graduate Studies Program

Shelby Rowles

B.S.Educ. (Bowling Green State University)
Health and Rehabilitation Sciences

Raj Roy

B.S.Civ.Eng. (Bangladesh University)
Civil Engineering

Daniel David Russell

B.S. (Iowa State University)
Physics

Susmita Sadana

B.A.Honors, M.A. (Jawaharalal Nehru University)
Ph.D. (The Ohio State University)
Health and Rehabilitation Sciences

Ana Isabel Salazar Puerta

Bachelor's (Antioquia School of Engineering)
Biomedical Engineering

Mary Santos

B.S. (California State University)
Translational Pharmacology

Marco Alex Scarasso

B.S. (University of Wisconsin)
Environment and Natural Resources

Sydney Gene Schoenbeck

B.S. (Kent State University)
Translational Pharmacology

Vincent Richard Schreck

B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Julie Schum Kirkwood

B.S. (University of New Hampshire)
Translational Pharmacology

Kriti Sehgal

B.S. (University of Delhi)
M.S. (Indian Institute of Science)
Mathematics

Sofia Sergeevna Seldemirova

B.S.Bus.Adm. (The Ohio State University)
Human Sciences

Meijia Shao

B.Laws, Bachelor's (Sun Yat-sen University)
Statistics

Jong Hoon Shin

B.S. (University of Wisconsin)
M.A. (Seoul National University)
Agricultural, Environmental, and Development Economics

Bryan Henry Nanne Sluis

B.S.Civ.Eng. (The Ohio State University)
Civil Engineering

James Allen Smithson II

B.S. (University of Georgia)
D.D.S. (The Ohio State University)
Dentistry

Elliot Wyatt Springfield

B.S. (Winston-Salem State University)
Chemistry

Diana Renee Stabler

B.S. (James Madison University)
B.A. (Lourdes University)
Health and Rehabilitation Sciences

Haley Helen Stockham

B.S. (University of Kentucky)
Food, Agricultural and Biological Engineering

Samantha Grace Stone

B.S.Bus.Adm. (The Ohio State University)
Human Sciences

Lindsay Danielle Strehle

B.S. (The Ohio State University)
Neuroscience Graduate Studies Program

Shawn P. Sutton

B.S.Civ.Eng. (The Ohio State University)
Welding Engineering

Tyler Swanson

B.S.Agr. (The Ohio State University)
Horticulture and Crop Science

Rebecca Lynn Szabo

B.S. (University of Akron)
Health and Rehabilitation Sciences

Ivo Terek Couto

Bachelor's, Master's (Universidade de Sao Paulo)
Mathematics

Colton Werner Thomas

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Michael John Alfredo Timas

B.S.Civ.Eng. (The Ohio State University)
Civil Engineering

Michael Trombetta III

B.S.Agr. (The Ohio State University)
Animal Sciences

Karen Thatcher VanEtten

B.A. (Providence College)
D.Phys.Ther. (The Ohio State University)
Health and Rehabilitation Sciences

Prescott James Vayda

B.S. (The Ohio State University)
Earth Sciences

Caroline Edith Watt

B.S. (The Ohio State University)
Chemical Engineering

Ruofeng Weng

B.S. (The Ohio State University)
Industrial and Systems Engineering

William Matthew White

B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Riley Whiting

B.S.H.D.F.S. (Brigham Young University)
Human Sciences

Ian Morris Williamson

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Jake Andrew Wilson

B.S. (University of Rhode Island)
Pharmaceutical Sciences

Erin Michelle Wolf

B.S. (Berry College)
Chemistry

Jessica Lynn Worsham

B.S.Ind.Sys.Eng. (Wright State University)
Industrial and Systems Engineering

Rebekah Abigail Wroblewski

B.S. (Oakland University)
Chemistry

Po Kuan Wu

B.S., M.S. (National Taiwan University)
Physics

Henry Augustus Wulsin

B.S. (The Ohio State University)
Earth Sciences

Yibo Xu

B.S. (Virginia Polytechnic Institute and State University)
Electrical and Computer Engineering

John Carl Yannotti

B.S. (Slippery Rock University)
Statistics

Xiaolong Yao

Bachelor's (Yangzhou University)
Plant Pathology

Leigh E. Yarbrough

B.S. (Clemson University)
D.D.S. (Harvard School of Dental Medicine)
Dentistry

Minhee Yoo

B.A., M.S. (Korea University)
Psychology

Jordan Lawrence Zackasee

B.S. (Youngstown State University)
Chemistry

Jingjing Zhang

B.Engr. (China University of Petroleum)
Chemical Engineering

Rui Zhang

Bachelor's (Xiamen University)
Statistics

Lingfei Zhao

Bachelor's (Zhejiang University)
Statistics

Lingkai Zhao B. Engr. (Sichuan University) <i>Electrical and Computer Engineering</i>	Brian Joseph Jankowski B.S. (Mercyhurst University) <i>Human Sciences</i>
Xue Zheng Bachelor's (Harbin Institute of Technology) <i>Electrical and Computer Engineering</i>	Grayson Miller B.A. (Michigan State University) <i>Human Sciences</i>
Kuanrong Zhu B.S.Food.Sci. (The Ohio State University) <i>Food Science and Technology</i>	Corey Lane Rau B.S. (Southern Methodist University) <i>Human Sciences</i>
Yuxi Zhu Bachelor's (China Pharmaceutical University) M.S. (Tulane University of Louisiana) <i>Statistics</i>	Specialized Master in Business Brian N. Mitchell B.S. (Indiana Wesleyan University) <i>Business Administration: Analytics</i>

Master of Social Work

Olivia Jane Degitz B.A. (Oberlin College) <i>Social Work</i>
Mikaela Ann Perkins B.S. (The Ohio State University) <i>Social Work</i>
Meghan E. Stose Bachelor's (Mount Vernon Nazarene University) <i>Social Work</i>
Lindsey Grace Whittemore B.A. (University of Dayton) <i>Social Work</i>

Master of Sports Coaching

Justine Matthew Bittner B.S.Educ. (The Ohio State University) <i>Human Sciences</i>
Joel Brown B.S.Humn.Ecol. (The Ohio State University) <i>Human Sciences</i>
Kennedy John Cook B.A. (Wittenberg University) M.S. (Miami University) <i>Human Sciences</i>
Katie Sue Demi B.S. (West Virginia Wesleyan College) <i>Human Sciences</i>
William Gallagher Fessler Bachelor's (Pennsylvania State University) M.B.A. (Mississippi State University) <i>Human Sciences</i>
Casey James Hogan B.A. (Notre Dame College) <i>Human Sciences</i>
Lorenzo Jackson Bachelor's (University of Louisiana at Monroe) M.S. (Grambling State University) <i>Human Sciences</i>

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2021, as of 5:00 p.m., December 9, 2021, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Interim Executive Dean: David G. Horn

**Dana Renga, Divisional Dean
Arts and Humanities**

**Susan V. Olesik, Divisional Dean
Natural and Mathematical Sciences**

**Ryan D. King, Divisional Dean
Social and Behavioral Sciences**

Bachelor of Arts

William Rudolph Abbey
Hussam Fathi Abdelgadir
Abdullahi Abdullahi
Kalid H. Abidoun

Cum Laude

Walid Abu-Raad
Ramzy Saleem Abukhader

Summa Cum Laude

Karlle Diane Adkins

Cum Laude

Colin Adler

Summa Cum Laude
with Honors in the Arts and Sciences

Noura Ziad Al-khafif

Cum Laude

Nikila Sri Alagar
Gislane Alba
Colin Louis Albers
Cameryn Arin Aldridge
Amina Theresa Alhaj-Omar
Loulwa Alkaisi
Andrew James Allen
Joshua Steven Alvarez
Alex Benjamin Andersman
Ephraim Kwasi Apau
Kwame Appiah
Lawrence E. Arthur
Cassandra Rose Arvay

Summa Cum Laude

Godwill Awovlanou
Elizabeth Ayers

Magna Cum Laude

Kamryn Babb

Daaryush Badii Flores

Emma Baietto
Stacey Mae Bailey-Chatman
Gwyneth Jacquelyn Ball

Magna Cum Laude

Michaela Ann Ball
Sevyn Iniko Banks
Olivia Renae Baran
Rowan Barnes
Emma Marie Barnhart
Savannah Ashleigh Barrett

Magna Cum Laude

Jack Tucker Barron

Magna Cum Laude

Dominic Christian Basile
Jayden Douglas Batts
Kayla Marie Bean
Morgan Elaine Beaschler

Cum Laude

Nicole Maia Beckman

Cum Laude

Irreverence Hill Bedwell
Andrew Steven Benjamin
Noah Anthony Berry

Magna Cum Laude

Olivia Susanne Bevilacqua
Miranda Logan Bickert

Cum Laude

Hunter Scott Blackburn
L'niarae Blevins
Madison Elizabeth Blevins
Mikenzie Lauren Blunt
Jessica Rose Bobrowski

Magna Cum Laude

Jacob Arthur Boes

Ian Book

Christopher Amiri Booker
Matthew Thomas Boone
Alexandria Ruth-Marie Borders
Natalie Rose Boyle

Cum Laude

Joslyn Cassandra Branham
John William Bresnahan

Lily Brickman

Summa Cum Laude

Andrew Doran Briss
Daniel Richard Brown
Mitchell J. Brown

Jared Brugler

Cum Laude

Connor Matthew Bulgrin

Magna Cum Laude

Joseph Bunton
Olivia Bay Burack
Debra Nichole Burke
Hannah Burke

Cum Laude

Shelby Renee Burns
Isabella Lynn Burton
Logan Adam Byler

Magna Cum Laude

Karlee Lynn Calhoun

Magna Cum Laude

Alex Campbell
Anthony Tyler Camps
Linpeng Cao

Drew Russell Carr

Nyah Celeste Carruthers

Cum Laude

Christina Maria Ann Cartwright

Magna Cum Laude

Michael Anthony Caruso

Cum Laude

Katarina Case
Nicholas John Castle
Tessa Marie Castrejon

Summa Cum Laude

Shane Michael Cauley
Laura Ann Cecere

Summa Cum Laude

Jelena Renee Cervelli

Cum Laude

Kexin Chen

Magna Cum Laude

Kexin Chen

Magna Cum Laude

Weihaio Chen

Magna Cum Laude

Yiwei Chen

Summa Cum Laude

with Honors in the Arts and Sciences

Yuxin Chen

Magna Cum Laude

Alex Cheng

Priya Chhetri

Cum Laude

Kylie Elizabeth Chorazewitz
Ava Camille Christy

Magna Cum Laude

Amy Isabela Chudy

Cum Laude

Madalyn Marie Church
Tiffany D. Chuvallas
Courtney Amber-Marie Clark

Cum Laude

Joseph John Coleman
Adriana Ananda Collins
Charles Hamilton Combs
Alex Steven Conner
Zachariah Theodore Cook

Cum Laude

Alexis Lynn Cooper
Benjamin Paul Coppock

Cum Laude

Paige Oliviana Cordero
Mitchell Alonzo Cordova

Cum Laude

Maria Ursula Corona
Erin Leigh Cotter

Cum Laude

Jonathan T. Court
Adam T. Coutts

Cum Laude

Sydney Renee Coverdale
Chelsea Elizabeth Crabtree

Cum Laude

Cortney Mae Crabtree

Cum Laude

Kelton Allen Creech
Megan Eleene Creekmore
Cassandra Yasmin Crisp
Elizabeth Ann Croop

Summa Cum Laude

Cassidy Ann Crouch
Kylie Madison Cummins
Hannah Makenzie Curliss
Songbo Dai

Cum Laude

Jenna Grace Daniele
Dylan Davis
Kamaria Angeline Davis

Melvin Harrison Davis
David Michael Daw
Jada Brianna Day
Anne Lauren Dean

Magna Cum Laude

Stuart Joseph Decker

Cum Laude

Jacob Charles DeLay
Jessica Nicole DelGrecio
Katie Ann Denis
Leighanna Marie DeRouen
Aminata Adama Diallo

Cum Laude

Fatoumata Diallo
Kyle Patrick Dillon
Meghan Domke
Tibor Thomas Domotor
Stanley Donkor
Samantha Donnersbach
Nora Dukart

Magna Cum Laude

Courtney Marie Dunn

Summa Cum Laude

Josh Durham
Noelle Ann Eassom
Mikayla Nicole Eckenrodt

Summa Cum Laude

Nikhil Sharma Edwards
David James Eliason
Kyla Brienne Ellery
Martin Dillon Ellinger
Zehur Abdinasir Elmi

Cum Laude

Peyton James Ennis
Natalie Marie Falcone
Weihaio Fan

Cum Laude

Shukri Abdikarim Farah
Taylor Matthew Farneman
Haley Cameron Felder

Cum Laude

Karci Feldner

Cum Laude

Trevor Austin Feldstein
Crislyn Felix
Neal Jacob Felstein
Lauren Loretta Felty

Magna Cum Laude

Adrienne Jewel Ferguson

Summa Cum Laude

Angelique Hope Fernandez

Magna Cum Laude

Ryan Hayes Figueroa
Michael Curran Filice
Emma Grace Fisk
Sarah Elizabeth Fitch
Christine Michelle Fite

Summa Cum Laude

Johnathan Nicholas Fletcher
Samantha Elizabeth Ford
Albert Aidoo Fordjour
Joshua Thomas Foreman
Alyssa Foster

Cum Laude

Austin Foust
Connor David Fowler
Samantha Jane Francis
Gabrielle Marie Frantz
Bryce Kile Freshour
Emma Kristina Frey

August 17-19, 2021, Board of Trustees Meetings

Madison Frey

Cum Laude

Grant William Frisky

Sarah Fuitts

Allison Ann Gale

Nathaniel Joseph Galecki

Cameron Gallentine

Magna Cum Laude

Parishi Sanjiv Gandhi

Magna Cum Laude

Grant Gannon

Pei Gao

Yibo Gao

Yifan Gao

Summa Cum Laude

with Honors in the Arts

with Research Distinction in Arts Management

Mary Kate George

Summa Cum Laude

Amber Marie Gibson

Noah C. Gilbert

Magna Cum Laude

Adam Lawrence Ginn

Aaron Paul Glanville

Jeremy Seth Gloger

Kaylyn Nicole Goebel

Magna Cum Laude

Min Gong

Carly Jane Goodwin

Summa Cum Laude

Kristina Marie Graves

William Richard Greenwald

Olivia Grace Gregory

Christopher Hugh Griffin

Magna Cum Laude

Garren William Griffith

Ryan Griffith

Curtis Edward Grube

Laila Mohamed Guled

Cum Laude

Zhichang Guo

Magna Cum Laude

Peter Gyimah

Gracyn Elaine Haas

Summa Cum Laude

Francesca Alexandra Hadden

Nathan Wesley Haid

Kelly Elise Hall

Magna Cum Laude

Sydney Monet Hammond

Cum Laude

Kierra Carolyn Hampton

Magna Cum Laude

Patrick Michael Hannah

Hassan Ul Haq

Jonathan Robert Harbert

Cora Jordan Hardern

Summa Cum Laude

Clayton Anson Hare

Cum Laude

Jaylen Harris

Joshua R. Harrison

Cum Laude

Bailey Ricole Harvey

Jolyn Ivana Harvey

Jian He

Erin Elizabeth Heckman

Erin Leigh Hegarty

Michael Lawrence Heimann

Ashley Lynn Heitkamp

Magna Cum Laude

David Lamont Helm II

Magna Cum Laude

Sheldon Lamar Henderson

Jordyn Henry

Luis Fernando Hernandez

Noelee Andrea Hew-Coleman

Nicole Erika Hile

Summa Cum Laude

with Honors in the Arts and Sciences

Joshua William Hochstat

Magna Cum Laude

Marvin Hodge

Geoffrey Bradford Hoefflin II

Cum Laude

Collin Parker Hoffman

Solisha Tanay Holley

Ronald Ralph Holmes III

Thearie Gabrielle Holt

Troy Carl Hootman

Reana Hopewell

Andrew Nicholas Hopper

Hongjie Hu

Zimo Hu

Huizi Huang

Avery Mae Huizinga

Summa Cum Laude

Manar Monjed Humeidan

Madison Tayla Hunter

Prescott Thomas Huston

Richard Tuan Huynh

Esmeralda Lorena Ibañez

Mina Ammar Ibrahim

Suleiman Abdi Issack

Antwuan Mendez Jackson, Jr.

Sheronda Lenae Jackson

Enas H. Jaradat

Uk Jin Jeong

Shuyang Jia

Henry Jiang

Colin Johnson

Magna Cum Laude

Justin Frank Jones

David Lorrence Kalk

Magna Cum Laude

Sidney Marlowe Kalouche

Malik Kamagate

Jonathan Francis Kaminski

Brittany Katrinak

Andrew Warren Katzenmoyer

Megan Elizabeth Kausch

Magna Cum Laude

Michael Thomas Kaylor

Cum Laude

Christian Keen

Grace Kelley

Magna Cum Laude

Daniel John Kesner

Shakia Khan

Heasoo Kim

Jiso Kim

Andrew Scott Kimmins

Lorenzo Marquise King

Barrett Michael Kirkham

Grace Michelle Knapper

Sophia Jayne Koester

Cum Laude

Olivia Grayce Koller

Victoria Kong

Faith Christine Konieczny

Magna Cum Laude

Kelsey Lynn Koonts

Cum Laude

Caroline Rose Korn

Magna Cum Laude

Andrew B. Kosir

Erin Kozar

Summa Cum Laude

Kyle Lee Kramer

Summa Cum Laude

Garrett Hume Kronk

Abigail Anna Krummel

Jordan Marie Kulis

Summa Cum Laude

Jakob Laffey

Alex Lattea

Jieun Lee

Magna Cum Laude

Julien Lee

Keyana Leonard

Torrey David Leonard

Breanna Nicole Leslie

Gabriel Lane Levart

Peyton Mitchell Ley

Jiongyue Li

Summa Cum Laude

Peihan Li

Magna Cum Laude

Shiwen Li

Yongjin Li

Cum Laude

Jiawen Liang

Cum Laude

Isaac Lide

Abigail Cathryn Linek

Magna Cum Laude

Dailin Liu

Cum Laude

Jiarui Liu

Magna Cum Laude

Saisai Liu

Summa Cum Laude

Yuelin Liu

Magna Cum Laude

Nicholas Michael Livingston

Flavia Fernandes Lobato

Cum Laude

Alexis Loebick

Magna Cum Laude

Pierce Vincent Lonergan

Kaitlynn Long

Matthew Ryan Lowe

Lucas Michael Lumbra

Anna Luo

Magna Cum Laude

Erika Marie Lutz

Hailee Nicole Lykins

Brady Alexander Madison

Omar Maida

Grant Malone

Nikhil Manimaran

Cera Noelle Maraugh

Christopher Marler

Adi Netanel Mars

Joshua Douglas Marshall

Austin Martin

Jessica Marie Martin

Faith Elizabeth Mascari

Russell Wade Mast

Cum Laude

Natalie Alexis Mastrantonio

Magna Cum Laude

Elijah Darren Mather

Genesis Esperanza Matos Tejeda

Riki Murphy Matsuoka

Julia Marie McCann

Grace Marie McCarthy

Adrian Michael McFarland

Morgan McGahan

Bri'Anca Monique McGee

Emily Ann McHenry

Hannah Maria McKaig

Cum Laude

David McMaster

Gabriella Eve McSweeney

Summa Cum Laude

Kaleigh Marie Medley

Zachary Allen Meeker

Yukun Mei

Courtney Nicole Melick

Ameya Ramesh Menon

Alyssa JoAnn Menzo

Summa Cum Laude

Kassidy Mariah Mercer

Calvin Mark David Meyer

Maya Middlebrook

Alexandra Nicole Mielke

Amber Miller

Amelia Kathleen Miller

Brianna Nicole Miller

Jacob Louis Miller

Michelle Grace Miller

Summa Cum Laude

Wyatt Clifford Miller

Kilea T. Moder

Mustafa J. Mohamed

Abdiadhif Mohamed Mohamud

Evan Patrick Monaghan

Alaina Patrice Monroe

Leah Monroe

Cum Laude

Spencer Elijah Moore

Cum Laude

Erik James Morelock

Bailey Creed Morris

Vadim Miroslavovich Moskalyuk

Griffin N. Moturi

Bailey M. Mounts

Michelle Tanyaradzwa Mugwambi

Allisya Mullins

Mohamed Muriidi

Sophia Rose Mustric

Anna Elizabeth Myers

Cum Laude

with Research Distinction in Psychology

Benjamin Eli Nair

Cum Laude

Muaath Najib

Ruby Alice Napora

Magna Cum Laude

Alana Naylor

Summa Cum Laude

Krishna Neupaney

McKenzie Laine Nezbeth

Magna Cum Laude

Samuel Jason Nezhik II

Truyet Nguyen

Hallie Kay Niemantsverdriet

August 17-19, 2021, Board of Trustees Meetings

Gregory David Nitz

Cum Laude

Leticia Flora Nijojep

Christian Nkansah-Wiafe

Lydia Noethlich

Magna Cum Laude

Emily JoAnn Norris

Haylie Nulph

Margaret Olivia O'Brien

Magna Cum Laude

Daniel Dwain O'Donley

Anne Maureen O'Friel

Magna Cum Laude

Oreoluwa M. Obayemi

Gabrijela Odak

Olivia Ann O'Donnell

Eui Taek Oh

Anna Elizabeth Ollerenshaw

Shira Victoria Ophir

Summa Cum Laude

with Honors in the Arts and Sciences

Amanda Grace Orsborne

Anisa Abdi Osman

Eugene Oteng

Sara Ouenniche

Ryan Keith Ouzts

Keith James Oyler

Darren Phillip Oze

Robert James Pacenta

Benjamin Allen Pack

Magna Cum Laude

Aleksandr Pak

Tait Palm

Dylan Michael Pangborn

Cum Laude

Sonia Shefali Parail

Devine Alana Parker

Kelsie Marcella Parker

Matthew Scott Parker

Magna Cum Laude

Henry Lamont Parks

Alex Parrella

Madison Katherine Parrill

Mario Anthony Patete

Sarah Anne Paul

Summa Cum Laude

with Honors in the Arts and Sciences

Anshuman Ashutosh Pendse

Caitlin Nichole Pennington

Cum Laude

Lauren Alexandra Pennington

Madison Perkins

Garrett Joshua Peter

Eva Madeline Petronchak

Sarah Sophia Petti

Cum Laude

Kaitlyn Grace Pfeiffer

Summa Cum Laude

Matthew K. Phimmavong

Kaeleigh Shea Poling

Chad Justin Porter

Michael Anthony Posey, Jr.

Jason M. Potes

Daniel Bruce Praul

Anna Yvonne Prior

Magna Cum Laude

Weizhe Qin

Emily Quinn

Kaylee Nicole Ragan

Haley Ann Ragnone

Cum Laude

Rishabh Srikanth Rao

Rashmi Rawal

Grant Alexander Raymond

Alexandria Latham Readd

Cum Laude

Kaylee Jo Reed

Mary Frances Reeser

Stephanie Renner

Magna Cum Laude

Alison Lynn Reynolds

Magna Cum Laude

Lillian Gabrielle Richardson

Audrey Anne Roberts

Sierra Jolie Robinson

Magna Cum Laude

Brian E. Rodriguez

Presley Simone Rodriguez

Jacob Aaron Romanyak

Magna Cum Laude

Jennifer Lynn Rometo

Janey Nicole Roof

Alexander James Rosbaugh

Summa Cum Laude

Ja'Mera Monet Ross

Kyle David Roy

Jeremy Michael Rubinow

Emma Rene Ruck

Catherine Mary Ryan

Elizabeth Marguerite Salmond

Sabrina Grace Salvatori

Cum Laude

Zachary Sammons

Camille Marie Sargent

Cara Marie Satullo

Summa Cum Laude

Daniella Marina Saul

Summa Cum Laude

with Honors in the Arts and Sciences

McKenna Nicole Saunders

Robert John Schenosky II

Natalie Bonnell Schilling

Summa Cum Laude

Gabrielle Marie Schmidt

Magna Cum Laude

Emma Catherine Schmiesing

Cum Laude

Hollie Marie Schwamberger

Alexandra Diane Seckel

Magna Cum Laude

Julianne Marie Seemann

Mitchell Edward Seiple

Summa Cum Laude

with Honors in the Arts and Sciences

Anastasia Marie Seman

Tarj Ninad Shah

Samantha Elizabeth Sheirich

Magna Cum Laude

Yumin Shen

Cum Laude

Carly Danielle Shocket

John Jesse Shultz

Hannah Elizabeth Siemer

Andrew Paul Sims

Deborah Susan Singer

Angel Esai Slaughter

Risa Nicole Smilowitz

Magna Cum Laude

Alexis Janea Smith

Victoria Elizabeth Smith

Cum Laude

William Daniel Snoddy

Zoeyanna Dawn Solove

Sabrina Stacey Sowa

Summa Cum Laude

with Honors in the Arts and Sciences

with Honors Research Distinction in Spanish

Corey W. Spring

Lauren Springer

Timothy Sprowl

Chad Alexander Spurio

Rachel Elizabeth Spyker

Christopher John Stablein

Jamie Marie Staley

Xena Stearos

Cum Laude

Michala Stewart

Magna Cum Laude

Marvin Lamonte Stillwell

Emily Margaret Stokar

Magna Cum Laude

Patrick Benjamin Stone

Vera Lynn Stone

Brandon Edward Stribmy

Emily Elizabeth Stuart

Hannah Nicole Stubbs

Cum Laude

Claudia Day Studebaker

Qingyang Sui

Magna Cum Laude

Samar Suleiman

Daniel Jimmyong Sung

Cum Laude

Ryan Pride Supman

Marie Lynn Swartz

Matthew Chase Swartz

Summa Cum Laude

Nicolas Switzer

Isaiah Wesley Sylvia

Zhishan Tang

Cum Laude

Eileen Iona Tarraza

Cum Laude

Lauren Taylor

Magna Cum Laude

Sloan Purcell Taylor

Victoria Marie Taylor

Ricky Lee Terry

Taylor Thomas

Annabell Elaine Thomas-Harmon

Magna Cum Laude

Jessica Elise Thompson

Spencer Robert Thompson

Travis Thompson

Magna Cum Laude

Ryan Bradley Tobin

Arianne Jennifer Torka

Kristen Celeste Torrence

Summa Cum Laude

Tyrell Triplett

Yi Ting Tsai

Yi Ting Tsai

Magna Cum Laude

Yana Tymchenko

McKenzie Uxley

Anthony Valentine, Jr.

Alice Rose Morrison Van Doren

Summa Cum Laude

Alexander Lee Van Gundy

Philip Michael Vance

Michael Vargo

Summa Cum Laude

Sabrina Francesca Vedovato

Cum Laude

Taylor Villella

Abigail Rose Vogelmeier

Cum Laude

Payge Montana Waggoner

John Troy Wahls

Cum Laude

Hailee Michelle Walker

Magna Cum Laude

Wesley Walker

Anqi Wang

Magna Cum Laude

Boyu Wang

Magna Cum Laude

Ruifan Wang

Cum Laude

Xi Wang

Cum Laude

Yufei Wang

Maurice Justin Lorenzo Ward

Sheridon Kenzie Ward

Cum Laude

with Research Distinction in History

Ashten Elizabeth Warner

Benjamin Michael Warren

Victoria Christina Washington

Summa Cum Laude

Jason Ryan Weber

Kexin Wei

Cum Laude

Alec Jared Wellman

Zachary Tyler West

Amber Nicole Wheeler

Cum Laude

Alexander Eric Wheelhouse

Makayla Beth Whetstone

Cum Laude

Kendra Janese White

Kevin Maxwell White

Shawn Nelson White

Magna Cum Laude

Rajzia Glory Raniere Whitley

Zachery Wilcox

Jessica Williams

Parker Williams

Larry Wilson

Ava Loretta Wishon

Magna Cum Laude

Alison Mae Witte

William Lee Wollenburg

Nathan Rea Workman

Magna Cum Laude

Max William Wright

Peidong Wu

Xinyi Wu

Magna Cum Laude

Ying Xiang

Cum Laude

Zhifeng Xiao

Zhishan Xing

Kexin Xu

Magna Cum Laude

Longqi Xu

Summa Cum Laude

Ranxin Xu

Arisa Reuben Yaaqob

Lei Yang

Cum Laude

Zhen Yang
Ziyang Yao
Hongkun Yi
Zhuoyi Yin
Ryan Alexander Yohe
Olivia Taylor Young
Cum Laude
Natasha Zoe Youssef
Alexis Daronne Zanish
Kassi Lauren Zeinert
Magna Cum Laude
Jaaron Alexander Zentz
Daniel Alonso Zevallos
Min Wen Zhang
Tianrui Zhang
Xiaohuan Zhang
Magna Cum Laude
Yuxin Zhang
Magna Cum Laude
Mingda Zheng
Jiaqian Zhong
Magna Cum Laude
Chenchen Zhou
Shuwen Zhou
Magna Cum Laude
Xinran Zhou
Cum Laude
Ruifeng Zhu
Magna Cum Laude
Yalin Zhu
Magna Cum Laude

Bachelor of Arts in Journalism

Nathan Joseph Forsthoefel
Summa Cum Laude
Julia Rose Glassmacher
Cum Laude
Justin Michiel Herold
Jacob Gregory Rice

Bachelor of Fine Arts

Margaret Penelope Anders
Summa Cum Laude
Robert Aaron Burleson
Summa Cum Laude
Faith Dawn Drewes
Sydney Elizabeth Frank
Magna Cum Laude
Ahnesti Teman Gaston
Joshua Jongyun Lee
Luyan Li
Cum Laude
Amber Ly
Jessica Lynn Marielli
Magna Cum Laude
Austin James McCauley
Trevor Joseph McNutt
Magna Cum Laude
Colin Liam Moreland
Rustin Michael Petrae
Cum Laude
Rachelle Prater
Allison Elizabeth Sedlock
Summa Cum Laude
Holly Katherine Weir
Magna Cum Laude
Ziying Ye

Bachelor of Music

Carson Wesley Coldren
Samuel Todd George
Cum Laude

Bachelor of Music Education

Kaitlyn Ann Catalina
Magna Cum Laude
Courtney Marie Larkin
Cum Laude
Sarah Joi Peterson
Carlie Brynae Platt
Magna Cum Laude

**Bachelor of Science in
Atmospheric Sciences**

Gillian Leigh Everett
Jacob Thompson

**Bachelor of Science in
Geographic Information Sciences**

Treavon Clark
Evan James Lawrence
Sean How Yang Lim

Bachelor of Science

Mohamed Abukar
Derrick Acheampong
Cum Laude
Derrick Acheampong
Noor Al-Hashemi
Mashria Alam
Cole Albach
Magna Cum Laude
Keefer James Aman
Daniel Nisan Amar
Rasmiah Wael Amer
with Research Distinction in Chemistry
Hazel Antao
Hafsa Asif
Taleen Avitsian
Jacquelyn Nicole Aycock
Meredith Spahr Baker
Magna Cum Laude
with Research Distinction in Evolution and Ecology
Samuel Wells Baker
Hannah Gloria Baltes
Magna Cum Laude
Pratik Banala
Chelsea Irene Barton
Riya Batra
Anthony David Baum
Summa Cum Laude
Bailey Alexis Beechler
Cum Laude
Pamela Susan Bertschi
Alexandra Michelle Bielecki
Summa Cum Laude
Eli Walker Blackwood

Justin Singh Bobby
Magna Cum Laude
Connor Stephen Boham
Magna Cum Laude
Lindsay Boldon
Cum Laude
Matthew Robert Boone
Vanessa Faith Boualoy
Noah Michael Bressler
Cum Laude
Sonia Tikvah Brickey
Magna Cum Laude
Katie Marie Brinkman
Magna Cum Laude
Tatiana V. Bubeleva
Connor Matthew Bulgrin
Magna Cum Laude
Jane Riley Burke
Cum Laude
Madyson Virginia Burtner
Magna Cum Laude
Xiaoyu Cai
Abigail Leigh Campbell
Summa Cum Laude
Kathleen Campbell
Stephanie Rachelle Caple
Christopher Cassano
Ishya Kaavya Casukhela
Julia Carole Catalano
Cum Laude
Rees Chael
Kayla Dennee Chappelle
Christina Bao Lian Chen
Hongbin Chen
Magna Cum Laude
Yanbo Chen
Shuchong Chu
Jaret Joseph Cingel
Alex Brandon Cluff
Adele Elizabeth Conklin
Magna Cum Laude
Autumn Isabella Conner
Hannah Elizabeth Connley
Magna Cum Laude
Joseph Cooper
Claire Ann Cornellier
Cum Laude
Taylor Cox
Kexin Cui
Magna Cum Laude
Lilli Elisabeth Daniels
Shreya Das
Hannah Marie Daulbaugh
Bailey Deevers
Aditya Pinakin Desai
Alanna Breann Dever
Jiezel Ann Faith Centinales Deypalubos
Asmaou Diallo
Theodore Nicholas Dimitrov
Cum Laude
Cunli Dong
Alexander Dubay
Chloe Jewell Duger
Lillian Tareq Dweik
Nikhil Sharma Edwards
Theresa Egan
Jacob William Ely
Eliot Apel Ferstl

Sean Robert Fitzgerald
Thomas Michael Foley
Jarrod David Freeman
Zarah Jessica Fulay
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Political Science
Thomas Allen Fuller
Summa Cum Laude
Grant Franklin Gabel
Brian Randal Gabriel
Cum Laude
Boshi Gao
Hui Gao
Xiaoya Gao
Mackenzie Tay Garner
Cum Laude
Colton Scott Geary
Hannah Reid Gilbert
Morgan I. Goose
Christina Maria Greer
Jacob Anthony Grimm
Qian Gu
Yan Guo
Summa Cum Laude
Yuchen Guo
Magna Cum Laude
Shruti Gupta
Summa Cum Laude
with Honors in the Arts and Sciences
Curtis Thomas Guthrie
Hanean Ahmad Hamdan
Yuqiao Han
Claire Alexandra Hanko
Connor Harmon
Autumn Rosalina Hart
Magna Cum Laude
with Honors in the Arts and Sciences
Abigail Maureen Hartsell
Cum Laude
Habib Abdullahi Hashi
Matthew Haugabrook
Cameron Michael Hauser
Magna Cum Laude
Yixuan He
Cum Laude
Matthew Joseph Healey
Summa Cum Laude
Justus Robson Heekin
Philip Shane Hendricks
Hannah Louise Hermann
Nur Hersi
Paige Elise Heyl
Emma Ziyuan Higgins
Summa Cum Laude
Torey Joshua Hilbert
Summa Cum Laude
Tyler Hill
Cum Laude
Tianyao Hou
Kaiwen Huang
Magna Cum Laude
Yuezheng Huang
Ikram Nur Hussein
Anora I. Ignaci
Jessica Lyn Ismail
Magna Cum Laude

August 17-19, 2021, Board of Trustees Meetings

Nitya Raj Jacob <i>Cum Laude</i>	Megan Paige Lovin Jia Min Jacqueline Low <i>Summa Cum Laude</i>	Anna Irene Niswonger <i>Cum Laude</i>	Yevgenia Samolyuk Jenna Rose Samosky <i>Magna Cum Laude</i>
Shuayb Farhan Jama Michael David Jewell <i>Magna Cum Laude</i>	Natalie Marie Lucas <i>Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Lily Ann Noftz <i>Magna Cum Laude</i> <i>with Research Distinction in Biology</i>	Caden Matthew Sanford Jacob Meineke Sargent Rory Leonhart Schmidt Morgan Rae Schmitmeyer <i>Cum Laude</i>
Hanbo Jiang <i>Magna Cum Laude</i>	Ethan Lynagh <i>Cum Laude</i>	Megan O'Quin <i>with Research Distinction in Earth Sciences</i>	Jacob Anthony Sellers <i>Magna Cum Laude</i>
Henry Jiang Nirmitt Jindal Hena Mariam John <i>Magna Cum Laude</i>	Ashley E. Lucy Lynn <i>Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Gabriela Odak Zianne Alisa Olverson Sarah Jane On Natalie Marie Owens <i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Brooke Elizabeth Severance <i>Cum Laude</i>
Ava Marie Johnston <i>Cum Laude</i>	Dylan Graham Magensky <i>Magna Cum Laude</i>	Meilaud Padidamazar Nadia Erimena Paonessa <i>Cum Laude</i>	Marissa Shafer Logan Matthew Shannon Ann Catherine Sheets <i>Summa Cum Laude</i>
Anastasia Marie Kaffenes <i>Summa Cum Laude</i>	Dylan Joseph Marfisi <i>Magna Cum Laude</i>	Kiersten Linda Pappas Disha Patel Mihirkumar K. Patel Nandi Patel <i>Magna Cum Laude</i>	Eric Farley Sheets Jonathan Donghyuk Shin Samuel Albert Shkolnik <i>Cum Laude</i>
Thomas John Kantaras <i>Magna Cum Laude</i>	Marino Hilal Markho Ian Joseph Markovich Christopher Marler Lily Marie Martinson <i>Magna Cum Laude</i>	Rajiv Rajesh Patel Virani Patel Kwame Peprah Natalie Alexie Perez William Perry Cody Dylan Peters Ida Birkjaer Petersen <i>Cum Laude</i>	Zain Siddiqui Kailia Wainadeen Simon Erin Jane Sindledecker Anusha Singh <i>Magna Cum Laude</i>
Michael Douglas Karl <i>Magna Cum Laude</i>	Farhan Masood <i>Summa Cum Laude</i>	Mihai Petrescu <i>Magna Cum Laude</i>	Karanjot Singh Lauren Christine Slattery <i>with Research Distinction</i>
Vaishnavi Kirit Kasabwala Bakshin Kaur Manisha Khatiwada Connor Lee Kincaid Christian Richard Kleman Kevin Michael Korwin Anastasia Kotkovskaya <i>Cum Laude</i>	Mayra Morgan Mateo Joshua Bradley Maurer Shaellen Deborah Mavor Penlope Mazivanhanga Hannah Maria McKaig <i>Cum Laude</i>	Katherine Elizabeth Platek Chaise Marie Pickens Lisa Lahja Poffenberger <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Noah Franklin Smith Jacob Robert Snyder Mingjie Song <i>Summa Cum Laude</i>
Maria Gina Krantz Hunter Michael Kuzak Ian Michael Kyle <i>Magna Cum Laude</i>	Kaley Lynn McLaughlin Kathleen Marie Meiner <i>with Research Distinction in Earth Sciences</i>	Nathan Drake Pontius <i>Cum Laude</i>	Tatyana Sopka Sarah Ariene Sperber Joshua Lee Steele Aiden Michael Stephens Brooke Jordan Stevens <i>Summa Cum Laude</i>
Matthew Alan Landwehr Christopher John Lange II <i>Cum Laude</i>	Zhenghua Meng Alyssa JoAnn Menzo <i>Summa Cum Laude</i> <i>with Research Distinction in Anthropological Sciences</i>	Beth Ann Powers <i>Summa Cum Laude</i>	Joshua Edgar Stroud Nicolas Robert Study Bo Sun Hanze Sun <i>Magna Cum Laude</i>
Morgan Lauer <i>Cum Laude</i>	Muhamad Mustafa Mergaye Karisa Marie Meyer <i>Summa Cum Laude</i>	Brianna Lynne Price Camryn Rae Prows <i>Cum Laude</i>	Haoyu Sun Julie Priya Supanekar Lauren Alexandra Swim Abigail Nicole Tamplin <i>Summa Cum Laude</i>
Emma Yoon Mi Lee <i>Magna Cum Laude</i>	Jacob Middleton Christopher Miklos Paige Elizabeth Miller <i>Magna Cum Laude</i>	Reagan Lindsay Pucci Yushan Qu <i>Summa Cum Laude</i>	Hunter Earl Tausch Samuel David Teare <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>
Woo Chan Lee Cameron Nicholas Leedale <i>Cum Laude</i>	Zachary Edward Miller Carolyn C. Mills Matthew R. Minotti Ahmed Mitwally <i>Magna Cum Laude</i>	Andrew Quigley <i>Cum Laude</i>	Brandon Alexander Terry Lily Nicole Thompson Selin Seda Timur <i>Cum Laude</i>
Justin Joseph Lennon <i>Cum Laude</i>	Hamza Abdi Mohamed Istar Ali Mohamed Tabarek Zaidoon Mohammed Jason Villena Morgan <i>Summa Cum Laude</i>	Amanie Ronnie Rasul Antoni Grzegorz Rempala Kathy Ren Dominic Casimer Rinaldi Brielle Nicole Robinson <i>Summa Cum Laude</i>	Yana Raffi Tomassian <i>Cum Laude</i>
Chenxi Li Jiaen Li <i>Cum Laude</i>	Olivia Michele Morrison <i>Cum Laude</i>	Benjamin Rogers <i>Cum Laude</i>	Daniel Kenneth Tomaszewski Andrea Nhuyen Tran <i>Cum Laude</i>
Qiancheng Li <i>Cum Laude</i>	Rachel Ann Morrison <i>Cum Laude</i>	Alexei Michael Romaniuk Michael Samuel Rose <i>Cum Laude</i>	Michael Troller <i>Cum Laude</i>
Yanxi Li Yuanpei Li <i>Cum Laude</i>	Georgia G. Mosher <i>Magna Cum Laude</i>	Yazan Roupail <i>Summa Cum Laude</i>	Connor Michael Tuvelle <i>Cum Laude</i>
Zhexuan Li <i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Allisa Mullins Cassandra Brianna Mure <i>Summa Cum Laude</i>	Bijou Anasztasia Rozakis <i>Magna Cum Laude</i>	Ryan Michael Ulring <i>Cum Laude</i>
Zhihan Li <i>Cum Laude</i>	Bailey Rose Murphy <i>Magna Cum Laude</i>	Madison Elisabeth Sabetta Nirmal Sadayappan Kailey Elizabeth Sajewski <i>Cum Laude</i>	Alexandra Marie Valocch <i>Magna Cum Laude</i>
Heng Liu Mantong Liu <i>Magna Cum Laude</i>	Rabar Nanakally Daniel John Neff Kaitynn Thanh Nguyen Amira Nicholson	Afnan Mohammed Salem	
Shizhan Liu <i>Magna Cum Laude</i>			
Yang Liu <i>Magna Cum Laude</i>			
Stephanie Marie Lohbeck <i>with Research Distinction in Earth Sciences</i>			
Hannah Grace Long <i>Cum Laude</i>			
Torrance Monroe Truitt Loux			

August 17-19, 2021, Board of Trustees Meetings

Dakota Jameson Volzer

Magna Cum Laude

with Honors in the Arts and Sciences

Jillian Adra Wagner

Davy Weiyan Wang

Cum Laude

Hanchun Wang

Luyao Wang

Orchid Shing Lan Wang

Xishui Wang

Cum Laude

Zihan Wang

Summa Cum Laude

Sheridon Kenzie Ward

Magna Cum Laude

Taylor Clayton Warren

Brianna Josephine Wasik

Magna Cum Laude

Alexander Brandt Waters

Magna Cum Laude

Madison Eve Waters

Cum Laude

Muchen Wei

Andrew Welsh

Jing Wen

Magna Cum Laude

Jocasta T. Wenk

Griffin Alan West

Cum Laude

George Alexander Whitson

Joanna Michelle Wiedl

Sydney Marie Willey

Summa Cum Laude

Graham Kimball Williams

Jacob Richard Williams

Cum Laude

Chase Edmund Wolkov

Andrew Wai-Hung Wong

Emily Theresa Woodruff

Cum Laude

Courtney Ann Wrasman

Cum Laude

Lorelei Wynn

Linlin Xia

Magna Cum Laude

Mingxin Xie

Summa Cum Laude

with Honors in the Arts and Sciences

with Honors Research Distinction in Economics

Dantong Xue

Summa Cum Laude

Hanjiang Xue

Cum Laude

Feng Yan

Magna Cum Laude

Han Yang

Magna Cum Laude

Zisheng Yao

Junyan Ye

Cum Laude

Diana Karen Yeauger Espinoza

Trent Charles Young

Jinlin Yu

Cum Laude

Linus Yu

Magna Cum Laude

Xiaorui Yuan

Magna Cum Laude

Nataliya Maria Yudushkin

Diana Yusupova

Haonan Zhang

Qiyuan Zhang

Shuaibing Zhang

Cum Laude

Yaqi Zhang

Cum Laude

Zhaoyi Zhang

Zhihao Zhang

Ruijie Zhao

Summa Cum Laude

Xuejin Zheng

Cum Laude

Zherui Zheng

Magna Cum Laude

Zixi Zhou

Yuyang Zhuo

Magna Cum Laude

Hiba Zouity

Associate of Arts

Thani Abdullah

Ubaid Abdullahi

Jonathon Patrick Abshire

Summa Cum Laude

Ahmad Aburayyan

Januka Acharya

Ka'la Lakay Adams

Edward Addai

Nathania O. Adjei

Chloe Helen Adkins

Summer Adkins

Cum Laude

Fouad Darwish Ahmed

Gaaid M. Ahmed

Cum Laude

Daoud Ahmad Al-Akhras

Amina Mahdi Ali

Omar Altawam

Cum Laude

Osman Ernesto Amaya

Tyler Michael Amos

Magna Cum Laude

Joshua Amponsah

Ahmad Anderson

Cameron Anthony Anello

Ikran Farhan Artan

Lawrence E. Arthur

Emily Ann Backo

Magna Cum Laude

Abu B. Bah

Danielle Rebecca-Ann Ballinger

Summa Cum Laude

Chad Jacob Barley

Lyndsay Brooke Barnard

Sarah Jane Bernthold

Jacob Michael Besancon

Summa Cum Laude

Priya Kaur Bhattal

Rachael Caroline Bielby

Lataysia Bigelow

David Douglas Blacksten

Gabriel Patrick Bogan

Ty Matthew Bolen

Summa Cum Laude

Elizabeth Ann Bower

Hayden Michael Bowlin

Lauren Elizabeth Boyle

Riley Michael Brackman

Hannah Bradburn

Ciarra Marie Brewer

Magna Cum Laude

Morgan Scott Brewer

Abigail Anna Bridges

Magna Cum Laude

Allison Elizabeth Bridges

Magna Cum Laude

Nicole Teresa Brown

Magna Cum Laude

Madisynn Taylor Bryk

Bryce James Buchanan

Blake Carter Bumb

Allison Ryan Bunce

Pamela Butler

Sean Edwards Byrne

Carrington Dale Calder

Cum Laude

Emily Louise Campbell

Skye Alexis Rose Carpenter

Alyssa Madison Carter

Kaidra Dawn Chapin

Cum Laude

Patrick Chaykowski

Carol Chen

Ayza Choudhry

Abby Coate

Max Chancellor Cogswell

Cum Laude

Alec Coleman

Kelsey Morgan Conn

Kaitlyn M. Cook

Saul Cortes-Alcauter

Kyler Emerson Cox

Joanna Elizabeth D'Amico

Caroline Patricia Dall

Samuel Augustus Dattilo

John Kenneth Daulton, Jr.

Magna Cum Laude

Chloe Paige Davis

Cum Laude

Jacob Paul Davis

Fay Dawi

Danielle Marie Day

Chloe Elise Dean

Kelsey Brooke Deane

Summa Cum Laude

Mitchell Robert Delap

Magna Cum Laude

Abraham Dereje

Cum Laude

Apeksh Rupesh Desai

McKenna Leigh Deskins

Cum Laude

Faty Diallo

Abigail Rose DiCenso

Daniel DiLullo

Amy Mai Doan

Cum Laude

Stanley Donkor

Nicolas Dovgopoly

Alana Christine Ritter Downin

Olivia Dudley

Reece Aaron Dunham

Clara Ann Duston

James C. Dye

Owen Jerome Eastep

Cum Laude

Ryan Joseph Eatherton

Tessa Michele Edwards

Megan Renee Emmons

Cum Laude

Samantha Christine Emmons

Madison Rae Fitzpatrick

Christian Flores

Jared Michael Flowers

Ashton Layne Floyd

Magna Cum Laude

Reilly Andrew Forrestal

Cum Laude

Evan Mark Foster

Summa Cum Laude

Alessandro Antonio Frabotta

Chloe Franklin

JaMera K.M Franklin

Spencer Harrison Frey

Magna Cum Laude

Caitlynn Mable Frontz

Magna Cum Laude

Maximilian Fulop

Magna Cum Laude

Sonora Furber

Magna Cum Laude

Joel Rafael Gallegos Samuels

Magna Cum Laude

Andrew Garcia

Ethan James Garrett

Magna Cum Laude

Megan Elizabeth Gatsch

Deja Geddings

Katelyn Rose Genthner

Magna Cum Laude

Nikola Azar George

Greyson Gesell

Summa Cum Laude

Samuel Giangardella

Alyssa Marie Gillan

Magna Cum Laude

Royce Glass

Katrina Gogin

Skylar Gonyer

Jonathan Goodman

Magna Cum Laude

Jacob Richard Gordon

Ryan Matthew Gordon

Tanner Scott Gorman

Noah R. Gossett

Samuel Atticus Grady

Admon Paige Gray

Karleigh Green

William Skye Guendelsberger

Joseph Gurara

Paul Hamlett

Cum Laude

Anyssa Jonique Hanna

Jonathan Robert Harbert

Henry David Harden

Cum Laude

Michael Timothy Hastreiter

Lauren Elizabeth Heard

Abigail Noel Heffelfinger

Summa Cum Laude

Jian Long HeHo Feng

Magna Cum Laude

Peter Clayton Herron

Jasmine Renee Hershey

Bonnie Alexis Hill

Destiny Denise Hill

Clayton Bradley Hoffman

Savannah Catherine Hoffman

Cum Laude

Audra Elise Horton

Nicholas James Hubbell

Divina Maven Huddleston

Samuel Allen Hughes

Lauren Hursey

Nivene Anika Hutchins

Cum Laude

Omer Hyajneh

August 17-19, 2021, Board of Trustees Meetings

Mariya Yevheniya Hrynk
Amal Mohammad Ismail
Jael Jackson

Magna Cum Laude

Lexi Brianna-Dawn Jacobs
Sean Casey Jewell
Shannon Monet Jones
Akshat Joshi
Elizabeth Grace Judy
Tommy Kall
Tyler Roy Karr
Quinn Rebecca Kazmerzak
Logan Keevins

Zaghum Ahmad Khalil
Brendan Nazir Khan
Udhav Kharel

Hemmat Kharzai
Samuel John Kime
Brighton Noelle Klein
Gina Rose Kneidel

Cum Laude

Ella May Koepke
Magna Cum Laude

Ruth Love Kolleh
Eric James Kopaczewski
Desmond Koranteng
Maria Rose Kuhr
Mollie Marie Kunar
Kendall Elaine Kunick
Allen Lai
Noah Thomas Lance
Nikita Lehman

Magna Cum Laude

Lily Abigail Lewis
Morgan Quinn Lindenmuth
Chelsi R. Lohr
Preshus Joi Lowe
Taylor Christine Lowe
Austin Douglas Lundy
Mallika Madugula
Kamryn Alecia Marbrey
Jerrold Trevor March
Karlie Christine Marlatt
Courtney Anne Martin
Dylan Mason

Magna Cum Laude

Makenzie Lenae McComb
Magna Cum Laude

Davis Mears

Magna Cum Laude

Sierra Caitlynn Meddings
Nikola Derek Memushaj
Erin Miller
Phoebe Grace Minorik

Magna Cum Laude

Alexis Marie Mobley
Hamda Abdulqadir Mohammad
Keshon Kereli Moore
Joseph Lee Moran
Kaleb Morris

Cum Laude

Shamira A. Morris
Mohammed Mubarak
Chelsy Murfield

Magna Cum Laude

Grace Carole Hanson Murphy
Lucy Frances Mojoko Ndivi
Cameron Lee Neer
David Andrew Newell
Connor James Newsome

Summa Cum Laude

Jack Nickel
Alexa Nicolozakes
Magna Cum Laude

Binta Nyassi
Ashley Akinyi Ochieng
Andrea A. Offei
Joshua O. Ogbonna
Ahlam Abdillahi Omar
Joseph Anthony Osborne
Evans Kwaku Osei-Tutu
Andrew R. Pardi
Yug Kamlesh Patel
Kristen Leah Pearson
Abigail Jane Phillips
Emma Grace Phillips

Cum Laude

Joseph Watson Phipps
Erin Elizabeth Pohlman

Cum Laude

Andrew Steven Polar
Magna Cum Laude
Keeley Marie Presnell

Cum Laude

Tyler Douglas Provost
Fernando Ramirez Ornelas

Cum Laude

AlLayshia Lerey Randle-Williams

Magna Cum Laude

Faith Elizabeth Reid

Lia Repucci

Summa Cum Laude

Cali Faye-Marie Richardson
Dakota Ridenour
Kayla Eloise Ritz
Trevor Edward Ritz

Cum Laude

Elyjah Alexander Roa
Rashim Roberson
Morgan Mae Robinson
Macey Elizabeth Rockwell
Kiersten Nicole Roehm
Simon David Rosenberg
Donovan Patrick Ryan
Taylor Sabo

Cum Laude

Laraib Saeed
Soheib Salahat
Katelyn Nichol Sanchez

Magna Cum Laude

Cameron Avery Schambis
Widad Sheikh

Alyssa Rose Shiffman
Caitlin Susanne Shively
Paige L. Shonk
Megan N. Shupe

Cecilia Virginia Silvestri
Margaret G. Skinner
Alec Ross Slate

Andrew Joseph Smith
Jenna Lynn Smith

Cum Laude

Maggie Audelle Smith
Emily Anne Smollen

Magna Cum Laude

Alexandria Dawn Sorensen
Kourtney Lea Spangler
Haleigh Spencer
Emily Grace Stachler
Xamina Mattie Stalnaker
Cassady Paige Starkey
Brannisha Yvette Stevens
Justin S. Stewart

Cum Laude

Patrick McCauley Steyn
Morgan Renae Stith
Jacqueline Ann Stoll
Sara Madison Story

Noah Samuel Striker
Kaitlyn Ann Sturgeon
Alexis Faith Swaney
Mya A. Switzer
Jessica Tara

Cum Laude

Kenya Simone Taylor
Noah James Teller

Cum Laude

Spencer Kristian Theobald
Jasmyne Diana Thomas
Andrew David Thompson
Jacob Thompson
Sydney Nicole Thompson
Solomon Toliver
Isabella Marie Torsell
Dhairya Trivedi
Ricky George Turner
Bryana Twining

Cum Laude

Madelyn Paige Urse
Abigail Marina Utley
Armela Velaj
Amadea Richelle Villanueva

Summa Cum Laude

DeHavlyn N. Wainwright
Alaina Marie Wallace

Magna Cum Laude

Mark James Waters
Gabriella Lynn Weaver
Mackenzie Ann Weaver
Coltan Bailee Webb
Kiyah Irene Welch
Logan Brienne White

Cum Laude

Stephanie White
Matthew Blaine Whitney
Lauren Catherine Whitt
Macy Jeannette Wiktorowski
Logan Dean Williams

Magna Cum Laude

Elijah Miron Wolf
Andrew Wu

Magna Cum Laude

Zachary Jacob Yamokoski

Cum Laude

Gracie Elizabeth Yates

Magna Cum Laude

Joyce Ampomaah Yirenkyi
Sarah Michelle Young

Magna Cum Laude

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Connor Sean Abel

Summa Cum Laude

Rexford Owen Adams
Jonathon Richard Aerni
Renee Lin Li Cong Agnor
Yasmeen Bano Ahmed
Jack David Allen
Christopher Robert Allgor

Magna Cum Laude

Nneamaka Isabel-Jane Anene

Nathanael Ikenna Aninweze
Shanelle Aranha

Magna Cum Laude

Sebastian Daniel Araya
Charles Joseph Arth IV
Rachael Anne Ayers
Jordan Lamont Babisak
Mariama Bah
Justin Paul Bailey

Cum Laude

Ryan Baldwin

Summa Cum Laude

Brandon Mario Barcena
Samay Bari
Beau Thomas Beamer
Nathan Alexander Belt

Magna Cum Laude

Akhilesh Kumar Bhandari
Dalip Singh Bhullar

Magna Cum Laude

Jason Bianco
Evan Richard Bidstrup

Magna Cum Laude

Alexandra Michelle Bielecki

Summa Cum Laude

with Honors in Integrated Business and Engineering

Marissa Birzon

Erica Blanchard

Summa Cum Laude

Kyle Boemo

Zachary Bosco

Magna Cum Laude

Alex K. Bowie

Taylor Boyd

Summa Cum Laude

Andrew Michael Brinkman

Cum Laude

Daniel Brooks

Jason Alexander Brooks

Patrick Thomas Browne

Magna Cum Laude

Jackson William Brubaker

Jared Bucholtz

Cum Laude

Jared Bryce Bugay

Magna Cum Laude

Harrison Louis Bullock

Cum Laude

Kylen Tayshawn Burns

David Burrell

Jack Sullivan Butler

Nicholas Andrew Butsko

Thomas Matthew Byrd

Magna Cum Laude

Qing Cai

Loren Nicole Calomfirescu

Magna Cum Laude

Siuyan Cao

Magna Cum Laude

Daniel Carr

Daniel Matthew Cavote

Jay Joseph Chaddock

Yi Chang

Magna Cum Laude

Yunxi Chang

Magna Cum Laude

Elaine Chen

Hongbin Chen

Magna Cum Laude

Jeffrey Chen

Summa Cum Laude

Qiaoshihao Chen

Magna Cum Laude

August 17-19, 2021, Board of Trustees Meetings

Runze Chen
Magna Cum Laude

Yifei Chen
Summa Cum Laude

Yilin Chen
Magna Cum Laude

Tanu Chhabra
Lillian Chow
Ameen Chowdhury
Cum Laude

Samuel Daniel Clough
Luke James Condrich
Mitchell Conley
Nolan Robert Conway
Austin William Cooper
Isaac James Cooper
Cum Laude

Andrew Michael Cox
Andrew Craig
Andrew Addison Craig
Cum Laude

Joshua Adam Cramer
Magna Cum Laude

Brianna Rose Cummings
Cum Laude
Huayu Dai
Alec James Damasiewicz
Eleanor Damm
Summa Cum Laude

Alexandra Marie Danford
Magna Cum Laude

Michael James Daugenti
Magna Cum Laude

Mara Shaye Davis
Cum Laude

Connor Andrew Day
Cum Laude

Gabriel Francisco Dean
Alexander Jason Deckop
Allison Kay Dendinger
Andrea Shel Dennis
Marc S. DiGregorio, Jr.
Magna Cum Laude

Tyler Mathew Dillon
Joseph Dante DiVenere
Cum Laude

Daniel John Draheim
Hongyu Duan
Cum Laude

Nora Dukart
Magna Cum Laude

Robert Iver Elder
Tanner Joseph Ellerbrock
Rachel Marie Emans
Nicole Espinoza De Montreuil
Kiana Katherine Fabian
Autumn Savanah Fetter
Danielle Lee Fitzgerald
Jeremiah Reid Fitzpatrick
Cum Laude

Mohamed Kanfory Fofana
Kyle Matthew Foley
Jacob Ryan Fraley
Daniel Case Francy
Magna Cum Laude

Caleb Harrison Freeman
Cum Laude

Sarah Furth
Cum Laude

Sasidhar Varma Gadiraju
Cum Laude

Tremaine Gallion

Jack Kristian Gangestad
Magna Cum Laude

Lauren Nicole Garland
Yinghan Geng
Parbati Ghimray
Justin Chungshing Giang
Sheli Gilman
Connor Gobble
Cam'Ron Airius Golas
Benjamin Ramsey Golik
Magna Cum Laude

Katherine Elizabeth Gordon
Summa Cum Laude

Andrew Graf
Cum Laude

Brandianne Eleanore Grambo
Cum Laude

Logan Alan Gray
Cum Laude

Aaron Jordan Darnell Griffin
Allison Morgan Groves
Magna Cum Laude

Zhichang Guo
Magna Cum Laude

Kirsten Marie Haller
LaRena Hamby
Jiangao Han
Magna Cum Laude

Garrett James Havighurst
Cum Laude

Anyuan He
Chuan He
Hani Hejazeen
Peyton Reid Hildebrand
Emma Ann Hoellrich
Cum Laude

Aaron Hoffman
Richard Thomas Holben
Cum Laude

Christopher Michael Homrocky
Magna Cum Laude

James Hong
Magna Cum Laude

Alicia Ann Honigford
Brian Thomas Hoover
Cum Laude

Jack Houston
Summa Cum Laude

Garrett Michael Howenstine
Songyan Huangfu
Magna Cum Laude

Camryn Elizabeth Hyde
Cum Laude

Minnah Ibrahim
Lucas Jeffery Jackson
Sir James Lloyd Jackson IV
Yuge Jiang
Cum Laude

Jiaqi Jin
Summa Cum Laude

Stephen Jo
Cum Laude
Benjamin David Johnson
Cooper Jones
Cierra L. Joyner
Andrew Robert Jung
Magna Cum Laude

Rhea Mitesh Kadakia
Magna Cum Laude

Abdelkader Kader
Hannah Marie Kahle
John Austin Kalucis

Jeffrey Kao
Magna Cum Laude

Mason Harley Kearns
Sage LeeAnn Keller
Bisma Naheem Khan
Rafay Asim Khan
Cum Laude

Abdi Muhumed Kilas
Douglas James Klang III
Cum Laude

Cort Douglas Klingel
Jonathan Henry Knaggs
Cum Laude

Evan Bradley Knox
Zane Earl Kohler
Bailey Karin Kolinski
Brad Gervase Kuntz

Magna Cum Laude
Julia Ann Kurian
Julia Michelle Lam
Magna Cum Laude

Chyna Moneka Landrum
Madison Langhals
Summa Cum Laude

Jagger Cole LaRoe
Morgan Lauer
Cum Laude

Reece Daniel Lazar
Cum Laude

Eric Louis Lazbin
Magna Cum Laude
Melissa Thanh Trang Le
Cum Laude

Alec Lee
Cum Laude

Tsai-An Lee
Magna Cum Laude
Noah Thomas LeStrange
Shilin Li
Summa Cum Laude

Stacey Yian Li
Cum Laude

Weiyi Li
Xianglin Li
Magna Cum Laude

Shan Liao
Cum Laude
Huibin Liu
Magna Cum Laude

Jiayi Liu
Cum Laude

Shuyi Liu
Cum Laude

Wenxi Liu
Cum Laude

Xuyao Liu
Summa Cum Laude

Rebecca Ann Lorenty
Ryan Alexander Loris
Nicholas Dale Love
Riley Andrew Lowe
Cum Laude

Dawei Lu
Qiyao Lu
Magna Cum Laude

Chenyao Luo
Summa Cum Laude

Leonardo Maciel
Sophia Katherine Magan
Magna Cum Laude

Delicia Joann Magana-Gonzales
Abhishek Anandkumar Mahajan

Zachary Donald Maheu
Cum Laude

Matthew Wayne Malaska
Melanie Hannah Mantel
Summa Cum Laude

Olivia Rose Marina
Nicholas Andrew Mastrangelo
Ryan Joseph Mayhan
Magna Cum Laude

Joseph Richard McBride
Hannah McCormick
Michael Roen McCullough
Magna Cum Laude

Joseph Patrick McGonegal
Thomas Paxton McGrath
Jake Andrew McIntyre
Mitchell A. McLaughlin
John Franklin Meacham III
Jackson T. Medina
Zhou Meng
Magna Cum Laude

Thomas J. Mernagh
Magna Cum Laude

Brandon Jonathan Merritts
Cum Laude

Mitchall James Metcalfe
Ali Nael Milhem
Cum Laude

Cory Michael Miller
Madeline McLean Miller
Cum Laude

Ela Mills
Magna Cum Laude

Charles Rocco Minneci
Cum Laude

Ryan Mohl
Jaden Patrick Montgomery
Cum Laude

Mallory Ann Morton
Briana Lily Mullan
Magna Cum Laude
Joanne Gambitta Munshower
Summa Cum Laude

Sana Danielle Murteza
Magna Cum Laude

Matthew DeCapua Musarra
Jesse Mitchell Nadinic
Cum Laude

Jonathan Collin Nartker
Cum Laude

Deepa Natarajan
Cum Laude

Pathros Nirappil
Cum Laude

Connor Nowe
Cambray Catherine O'Brien
Cum Laude

Riley MacTaggart O'Brien
Cum Laude

Daniel James O'Rourke
Brady Wells Oberley
Taylor Briann Ohlrich
Magna Cum Laude

Kaleb T. Orr

Ian Michael Osterman
Cum Laude

Wang Pan
Summa Cum Laude

Sophia Alexandra Papageorge
Edward Maloney Parsley
Cum Laude

Joseph Michael Pastva

Magna Cum Laude

Aayush Jayeshkumar Patel

Magna Cum Laude

Shivam Bipinchandra Patel

Soumya Sibani Pati

Matthew Collin Pawar

Matthew Carmine Peters

Nicholas Petit-Frere

Samuel Douglas Pierce

Cum Laude

Kara Lynn Pierre

Jennifer Pietrusik

Hannah Marie Pilon

Magna Cum Laude

Cameron James Porczak

Magna Cum Laude

Nicholas Jeffrey Protono

Chuhan Qiu

Summa Cum Laude

Xiaohan Qu

Kelley Marie Quayle

Magna Cum Laude

Grace Austin Quigley

Cum Laude

Carmen Qutub

Kiranpreet Vishal Rampersaud

Nicholas Lee Rapp

Summa Cum Laude

Eric Alan Rayer

John Alexander Reed

Summa Cum Laude

Yutao Ren

Summa Cum Laude

Joseph Revard

Cum Laude

Trevor Richard Riemann

Caroline Roddy

Isabel Denise Rodriguez

Magna Cum Laude

Daniel Rogers

Summa Cum Laude

Xingyu Ruan

Magna Cum Laude

Allison Claire Ruhe

Summa Cum Laude

Giancarlo Russo

Summa Cum Laude

Daneal Andriy Rybak

Summa Cum Laude

Shivali Sachdeva

Tayyib Saif

Alanis M. Sakuma

Cum Laude

Hudson Skylar Santana

Cum Laude

Maya Celinda Sarder

Jack William Sbrocco

Zachary Matthew Schiefer

Kurt Philip Schlenker

Benjamin Maxwell Josip Schlessel

Summa Cum Laude

Brendon Conor Schultz

Summa Cum Laude

Robert William Scott

Cum Laude

Logan Edward Sever

Olivia Mason Sheets

Shimin Shen

Magna Cum Laude

Yijiang Shen

Liyao Shi

Summa Cum Laude

Ferris T. Shkokani

Matthew Benjamin Simmons

Jaisspal Singh

Kristian Daniel Skugor

Sabrina Slama

Stephanie Mary Smiley

Gwendolynn Dawn Smith

Yinsheng Song

Zihan Song

Cum Laude

William Henry Stiles

Magna Cum Laude

Emily Stinemetz

Nicholas Straub

Summa Cum Laude

Gavin Sturdivant

Benjamin David Sugar

Madeline Kay Sullivan

Magna Cum Laude

Jiaxin Sun

Cum Laude

Xiaoyu Suo

Summa Cum Laude

Caroline Elizabeth Swaim

Magna Cum Laude

Xiaomeng Tan

Cum Laude

Wenlong Tang

Ranjana Thapa

Joseph Dale Thompson

Cum Laude

Michael James Thompson

Yuxin Tian

Summa Cum Laude

Morgan Emilie Tinkel

Cum Laude

Laxmi Tota

Jessica Lou Ann Transue

Antonio Rocco Trizzino

Adam Tucker

Siddhartha Tummala

Magna Cum Laude

Elizabeth Grace Ulery

Dominique Danielle Vaccani

Anna Elizabeth Van Bourgondien

Albert Patrick Vasek

Cum Laude

Jacob William Vetrovsky

Ryan Viga

Jacob William Waddell

Magna Cum Laude

Haowen Wang

Magna Cum Laude

Jingtao Wang

Cum Laude

Xuan Wang

Yudi Wang

Magna Cum Laude

Yuechen Wang

Summa Cum Laude

Yuwei Wang

Magna Cum Laude

Joseph R. Ward

Alexandra Lee Wever

Jack William Wheeler

Cum Laude

Samuel Edward Wiglusz

Brody O. Wilfong

Erin Brooke Williams

Magna Cum Laude

Kaylin Marie Winings

Shelby Taylor Jean Wolf

Summa Cum Laude

Charles Kevin Woolson

Magna Cum Laude

Thomas Reed Wright

Jasper Wu

Wenxin Wu

Cum Laude

Yuting Wu

Summa Cum Laude

Zhuohao Wu

Cum Laude

Alexa Michelle Wuebker

Cum Laude

Teren Brett Wycoff

Cum Laude

Zhangchi Xia

Cum Laude

Yunsi Xie

Magna Cum Laude

Longqi Xu

Summa Cum Laude

Rouke Xu

Magna Cum Laude

Michael Dimitri Yallourakis

Magna Cum Laude

Jieyu Yan

Magna Cum Laude

Ruofei Yan

Magna Cum Laude

Gangling Yang

Jinyi Yang

Cum Laude

Qianyu Yang

Magna Cum Laude

Ziyun Yang

Summa Cum Laude

Spencer Lawrence Yates

Cum Laude

Xiangyu Ye

Magna Cum Laude

Tianyang Yin

Caleb Anthony Yoder

Summa Cum Laude

Peiliang Yu

Yijun Yu

Zheheng Yu

Bo Yuan

Cum Laude

Chenfei Yuan

Cum Laude

Muhammad Aqeel Zafar

Madison Zeigler

Cum Laude

Wenxuan Zeng

Cum Laude

Sifan Zhang

Magna Cum Laude

Duanyang Zhao

Summa Cum Laude

Xuting Zhao

Cum Laude

Yu Zhao

Cum Laude

Haoran Zhong

Magna Cum Laude

College of Dentistry

Dean: Carroll Ann Trotman

Bachelor of Science

Shelbie Cadence Alexandra Arnholt
Pegah Malekani

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Adam Biggs
Patrick William Hutchins
Audrey Christine Namernyi

Bachelor of Science in Human Development and Family Science

Nana Asante-Manu
Lailah Carrion
Mitsunge Irene Chagunda
Cum Laude
Tessa Cliffe
Cum Laude
Ryan Gabel Conner
Cum Laude

Devin D. Deal
Ryan Patrick Demaline
Katharine Marie DiMauro
Madison Evann Grose
Matthew Jones
Austin James Kutscher
Qiongyi Liu
Summa Cum Laude
Jarod Ethan Lutz
Taylor Rae Mallory
Allyson Dawn McCurdy
Magna Cum Laude
Asma Hassan Mohamed
Cum Laude
Cullen James Moore
Edward Owusu Anshah
Logan Tyler Ryan
Yabakie Aeanette Sesay
Alison Summer Ann Smitley
Cameron Rose Stepka
Cum Laude

Loren Nicole Strohm
Hannah Faith Swisher
Mary Morgan Utt
Jackeline Valladares
DeHavlyn N. Wainwright
Alaina Nicole Weiler
Summa Cum Laude
LaRoy Alan Williams II
Yifan Zhang
Magna Cum Laude

**Bachelor of Science in
Human Ecology**

Vickie L. Allen
Christian David Annarino
Kacy Lynne Arnold
Magna Cum Laude
Adam Edward Bielby
Conner Elizabeth Brown
Caitlin Busby
Jerron Nehemiah Cage
Ava Josephine Cobb
Kristen Nicole Combs
Emily Katherine Cowan
Joannah Dupiano
Cum Laude
Haley Nicole Eblin
Ryan Alberto Estrada
Grant Michael Glanville
Zoe Tawnteanna Gregory-Tims
Ashton Nicole Griggs
Benjamin Higgins
Elizabeth Grace Hill
Cum Laude
Minjing Huang
Xavier Ezra'el Johnson
Jade Brienna Kearley
Cum Laude
Wesaam Ibrahim Khan
Alexander Brian Krobth
Danielle Lynn LaValley
Cassidy Law
Alexander Matthew Lefton
Seth Lonsway
Hannah Elizabeth Merriman
Teradja Lamar Mitchell
Colin Jason Moser
Kelsey Elizabeth Nadolson
Cole Jacob Niekamp
Christian Olave
Christian Alexander Orr
Andrew William Parson
Allison May Payne
Cum Laude
Kyle Zachary Charles Pope
Cameron Tayler Randall
Zachary Turner Ross
Michael Anthony Santos
Noah Savage
Kathryn Sophia Schutter
Magna Cum Laude
Rejeine Lesandria Smith
Austin Raja Sourinha
Thomas Samoa Togiai
Amanda Arlet Tools
Victoria Manivanh Vongsaphay
Guy William Vradenburg
Magna Cum Laude
Alec Edward Waitkus
Aysia May Whatley
Maxwell Joseph Yuska
Shadia Ali Yusuf
Sydney Quinn Zhanai
Summa Cum Laude

**Bachelor of Science in
Hospitality Management**

Abaidullah Ansar
Michelle E. Brown
Cum Laude
Olivia DeAnn Lay
30

Santiago Pinto
Magna Cum Laude
Lauren Mary Ratterman
Magna Cum Laude
Hargun Singh Sandhu
Hannah Zoe Shirley
Holly Amorette Weaver
Jonathan David Whitt
Ziyu Ye
Magna Cum Laude
Tiannuo Yu
Zifeng Zhao

Bachelor of Science in Nutrition

Meghan Paige Bartel
Dana Jeanne Blank
Katherine Elizabeth Borshov
Cum Laude
Jasmine D. Celeste
Elizabeth Renata Dutton
Nicholas Joseph Ernst
Sonia Anfal Guessas
Summa Cum Laude
Alixandra Danielle Hebble
Ashley Gail Liddy
Ciera Lipper
Magna Cum Laude
Alexis Katherine Long
Clark Edwin Moats
Julia Chase Orloff
Magna Cum Laude
Lexie Kate Robinson
Anthony Jack White

Bachelor of Science in Education

Summer Adkins
Cum Laude
Kaitlynn Audianna Antigo
Cum Laude
Andrew Michael Ardle
Magna Cum Laude
Cameron Joseph Balla
Terah L. Beal
Aaron Jacob Berg
Cum Laude
Jacob Michael Besancon
Summa Cum Laude
Nathaniel Bisang
Cum Laude
Amber Nicole Bizzell
Hayden Bowmar
Summa Cum Laude
Bethany Jayne Brook
Magna Cum Laude
Leila Marie Bucher
Grace Burton
Summa Cum Laude
Rose Helen Carr
Karleigh Coles
Alexandria Michele Commito
Kennedy Anne Coomes
Emily Rose Czerwowski
Magna Cum Laude
Zachary Jordan Dezenzo
Francesca Di Lorenzo
Magna Cum Laude
Makenzie Love Dietz
Magna Cum Laude

Jacob Samuel Dupler
Elisa Rinai Ehrnsberger
Jason Cory England
Quinn Ernst
Kevin Michael Fulkerson
John James Gardikes
Justin Thomas Goepfinger
Mackenzie Renae Gott
Mia Rose Grunze
Magna Cum Laude
Austin Michael Haines
Josie Raye Hale
Logan Edward Hancock
Gabrielle Elizabeth Haney
Cum Laude
Madison Harmon
Magna Cum Laude
Bryce Nickerson Harvey
Harina Lee Hashman
Cum Laude
Daniel Lee Hatfield
Jackson Eugene Hauger
Summa Cum Laude
Alexis Sandra Hawkins
Megan Marie Herrnstein
Rhatia Imani Hopkins
Magna Cum Laude
with Research Distinction in Sport Industry
Lucas Horstman
Jonatan Ramon Jimenez
Cum Laude
Shannon Monet Jones
Ryotaro Kawaguchi
Cum Laude
Kyle Wayne Keeton
Nicole Amanda Keller
Constance Marie Kimmey
Cum Laude
Thomas Kral
Jaden Alan Lacaria
Noah Duc Le
Magna Cum Laude
Hannah Kate Linkous
Cum Laude
Alyssa Rose Littlejohn
Magna Cum Laude
Kyle Michael Lones
Magna Cum Laude
Sophia Anne Marsh
Emilee Janelle McCabe
Cum Laude
Brandon Jonathan Merritts
Summa Cum Laude
Sarah Jane Miller
Cum Laude
Richelle Octavia Millhouse
Magna Cum Laude
Whitney Nicole Moats
Magna Cum Laude
Lauren Paige Moore
Danielle Lynn Mueller
Magna Cum Laude
Angelica Mullen
Emma Leigh Murphy
Magna Cum Laude
Austin Michael Olivas
Christian James Olney
Magna Cum Laude
Sarah Louise Pelton
Jessica Marie Pitchford
Cum Laude
Jesus Ramirez, Jr.

Alyssa Marie Rankin
Mackenzie Kyleigh Rennie
Cum Laude
Emily Rae Rhodes
Magna Cum Laude
Maya Claire Rodriguez
Aaron Daniel Rose
Cum Laude
Cameron Elizabeth Schlechty
Cum Laude
Elizabeth Anne Marie Schneider
Summa Cum Laude
Ava Joyce Schupp
Cum Laude
Yixiong Shang
Myles Stafford Sidney
Hayley Patricia Small
Cum Laude
Tyreke Blake Smith
Andrea N. Snow
Cum Laude
Sam Staley
Tiffany Nicole Starling
Cum Laude
Aleithea Kathryn Tefft
Magna Cum Laude
Emily Tyack
Cum Laude
Parker John Van Scyoc
Kathryn Leigh Vance
Audrey Elizabeth Vandel
Summa Cum Laude
Devin William Voisard
Chase Wade
Jordan Breanne Waleri
Hanping Wang
Jacob Ian Ware
Jessica Marie Waterman
Magna Cum Laude
Anna Elise Wengertel
Brody Wayne Whetsel
Cum Laude
Tiffany Rashawn Williams
Isaac Benjamin Wilson
Chengyu Xia
Magna Cum Laude
Bo Yang
Cum Laude
Chenchen Zhou

College of Engineering

Dean: Ayanna Howard

**Bachelor of Science in
Aerospace Engineering**

Anthony Peter Pisano

**Bachelor of Science in Architecture
(Austin E. Knowlton School of Architecture)**

Benton Gregory Marcussen

Bachelor of Science in Aviation

Isaac James Cooper
Cum Laude
Austin Daniel Haas

Parker James MacDonald

Magna Cum Laude

Renske Nijveldt

Cum Laude

Mitchell Robert Perez

Nathaniel Sayer

Cum Laude

Adam Edward Stiles

Mingjian Wu

Cum Laude

Bachelor of Science in Biomedical Engineering

Paul Emerson Bowman

Magna Cum Laude

Kaleb Drake Cantrell

Cum Laude

Maria Christine DiVita

Magna Cum Laude

with Honors Research Distinction in Mechanical Engineering

Amelia Anne Gingras

Cum Laude

Hannah D. Gruensfelder

Cum Laude

David Austin Guzior

Magna Cum Laude

Sunnia Khan

Magna Cum Laude

Duncan Marshall MacKenzie

Summa Cum Laude

Jacob Dylan McFeeters

Cum Laude

Theodore Church Renner

Magna Cum Laude

with Honors Research Distinction in Biomedical Engineering

Madison Sirry

Magna Cum Laude

Catherine Elizabeth Van Curen

Cum Laude

Austin Grant Williams

Summa Cum Laude

Bachelor of Science in Chemical Engineering

Abdullah Saad A Algarni

Cum Laude

Vincent Michael Armstrong

Tysir Hasan Baksh

Cum Laude

Maria Ann Belicak

with Honors Research Distinction in Chemical Engineering

Patrick Raymond Bigner

Sarah Bosell

James Edward Braun

Cum Laude

Alex Butler

Michael Camburn

Summa Cum Laude

with Honors in Engineering

Gregory Colin Caniglia

Ryan Cartwright

Magna Cum Laude

Matthew Lin Chiancone

Magna Cum Laude

with Honors in Engineering

Logan Lux Daniels

Blake Alan Dearwester

Christof Danyel Dee

Cum Laude

Isaac Tecumseh Delev

Magna Cum Laude

Andrew Derge

Summa Cum Laude

with Honors in Engineering

Kayla Christine Flick

Magna Cum Laude

Joel Alexander Francis

Cum Laude

Deepa Gangadhar

Joseph Joshua Georges, Jr.

Joseph Winslow Gill

Andrew James Gluntz

Summa Cum Laude

Matthew Franklyn Greenwaldt

Cum Laude

with Honors in Engineering

Evan James Grendys

Cum Laude

Juliana Rae Haggerty

Garrett Hall

Abigail Drew Hallock

Magna Cum Laude

Abigail Erin Hawkinson

Summa Cum Laude

Tanner Thomas Hays

Alex Richard Hoeft

Cum Laude

Rupal Jindal

Cum Laude

with Honors in Engineering

Nia Monique Johnson

Samuel Johnstone

Summa Cum Laude

with Honors in Engineering

with Honors Research Distinction in Chemical Engineering

Hannah Marie Kern

Cum Laude

Alan Kerns

Ah young Kim

Nicholas Erich Krammer

Magna Cum Laude

with Honors in Engineering

Sean Aaron Kronz

Cum Laude

Alicia Tse Yeng Liew

Steve Q. Lin

Magna Cum Laude

Te Li Lin

Tanmayee Nitin Mahajan

Magna Cum Laude

with Honors in Integrated Business and Engineering

Shailaja Mahalingam

Magna Cum Laude

with Honors in Engineering

Justin Thomas Martin

Morgan Olivia McGarry

Cum Laude

with Honors in Engineering

Kalie Brenne McKnight

Thomas James Robert Mighton

Brian J. Mingsu

Cum Laude

with Honors in Integrated Business and Engineering

Maxamillian Walter Montag

Blake Terrell Morman

Cum Laude

Emily Nicole Naem

Corinna Rose Nowicki

Josef William O'Brien

Cum Laude

Alec Joseph Pellicciotti

Magna Cum Laude

Bryce Jaymes Pember

Magna Cum Laude

Florence Elizabeth Piotrkowski

Cum Laude

Jonathon Popham

Nicholas Lucian Prus

Antara Rath

Magna Cum Laude

with Honors in Engineering

with Honors Research Distinction in Chemical Engineering

Mia Katherine Rizzo

Magna Cum Laude

Jacob Thomas Ryan

Suhaas Sameera

Magna Cum Laude

Nikhilnand Shanmugam

Kevin Charles Sheetz

Cum Laude

Kareem Amir Simpson

Collier Edward Smith

Magna Cum Laude

Jia Xing Teh

Coleman Blaine Thompson

Zachary Michael Valentine

Magna Cum Laude

Derek Joseph Wank

Owen Robert Watkins

Emilie Ying Chyi Yeoh

Ian James Zaferopolos

Bachelor of Science in City and Regional Planning (Austin E. Knowlton School of Architecture)

Nabil Ahmed

Tre'Von Darnell Allen

Joshua Arron

Brooklyn August

Cum Laude

Gregory Scott Bowman

Zachary David Bristol

Sophia Rose Fritz

Kenya Gray

Christian James Harris

Magna Cum Laude

with Honors in City and Regional Planning

Connor Kenneth Robert Johnson

Cum Laude

Kamran Cyrus Khorshidi

Morgan Mackey

Summa Cum Laude

with Honors in City and Regional Planning

Anneliese Lois McClurg

Kayla Serena Robinson

Bachelor of Science in Civil Engineering

Osamah Abdelkarim Aldamen

Justin Charles Beachy

Jordan Mary Bergman

Isaac Russell Bloch

Magna Cum Laude

Alec William Braun

Mitchell Aaron Breier

Matthew David D'Abreu

Magna Cum Laude

Jason Nikolas D'Agostino

Vincent S. Dinh

Josephine Opoku Fabea

Grant Joseph Gursky

Summa Cum Laude

Evan Philip Gutkoski

Noah Mohamed Hassan

Tanvir Kabir

Magna Cum Laude

Cole Christopher Karr

Edith Caselina Hormah Kraw

Andrea Ruth Lindsey

Cum Laude

Carlos Rueben Luna

Michael Wymond Mayes

William Lawrence McMullen

Geff Gerrard Solis Meridores

Benjamin Miller

Daniel Louis Mueller

Summa Cum Laude

with Honors in Engineering

Nicholas Xavier Parker

Cum Laude

Ryan Jeffrey Phelps

Simon Pusateri

Summa Cum Laude

Stephen Siringo

Mia Clarisse Snidauf

Sean Patrick Weigel

Jeremy Charles Williams

Summa Cum Laude

Neil Yoder

Cum Laude

Bachelor of Science in Computer Science and Engineering

Anden Matthew Acitelli

Cum Laude

Omer Alrefaai

Hemil Amin

Michael Russell Belair

Magna Cum Laude

Ian Michael Blake

Connor Stephen Boham

Magna Cum Laude

Quynh Nguyen Truc Bui

Magna Cum Laude

Courtland David Bullard

Cade Chiles

Matthew Anakin Crabtree

Summa Cum Laude

Atharva Samir Doshi

Cum Laude

Casey Alexander Douthitt

Zachary Alexander Dudzik

Sergei Evguenyvich Fedulov

Magna Cum Laude

Michael Scott Foley

Magna Cum Laude

Forliefac Fontem

Cum Laude

Michael Ryan Frank

Cum Laude

Ross Christian Geuy

Clark James Godwin

Cum Laude

John Gossett

Michael Kwon Griswold

Cum Laude

Patrick Douglas Haughn

Max Edward Herz

Cum Laude

Alexander Jonathon Hoke

Magna Cum Laude

Luke Richard Howard

Kyle Hustek

Glenn David Jenkins

Sujanesh Kakumanu

Willem Kennedy

Jake Michael Kett

Cum Laude

Nikith Chandra Sai Konakalla

Anuj Kothari

Cum Laude

Jared Lawson

Miles Connell Lindgren

Lyle Edward Londraville

Cum Laude

Arnold Gabriel Makarov

Cum Laude

Jianqiao Mao

Tanner Pierce Marshall

Summa Cum Laude

Sean Martin

Philip Matthew Massouh

Aidan Michael Matzko

with Honors in Engineering

Sean Gregory McKown

Connor Michetti

Nathaniel Vincent Mitchell

Mohamed Ali Mohamed II

Yashdeep Singh Multani

Magna Cum Laude

Katherine Renee Nichols

Cum Laude

Greta Zacharyasz Noeth

with Honors in Integrated Business and Engineering

Michael O'Connell

Natasha Shailesh Patkar

Wilmer Alexis Pellicier

Cum Laude

Jared Wylie Perkins

Cum Laude

Lucas J. Petersen

Summa Cum Laude

Sarah Nicole Platt

Cum Laude

Raleigh Jay Potluri

Magna Cum Laude

with Honors in Engineering

Rithvich Ramesh

Amjad Rammahi

Cum Laude

Andrew Reade

Rahul Reddy

Magna Cum Laude

Michael Vincent Rocca, Jr.

Summa Cum Laude

Kevin Michael Schmidt

Michael Vargas Seidle

Kolten Ellis Sharp

Shubham Sinha

Magna Cum Laude

Evan Smith

Zhuohan Song

Nyigel Keslyon Spann

Magna Cum Laude

Ryan Donald Stuckey

Cum Laude

Chuwen Sun

Latia Janae Tanner

Sarju Shailesh Thakkar

Magna Cum Laude

Alexis Grace Thompson

Jordan Sarrel Thrash

Cum Laude

Mingkun Tian

Bradlee Stephen Tilton

Matthew Trieu Vi Tran

Jeffery Scott Valli, Jr.

Cum Laude

Sharanya Vojjala

Linda Yin Wang

Magna Cum Laude

Shicong Wang

Magna Cum Laude

Isaac Anderson Wiita

Magna Cum Laude

Kellar Dane Windland

Magna Cum Laude

Collin Kenneth Wright

Nathan Yun

Magna Cum Laude

Joseph Ming Zhang

Cum Laude

Wenting Zhang

Cum Laude

Steven Heh-cheng Zhao

Rui Zhou

Cum Laude

Zhiyuan Zhou

Kyle Anthony Ziman

**Bachelor of Science in
Electrical and Computer Engineering**

Curran William Arora

Zachary Ryan Baker

Summa Cum Laude

Jacob Christopher Ballantyne

Magna Cum Laude

Ian Sherronn Banks

Devendra Bhattarai

John Sven Blevins

Justin Boes

Summa Cum Laude

Justin Michael Brickley

Magna Cum Laude

Ryan Christian Brown

Magna Cum Laude

Mason Anton Bruns

Magna Cum Laude

Thomas Hayden Clark

Nathaniel L. DeLong

Cum Laude

Sydney Demechko

Sarah Dever

Andrew Diaz

Ryan Michael Eckman

Cum Laude

Nicholas Folino

Cum Laude

Kevin Connor Ford

Victor Alfonso Gonzalez

Magna Cum Laude

Johnathan Richard Hiett

Derek Ho-Yin Ho

Cum Laude

Justin Charles Horton

Connor Bailee Jenkins

Summa Cum Laude

with Honors in Engineering

with Honors Research Distinction in Engineering

Education

Feifan Jiang

Magna Cum Laude

Scott David Kiehl

Cum Laude

Eric Michael Killian

Cum Laude

Myung Bae Koh

Magna Cum Laude

Mackenzie Kondas

Payton Samuel Kramer

Magna Cum Laude

Robert LeRoy Kramer

Magna Cum Laude

Marvind Lakmun

Yichu Liu

Joseph Richard Malinak

Jacob Bruce Meyer

Cum Laude

Colin Charles Sasala Nelson

Zheng Yao Ng

Dean Anwar Ogle

Magna Cum Laude

Lauren Elizabeth Pham

Cum Laude

with Honors in Engineering

Jayson Preza

Magna Cum Laude

Michael Patrick Quinn

Magna Cum Laude

Kyle Wesley Raber

Shanila Fatema Reza

with Honors Research Distinction in Electrical and

Computer Engineering

Justin Ray Runner

Stefanie Lynn Seitzinger

Andres Simoya Hernandez

Lindsey Katherine Spangler

Summa Cum Laude

Alexander Christian David Testa

Harsha Bharadwaz Turaga

Daniel Jacob Welsh

Cum Laude

Benjamin Joseph Williams

Ephraim Woodineh

Zun Yang

Chengfeng Yu

Magna Cum Laude

Qisheng Zhang

Cum Laude

**Bachelor of Science in
Engineering Physics**

Cole Fitzpatrick

Mitchell Heaton

Magna Cum Laude

Abraham Michael Rez

Cum Laude

**Bachelor of Science in
Environmental Engineering**

Winifred Barchick-Suter

Megan Lila Bowman

Magna Cum Laude

Camille Julia Corbi

Amy Melissa Esswein

Brian Christopher Glowacki

Molly Katherine Goergen

Elijah Aaron Harris

Maycee Alexandra Hurd

with Honors Research Distinction in Environmental

Engineering

Kathryn Elizabeth Mays

Cum Laude

Milad Vedaie

Jessica Ann Wocks

**Bachelor of Science in
Food, Agricultural, and
Biological Engineering**

Derek Randall Bohl

Michael T. Bradford

Charlotte Francesca Bryan

Allison Kathleen Byrd

Anthony Lee Chu

Megan Elizabeth Cochran

Kira Cuellar

Matthew Paul Greaves

Erin Ruth Harsh

Alexander Stewart Krauss

Cedric Max Levi

Cum Laude

YunZhou Liu

Summa Cum Laude

Anna Lynn McSurley

Cum Laude

Blaine Mitchell Neikirk

Clare Marie Sollars

Summa Cum Laude

Samantha Aliene Stevenson

Brandon Voytus

Jacqueline R. Wilder

Deshawn Ty Wilson

**Bachelor of Science in
Industrial and Systems Engineering**

Thomas James Adams

Fatima Imtiaz Ali

Netsanet Andualem

Cum Laude

Elijah Andrew Baker

Adam Joseph Bardak

Marta Patrice Bugen

Nicholas Conrad Callender

Magna Cum Laude

Ryan Timothy Cercelle

Magna Cum Laude

Amlan Chaudhuri

Jack Thomas Curran

Gillian Lacey Dahlgren

Jonathan Russell Dailey

Cum Laude

Brennan Patrick Esposito

Natalie Marie Forster

Anna Goodge

Mary Hager

Ahmad Sam Hajj

Cum Laude

Omar Mohamed Hassan

Andrew Charles Hauck

Summa Cum Laude

with Honors in Engineering

Kellan Shireen Heth

David Jorge Hissong

Cum Laude

Kyle James Hutchison

Cum Laude

with Honors in Integrated Business and Engineering

Bowen Li

Magna Cum Laude

Christopher Thomas Lipnicky

Danyang Liu

Magna Cum Laude

Vijay Magati

Marshall David Price

Magna Cum Laude

Hadi Saputra

Julia Jane Scott

Noah Jack Stonehill

Jonathan Valentour

John Randolph Werren

Johnathan Paul White

Haoshu Xian

Magna Cum Laude

Yuqing Yang

Nora Yankovich

Shuyu Zhang

Magna Cum Laude

Bachelor of Science in Materials Science and Engineering

Jacob Conrad Brunka

Cum Laude

Nicholas Hartley Dawson

Jared Michael Hohman

Magna Cum Laude

Yijun Jason Hwang

Yizhen Jia

Magna Cum Laude

Changwoo Lee

Tali Look

Lanxin Luo

Cum Laude

Quinn McMorrow

Alivia Mourot

Kevin Carter Neutzing

Akaysha Kiara Nolan

Deepak Ramesh

Nathaniel James Stokes

Benjamin Paul Stubbs

Nicole Sturgeon

Ziting Tian

Summa Cum Laude

Norbert W. Ung

Gordon Clay Wycoff

Nathaniel Joseph Zettler

Cum Laude

Xianhao Zhang

Cum Laude

Bachelor of Science in Mechanical Engineering

Justin Banke

Summa Cum Laude

with Honors in Engineering

Nathan Daniel Banks

Summa Cum Laude

Kyle Richard Bash

Jacob Paul Baumberger

Magna Cum Laude

Spencer William Biebel

Cum Laude

Matthew Steven Bishop

Summa Cum Laude

Jad Bourjeli

Summa Cum Laude

Danielle Brown

Cum Laude

Michael Alex Burton

Magna Cum Laude

Christopher Jon Calomino

Zhou Chi

Magna Cum Laude

Natalie Nicole Cobb

Magna Cum Laude

Nicholas Isaac Cochenour

Benjamin Lee Derge

Summa Cum Laude

Jaclyn Marie Diglio

Michael Egan

Ian Thomas Ellsworth

Zikun Fang

Cum Laude

Matthew Fiedler

Cum Laude

Oylen Fischer

William Jake Fornara

Magna Cum Laude

with Honors in Engineering

Brian Stueve Gaydos

Magna Cum Laude

Alexander Scott Goldman

Magna Cum Laude

Nicklas Saliba Haddad

Cum Laude

Christopher Lewis Hamrick

Magna Cum Laude

Hayden Lee Hartman

Magna Cum Laude

Cameron Robert Harvey

Magna Cum Laude

Nicholas Daniel Helber

Justin Edward Hernan

Cum Laude

Gabriel Heyer

Summa Cum Laude

with Honors in Engineering

with Honors Research Distinction in Mechanical Engineering

Jacob E. Hilliker

William Timothy Kelly

Magna Cum Laude

Jaeyeon Kim

Magna Cum Laude

Min jung Kim

Magna Cum Laude

Amanda Joan Kimble

Magna Cum Laude

Kuntadi Pranav Kini

Cum Laude

with Honors Research Distinction in Mechanical Engineering

Andrew B. Kosir

Caleb Trenton Kutney

Samuel Thomas Latshaw

Magna Cum Laude

Justin Michael Maag

Kerina Macariola

Cum Laude

Bo Spencer Manning

Carson Daniel McCasland

Megan Elizabeth McMahon

Summa Cum Laude

with Honors in Engineering

Jennifer Elizabeth Minelli

Caleb Allen Moraw

Cum Laude

Anthony Rudolf Mueller

Erik Daniel Mueller

Bradley Stephen Mularcik, Jr.

Magna Cum Laude

Edward Theodore Ondrejch

Magna Cum Laude

with Honors Research Distinction in Mechanical Engineering

Logan Raposo

Samuel Redman

Summa Cum Laude

with Honors in Engineering

Victor Daniel Reveron

Magna Cum Laude

Austin Connor Rice

Kamryn Russell

Cum Laude

with Honors Research Distinction in Mechanical Engineering

Osama M A Shalash

Hashim Omar Shariff

Den Vander Silley

Sawyer August Smith

Cum Laude

Morgan Patrick Strauss

Magna Cum Laude

Daniel Scott Stukenborg

Magna Cum Laude

Tyler Jacob Szekeley

Cum Laude

Georgia Grace Van Fossen

Magna Cum Laude

Noah Michael Wren

Cum Laude

Mengxu Xie

Cum Laude

Jared Yoder

Cum Laude

Casey Joseph Young

Matthew Stephen Zehala

Bachelor of Science in Welding Engineering

Noah James Adelsberger

Drew Thomas Begg

Austin David Hill

Samuel Howard

Evan Patrick Hyman

Matthew Jacob Hynes

Cum Laude

Hunter Nugent James

Donavan Michael Leady

Finn A. Madison

Cum Laude

Ivan Meisner

Nathan August Mugge

Augustin Mwamba

Elliott Samuel Ogles

Jeremy Nicholas Streets

Yusuf Suleiman

Heder Jair Ubaldio Monzalvo

Christopher Victorio Vargas

Anthony Wojcik

Bertina Yuan Xue

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Marks Imants Abuls

Blake Alexandra Adams

Summa Cum Laude

Lauren Rachel Almay

John Vincent Babeaux

Brady John Bergefurd

Summa Cum Laude

Amber Rose Bergman

Cum Laude

Cameron Kyle Cockerill

Adam Nicholas Cutlip

Addison Sue Davison

Kelsey Annette Decker

Mawiatou Diallo

Abby Nicole Dowdle

Magna Cum Laude

Stephanie L. Dunkel

Elijah RG N. Elkins

Joseph Paul Ford

Zihang Gao

Magna Cum Laude

Abbiegail Faye Greer

Jade Hettick

Jonathan David Hubert

James Grant Hughes

Talishiona Anjunique Jasper

Cydney Earlene Jess

Cum Laude

Joshua Anthony Jones

Michael Thomas Jones

Cassidy Lew Kelly

Cum Laude

Rachel Claire Kelly

Jacob Matthew Kirkland

Cum Laude

Noah Christopher Kreuz

Magna Cum Laude

Carley Jordan LaDu

Magna Cum Laude

Lisa Jay Leinenberger

Summa Cum Laude

Benjamin Andrew Lowe

Cum Laude

Allison Elizabeth Magyar

Cum Laude

Nicole Catherine Majchszak

Cum Laude

Stephen Martin

Allyson Dawn McCurdy

Magna Cum Laude

Kayleigh Ann Metz

Amelia Rose Michaels

Victoria Kay Ann Mollett

Elizabeth Murphy

Nicole Lynn Neher

Alyssa Noorbaindrulnizar

Cum Laude

Amy Kathryn Ondich

Sedona G. Palmerton

Samantha Ann Palombo

Hannah Elizabeth Zhen Parish

Todd Robert Peterson

Summa Cum Laude

Shay Douglas Pond

Cum Laude

McKayla Jo Raines

Lauren Nadine Rennicker

Elizabeth Marie Rhamey

Jamie Renee Ridolfo

Allison Nicole Russell

Cum Laude

Addie Renae Shaffer

Donald James Smith

Magna Cum Laude

Hannah Rose Sprague

Cum Laude

Shelby Jae Stream

Cum Laude

Derek Andrew Tarapchak

Cody James Tegtmeier

Magna Cum Laude

Hannah Rae Tronetti

Summa Cum Laude

with Research Distinction in Entomology

Liyu Tu

with Research Distinction in Food Business

Management

Alexis Rae Upperman

Timothy Francis Viancourt

Logan Roger Vondrell

Cole Kenneth Weickter

Abigail Noelle Werstler

Magna Cum Laude

Deshae Mashell Williams

Austen Scott Wood

Summa Cum Laude

Robin Mariah Zendejas

Cum Laude

Nicholas Joseph Zoppa

Cum Laude

**Bachelor of Science in
Construction Systems Management**

Nicholas Robert Bauman

Ryan Matthew Benson

Nicholas Alan Bina

Nickolas Lee Bishop

Austin Joseph Black

Nolan James Brandehoff

Austin Scot Brown

Nathaniel Cole Buehner

Jacob Todd Dible

Magna Cum Laude

Chance Ehrnsberger

Scott Judson Gerlach

Edward John Holtz

Kyle David Huffman

Michael Hutchinson

Clayton Klosz

Christopher Lee Kuhn

Cum Laude

Rachel Hannah Leitson

Cum Laude

Carter Mann

Dylan McGough

John Benjamin Powers

Shayne Reynolds

Kirsten Ann Rudio

Summa Cum Laude

Vincent Michael Rykalla

Terry Ray Stover

Andrew Max Thompson

Nathan Ray Ulery

Kyle Thomas Usner

Nicholas John Vales

Michael Richard Varcelli III

Michael Cole Whitacre

Bachelor of Science in Food Science

Alexis Renee Allard

Jessica Marie Little

Michael Christopher Nelson

Melanie Lena Petitti

Eric Paul Teodosio

**School of Environment and
Natural Resources**

**Bachelor of Science in
Environment and Natural Resources**

Erin Leigh Baer

Summa Cum Laude

Spencer Oliver Bauman

Julia Morgan Beckett

Magna Cum Laude

Grace Mariah Beil

Sydney Elizabeth Black

Magna Cum Laude

Rachel Bulko

Cum Laude

Nicholas Burack

James Stalio Callas

Norman Chan

Alison O'Neil Chapman

Lindsay Civin

Mallory Ann Cooper

Magna Cum Laude

Mario Daina

Ethan Ferguson

Melissa Ann Ferruso

Magna Cum Laude

Alexander Daniel Prephan Gallerno

Anne Riley Gerhart

Magna Cum Laude

Evangelos Grammenidis

Joshua Austin Graves

Hannah Elaine Harlan

Donald Alfred Helfrich

Summa Cum Laude

Caleb Michael Hineman

Anna Brennan Hollenack

Magna Cum Laude

Amber Kristine Huffman

Kathryn Miller Jobe

Magna Cum Laude

with Research Distinction in Environmental Science

Mitchell Thomas Johnson

Deandra Arleen Jones

Cum Laude

Mike Pete Kalnasy IV

Zachary Kanode

Manao Timothy Kato

Grant Kinsey

Peter Richard Kociba

Tyler Dean Marshall

Benjamin Miles McBride

Lindsey Marie McCabe

Kevin McKay

Christian Miranda

Nicholas Mathew Neumeier

Monica Johana Parra

Summa Cum Laude

Michael Henry Puckett

George Henry Quay V

Zachary Lee Raudabaugh

Ethan S. Redden

Jennifer Regrut

Julianne Reynolds

Kelsey Padavana Ridenour

Blaikae Evean Roberts

Cum Laude

Daniel Storm Sawdewy

Alexa Lea Scoby

Kelly Lillian Slavnik

Alyssa Michelle Staten

Nora Ruth Sunkten

Cum Laude

Kay Marie Tompkins

Eric David Vermillion

Magna Cum Laude

Rachel Barbara Walker

Zijing Wang

Magna Cum Laude

Zachary James Whalen

Brady Willis Wilson

**Agricultural Technical
Institute - Wooster**

Associate in Applied Science

Jason Allen Althaus

Magna Cum Laude

Hannah Nicole Bashore

Richard Earl Butt III

Justin Andrew Cordle

Noah Thomas Creed

Alyssa Valentina Crofut

Alexis Lauren Czarny

Katherine Abigail Himes

Curtis James Irwin

Cum Laude

Braxton Allen James

Olivia Noel Merrin

Lucas J. Schreffler

Brooklyn Shane Sims

Janine Ann Stover

Tyler Scott Walker

Associate of Science

Gage Matthew Airhart

Magna Cum Laude

Lauren Rachel Almasy

Dylan Richard Andolsek

Patrick Corey Andrews

Kalyn Elizabeth Blue

Alessandra Boler

Zakia Samiyah Broom

Courtney Lee Cooper

Cum Laude

Lydia Marie Dunaway

Magna Cum Laude

Tatum Woodward Franczek

Magna Cum Laude

Sophia Grace Hoelscher

Rachel Colleen Kilpatrick

Grace Makayla Koppelman

Magna Cum Laude

Paige Katherin Maibach

Jackson Warner Molody

Abby Nicole Niese

Cum Laude

Brock Michael O'Neal

Haley Elizabeth Paparella

Emma Catherine Parry

Taylor Marie Rall

Cum Laude

Coltin Jacob Rose

Austin Carl Schmitmeyer

Magna Cum Laude

Natalie Allyson Snyder

Ethan Spracklen

Kristen Neil Truex

Alexis Rae Upperman

Bailey Rhys Wise

Michael E. Moritz
College of Law

Dean: Lincoln L. Davies

Juris Doctor

Aaron Pincus
B.A. (The Ohio State University)

Master of Laws

Dilnigaer Aishan
B.Laws (University of International Business
and Economics)
M.Laws (Universidad Pontificia Comillas)

Nasir Khalid Alghannam
B.Laws (Imam Muhammad ibn Saud Islamic
University)

Mohamed Ragab Ali
B.Laws (Al-Azhar University)

Ghadah Mohammed I Alsunaydi
B.Laws (Imam Muhammad ibn Saud Islamic
University)

Xupeng Cheng
B.Laws (Shanghai University of Political
Science and Law)

Alma Giovanna Duarte Macedo
B.Laws (Universidad Latinoamericana
Master's (El Colegio de Imagen Publica)

Fangfang Liu
B.Laws (Hunan University)
M.S.L., Ph.D. (China University of Political
Science and Law)

Tong Ye
Bachelor's (Xidian University)
M.Laws (China University of Political
Science and Law)

College of Medicine

Dean: Carol R. Bradford

Doctor of Medicine

Yuntao Dai
B.S. (Huazhong Agricultural University)
M.S. (University of Arkansas)
Ph.D. (The Ohio State University)

**School of Health and
Rehabilitation Sciences**

**Bachelor of Science in Health and
Rehabilitation Sciences**

Carly Jean Adams
Magna Cum Laude
Ayub Abdinasiir Ali
Tasnim Muhammad Alzalabani
Sarah Marie Audi
Magna Cum Laude
Ryan Scott Baxter
Madeline Brooke Bazley
Emily Katherine Blankemeyer
Summa Cum Laude
Autumn Marie Borovich
Taryn Thomas Brown
Cum Laude
Krishna Hareesh Brucia
Cum Laude
with Honors in Health and Rehabilitation Sciences
with Research Distinction in Health Sciences

Chase McKenzie Carper
Alina Elizabeth Coy
Magna Cum Laude
Abbey Macy Crapanzano
Cum Laude

Claire Elise Dawson
Summa Cum Laude
Noah Dieterle
Bowen Wesley Dratwa
Paige Lacey Duncan
Magna Cum Laude
Joseph Paul Dunnan
Kaitlin Elizabeth Dyer
Magna Cum Laude
Andrew James Evans
Magna Cum Laude

Daniel Gaertner
Isabella Gargiulo
Summa Cum Laude

Jeremy Eitan Gordesky
Skylar Rae Hayward
Magna Cum Laude

Alexandra House
Magna Cum Laude

Vivian Huang
Magna Cum Laude
Rachel Marie Huestis
Jacquelyn Louise Hunter
Cum Laude

Mary Elisabeth Hurley
Summa Cum Laude
Jungwhan Joo
Jordan Leigh Karl-DeFrain
Magna Cum Laude

Levi Jeffery Klingler
Anna Elizabeth Kokitka
Cum Laude

Alexandra Marie Kuczinski
Cum Laude
Trang Thuy Le
Samantha Jo Lewczak
Soultana Lignos
Rachel Elizabeth Lydy
Magna Cum Laude
Salma Malimar

Lillian Claire Martin
Summa Cum Laude
Amy Elizabeth Mathews
Rebecca Maurer
Cum Laude

Travis Mason Mendenhall
Magna Cum Laude
Gregory Justin Miles
Savannah Abigail Moore
Cum Laude

Cassandra Brianna Mure
Summa Cum Laude
Caleb Mark Oliver
Alexander Lee Pantelas
Summa Cum Laude

Paula Andrea Pinto
Amy Lyn Powell
Summa Cum Laude
Gabrielle Allyse Prickett
Yohan Ramirez Purugganan
Magna Cum Laude

John Alexander Rabe
Laurie Irene Richards
Sonia Corinne Rogozinski
Magna Cum Laude
Breanna Margaret Rosario
Gus Deschenes Roussi
Luke Sidney Scramberg
Magna Cum Laude
with Honors in Health and Rehabilitation Sciences

Melissa Marie Shull
Lauren Marie Smith
Magna Cum Laude

Trey Alexander Stone
Olivia Tzagournis
Bethany Bernice Vance
Yoaira Victor-Suarez
Alex Jeffrey Walter
Elijah Malik Williams
Brittney Leah Woody
Shi Mei Wu
Cum Laude
Hannah Yarrows
Farah A. Zanjeeel

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Farhia Aden
Kelly Renee Beckner
Kaleigh Michelle Braughton
Sydney Bryant
Isaac J. Davison
Natasha Dia Emerick
Marissa Elaine Goldsword
Magna Cum Laude
Samantha Leigh Grice
Corbynn Dean Louis Hamrick
Aaron James Helmick
Crystal Renee Hess
MaKayla Lynn Howard
Annette Catherine Iannarino-Chaney
Lucy Joseph
Megan Elizabeth Keller

Anthony Edward Kustra
Emma K. Lagunzad
Emily Nicole Lambert
Elizabeth Noelle Manuel
Kristen Marie Mark
Marvin Martinez Hernandez
Alexandra Mattox
Summa Cum Laude

Anna Marie Medina
Megan Ann Morris
Lizette Carol Mortimer
Molly Nicole Nathans
Ashley R. Okello
Samuel Joseph Olsen
Sierra Alexandria Price
Ty John Raterman
Andrea Megan Reeder
Angela Nicholina Rentel
Bailey Dawn Schwaberow
Cum Laude

Dustin Hill Sessums
Jean Marie Sharp
Haley Shears
M. Florence Theodore-Jeanty
Kathryn F. Thibo
Kaitlin Willis
Danielle Marie Yoos

College of Optometry

Dean: Karla Zadnik

Doctor of Optometry

Rachel Evelyn Groff
B.S. (University of Arizona)

College of Pharmacy

Dean: Henry J. Mann

**Bachelor of Science in
Pharmaceutical Sciences**

Madeline Taylor Barnett
Kayla Behrens
Dalton Blake
Alex Robert Brinkman
Sumin Byoun
Cum Laude
Xihui Chen
Summa Cum Laude
with Distinction in Pharmaceutical Sciences
Zarefah Miqdad Daas
Vridhi N. Daga
Cum Laude
Zanthia Alexis Fullen
Alexis Irene Gephart
Joshua Gilbert
Claire Hammell
Summa Cum Laude
Joshua Ryan Kocher
Aden Kolb
Magna Cum Laude
Chi Weng Lam

Wanwei Liang
Magna Cum Laude
Joseph Alan Luttfiring
Cum Laude
Amber Nicole Nera
Sandra Pattani
Abigail Celeste Petty
Magna Cum Laude
Dylan Thomas Smith
Magna Cum Laude
Anna O'Neill Susel
Cum Laude
Olivia Vicena
Monish Reddy Yeluguri
Cum Laude

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Fatimah Anees Alnaseri
Lysette Latrice Arnold
Diana Brnjic
Magna Cum Laude
Jerae Broadnax
Abbey Christine Buchholz
Christopher Cirruzzo
Marley Elara Cuckovich
Allison Kristina-Melane Drown
Cum Laude
Kenneth Bernhardt Eppstein
Jimmy Li Gao
Whitney Anne Holdrieth
Carson Huffer
William Langston-Quarles Ingram
Abigail Anna Krummel
Macallister Colleen Maloney
Veda Mathur
Spencer Smith
Cum Laude
Carlee Jean Stewart
Tanner Gordon Kenneth Taylor

Bachelor of Science

Benjiman Austin Colburn
Reed Thomas Cusack
Cum Laude
Kelsie Dews
Ian James Forth
Kyra Gustavsen
Michael Mills Kohler
Cum Laude
Cara Marie Satullo
Summa Cum Laude
with Honors in Public Affairs
Ioana Spiridonica
Cum Laude
with Honors in Public Affairs
Yating Wang
Magna Cum Laude

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Adelaide Jagblekai Abbey
Sura Raad Al Dulaimi
Hunter Alexis Austin
Cum Laude
Abdelhalim Belkheyar
Cum Laude
Rudra Dhungana
Magna Cum Laude
Amanda Elizabeth Flussi
Cum Laude
Maryam Abdulkadir Hassan
Maria Gina Krantz
Ava Farrington Montague
Magna Cum Laude
Jahnavi Munagala
Magna Cum Laude
Michael Christopher Palma
Magna Cum Laude
Landen Ross Thompson
Cum Laude
Melissa Vipperman
Chyna Essence Camay Woods

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Suad Bashir Abdi
Ma'Kayla La'Shawn Allen
Cum Laude
Chelsea Marie Andrix
Bobbi Kay Bernstiel
Mark Steven Berry
Alexus Marshay Bizzell
Kaitlin Lynne Effingham
Cum Laude
Akela Rachelle Farson
Anna Marie Ferris
Summa Cum Laude
Alexis Raven Jewell
Grace Leigh Larriuz
Alicia Libertino
Kaitlyn Coral Marbaugh
Kamryn Alecia Marbrey
Aimee Evelyn Monterroso
Emily Sue Pessel
Ashley Ranshell Thompson
Dillon John Paul Treglia
Magna Cum Laude
Amanda Francesca Trerotola
Summa Cum Laude

Candidates to be Commissioned in the Armed Forces

United States Army

**Second Lieutenant
United States Army**

Aviation
Bradley S. Mularcik, Jr.

Ordnance Corps
Jonathan R. Harbert

Transportation Corps
Graham K. Williams

**Second Lieutenant
United States Army National Guard**

Signal Corps
Alicia Libertino

Jonathan D. Hubert

United States Air Force

**Second Lieutenant
United States Air Force**

Ian M. Blake
Jacob N. Thompson

United States Navy

**Ensign
United States Navy**

Elijah Andrew Baker
Winifred Rose Bachick-Suter
Mitchell Liam Heaton
Parker James MacDonald
Mitchell Robert Perez
Hunter Earl Tausch
Bertina Yuan Xue

**Second Lieutenant
United States Marine Corps**

Michael Anthony Posey, Jr.
Ryan Bradley Tobin

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Food, Agricultural, and Environmental Sciences requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Social Work requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Autumn Semester Commencement — 2021

College	Degree/Certificate	Degree/Cert. Total	Autumn Semester 2021 College Total
Graduate School	Ph.D.	213	213
	D.N.P.	2	Doctoral
	M.Ac.Q.R.Mgt.	3	
	M.Appl.Econ.	1	
	M.Appl.Neurosci.	1	
	M.Appl.Stat.	1	
	M.Arch.	1	
	M.A.	37	
	M.B.A.	18	2
	M.Bus.Op.Excel.	26	Professional
	M.C.R.P.	2	
	M.Clin.Res.	20	
	M.Ed.	1	
	M.Eng.Mgt.	8	
	M.E.N.R.	1	
	M.F.A.	1	
	M.Gib.Eng.Ldr.	3	
	M.Hum.Res.Mgt.	4	
	M.Learn.Tech.	5	362
	M.P.A.	6	Masters
	M.Public.Hlth.	12	
	M.S.	196	
	M.S.W.	4	
	M.Sprt.Coach.	10	
	Spec.M.Bus.	1	20
	Cert.Biom.Inf.	1	Certificates
	Cert.Crim.Just.Adm.	1	
	Cert.Hlth.Ldr.In.	4	
	Cert.Hlth.Well.Coach.	10	
	Cert.Nurs.Coach.	2	
	Cert.Public.Mgt.	2	597
Arts and Sciences, College of	B.A.	624	
	B.A.Jour.	4	
	B.F.A.	17	
	B.Mus.	2	
	B.Mus.Ed.	4	
	B.S.Atmos.Sci.	2	
	B.Geog.Info.Sci.	3	
	B.S.	356	
	A.A.	316	
	Cert.Ess.Skils.Tvl.Bus.Russ.	1	
	Cert.Forens.Anthrop.	1	
	Cert.Div.Eq.Incl.	7	1337
Business, Fisher College of	B.S.Bus.Adm.	382	382
Dentistry	B.S.	2	2
Education and Human Ecology	B.S.H.P.N.E.S.	3	
	B.S.H.D.F.S.	30	
	B.S.Human Ec.	53	
	B.S.Hspity.Mgt.	12	
	B.S.Nutrition	15	
	B.S.Ed.	103	
	Cert.Hlth.Care.Env.H.S.	2	218
Engineering	B.S.A.A.E.	1	
	B.S.Arch.	1	
	B.S.Aviation	8	
	B.S.Biomed.E.	13	
	B.S.Ch.E.	74	
	B.S.C.R.P.	14	
	B.S.C.E.	31	
	B.S.C.S.E.	90	
	B.S.E.C.E.	54	
	B.S.E.P.	3	
	B.S.Env.Eng.	11	
	B.S.F.A.B.E.	19	
	B.S.I.S.E.	37	
	B.S.Mat.Sc.Eng.	21	
	B.S.M.E.	68	
	B.S.W.E.	19	464
Food, Agricultural, and Environmental Sciences	B.S.Agr.	69	
	B.S.C.S.M.	30	
	B.S.Food.Sc.	5	
Environment and Natural Resources, School of Agricultural Technical Institute	B.S.E.N.R.	58	
	A.A.S.	15	
	A.Science	27	
	Cert.SP.Com.Tf.Eg.	1	205
Law, Michael E. Moritz College of	J.D.	1	
	LL.M.	7	8
Medicine	M.D.	1	
Health and Rehabilitation Sciences, School of	B.S.Hlth.Rehab.Sci.	70	
	Cert.Asst.Rehab.Tech.	1	72
Nursing	B.S.Nursing	40	
	Cert.R.N.PrimaryCare	4	44
Optometry	O.D.	1	1
Pharmacy	B.S.Pharm.Sci.	23	23
Public Affairs, John Glenn College of	B.A.	17	
	B.S.	9	26
Public Health	B.S.P.H.	13	13
Social Work	B.S.Soc.Work	19	19
Total Degrees and Certificates		3,411	3,411
Total Degrees this Semester		(not including certificates)	3,374
Total Degrees since 1878		(not including certificates)	833,317
Total Degrees during Last Decade		(not including certificates)	165,639

THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some

aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

Graduate School (PhD)	Gray
(Others)	Black
College of Arts and Sciences	
BA	White
BA Journalism	Crimson
BAE, BFA	Brown
BM, BME	Pink
BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci.	White
Fisher College of Business	Drab
College of Dentistry	Lilac
College of Education and Human Ecology	
Education	Light Blue
Human Ecology	Maroon
College of Engineering	Orange
Knowlton School of Architecture	Blue-Violet
College of Food, Agricultural, and	
Environmental Sciences	Maize
School of Environment and	
Natural Resources	Blue-Green
Moritz College of Law	Purple
College of Medicine	Green
School of Health and Rehabilitation Sciences	Green
College of Nursing	Apricot
College of Optometry	Seafoam Green
College of Pharmacy	Olive Green
John Glenn College of Public Affairs	Peacock Blue
College of Public Health	Salmon
College of Social Work	Citron
College of Veterinary Medicine	Gray

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



Board of Trustees

(The expiration date of each trustee's term is given in parentheses.)

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Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016.

PRESIDENT'S CABINET

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President

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Foundation

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Officer
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Wolfe Foundation Endowed
Director of Athletics

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Interim Co-Leader and Chief
Clinical Officer
Wexner Medical Center
Senior Associate Vice President
for Health Sciences

Grace Wang
Executive Vice President, Enterprise for
Research, Innovation and Knowledge

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Vice Provost for Graduate Studies
Dean, Graduate School

Carol R. Bradford
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Melissa L. Gilliam
Executive Vice President and Provost

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Dean, College of Social Work

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College of Arts and Sciences

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Dean, College of Engineering

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Academic Success
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Vice President for Agricultural
Administration
Dean, College of Food, Agricultural,
and Environmental Sciences

William L. MacDonald
Dean and Director, Ohio State Newark

Anil K. Makhija
Dean, Fisher College of Business

Henry J. Mann
Dean, College of Pharmacy

Bernadette M. Melnyk
Vice President for Health Promotion
Chief Wellness Officer
Dean, College of Nursing

Peter J. Mohler
Interim Vice President for Research

Rustin M. Moore
Dean, College of Veterinary Medicine

Michael Papadakis
Senior Vice President for Business and
Finance and Chief Financial Officer

Donald B. Pope-Davis
Dean, College of Education and
Human Ecology

Timothy A. Rehner
Dean and Director, Ohio State Lima

Gregory S. Rose
Executive Dean, Regional Campuses
Dean and Director, Ohio State Marion

Carroll Ann Trotman
Dean, College of Dentistry

Karla Zadnik
Executive Dean for Health Sciences
Dean, College of Optometry

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together, Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadences
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs
to Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day. Summer's heat,
and winter's cold, The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.

APPENDIX XIV

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Appointments/Reappointments of Chairpersons

JANICE ASKI, Interim Director, Center for Languages, Literatures and Cultures, effective July 1, 2021 through June 30, 2022

PROSPER BOYAKA, Chair, Department of Veterinary Biosciences, effective August 1, 2021 through June 30, 2025

ANA-PAULA CORREIA, Director, Center for Education Training and Employment, effective August 15, 2021 through August 14, 2024

KELLY GARRETT, Interim Director, School of Communication, effective July 1, 2021 through June 30, 2022

JOHN GRINSTEAD, Interim Chair, Department of Spanish and Portuguese, effective July 1, 2021 through June 30, 2022

SARAH R. HAYFORD, Director, Institute for Population Research, effective July 1, 2021 through June 30, 2025

SCOTT JONES, Director, Barnett Center for Integrated Arts and Enterprise, effective July 1, 2021 through June 30, 2024

**LAURA JUSTICE, Executive Director, Schoenbaum Family Center and Crane Center for Early Childhood Research and Policy, effective August 15, 2021 through August 14, 2026

DOUGLAS E. KARCHER, Chair, Department of Horticulture and Crop Science, effective August 1, 2021 through June 30, 2025

**SUSAN LANG, Director, Center for the Study of Teaching and Writing, effective August 1, 2021 through June 30, 2025

STEVEN LOWER, Director, School of Earth Sciences, effective July 1, 2021 through June 30, 2023

W. SCOTT MCGRAW, Chair, Department of Anthropology, effective July 1, 2021 through June 30, 2025

ANTOINETTE C. MIRANDA, Chair, Department of Teaching and Learning, effective July 1, 2021 through June 30, 2023

SUSAN PETRY, Interim Chair, Department of Dance, effective July 1, 2021 through June 30, 2022

**ERIK PORFELI, Chair, Department of Human Sciences, effective July 1, 2021 through June 30, 2025

**JAMES W. ROCCO, Chair, Department of Otolaryngology, effective July 1, 2021 through June 30, 2024

SHARI L. SAVAGE, Interim Chair, Department of Arts Administration, Education and Policy, effective July 1, 2021 through June 30, 2022

JOE C. SCHEERENS, Interim Chair, Department of Horticulture and Crop Science, effective July 1, 2021 through July 31, 2021

ANDREA SERRANI, Interim Chair, Department of Electrical and Computer Engineering, effective July 1, 2021 through August 15, 2022

KARL P. WHITTINGTON, Interim Chair, Department of History of Art, effective July 1, 2021 through June 30, 2022

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KRISTI L. WILLIAMS, Chair, Department of Sociology, effective July 1, 2021 through June 30, 2025

****Reappointment**

Extensions of Chairpersons

MARIA PALAZZI, Director, Advanced Computer Center for Arts and Design, effective June 1, 2021 through May 31, 2022

Faculty Professional Leaves

CAROL M. ANELLI, Professor, Department of Entomology, effective Autumn 2021

ANN COOK, Associate Professor, School of Earth Sciences, change from Autumn 2021 and Spring 2022 to Spring 2022 only

ANI L. KATCHOVA, Professor, Department of Agricultural, Environmental, and Development Economics, effective Spring 2022

ELIZABETH G. KLEIN, Associate Professor, College of Public Health, effective Spring 2021

MATTHEW D. KLEINHENZ, Professor, Department of Horticulture and Crop Science, effective Spring 2022

STANLEY LEMESHOW, Professor, College of Public Health, effective Spring 2022

DAVID MCCOMB, Professor, Department of Materials Science and Engineering, change from Autumn 2021 and Spring 2022 to Spring 2022 only

BENJAMIN MCKEAN, Associate Professor, Department of Political Science, change from Autumn 2021 and Spring 2022 to Autumn 2021 only

ELAINE RICHARDSON, Professor, Department of Teaching and Learning, change from Autumn 2021 to Spring 2022

TRACI WILGUS, Associate Professor, Department of Pathology, change from Autumn 2021 and Spring 2022 to Autumn 2022 and Spring 2023

WENDY YI XU, Associate Professor, College of Public Health, effective Spring 2022

CHRISTOPHER ZIRKLE, Associate Professor, Department of Educational Studies, effective Autumn 2021

Faculty Professional Leave Cancellations

MICHAEL DAVIS, Professor, Department of Mathematics, cancellation of FPL for Autumn 2021

NANCY ETTLINGER, Professor, Department of Geology, cancellation of FPL for Spring 2022

ANTHONY KALDELLIS, Professor, Department of Classics, cancellation of FPL for Autumn 2021

CAROLINA LOPEZ-RUIZ, Professor, Department of Classics, cancellation of FPL for Autumn 2021

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ANDREA SERRANI, Professor, Department of Electrical and Computer Engineering, cancellation of FPL for Spring 2022

WOLFGANG WINDL, Professor, Department of Materials Science and Engineering, cancellation of FPL for Autumn 2021 and Spring 2022

Emeritus Titles

BETH D. ALLEN, Department of Pediatrics, with the title of Associate Professor Emeritus-Clinical, effective May 1, 2021

MICHAEL T. BATTISTA, Department of Teaching and Learning, with the title of Professor Emeritus, effective August 1, 2021

CYNTHIA K. BUETTNER, Department of Human Sciences, with the title of Professor Emeritus, effective September 1, 2021

MICHAEL B. CADWELL, Knowlton School of Architecture, with the title of Professor Emeritus, effective August 1, 2021

TIMOTHY J. CARLSON, Department of Mathematics, with the title of Professor Emeritus, effective August 1, 2021

MARTHA E. CHAMALLAS, Moritz College of Law, with the title of Professor and Robert J. Lynn Chair in Law Emeritus, effective June 1, 2021

JAMES A. COWAN, Department of Chemistry and Biochemistry, with the title of Professor Emeritus, effective June 1, 2021

JAMES H. DIAL, Department of Management and Human Resources, with the title of Professor Emeritus-Clinical, effective August 15, 2021

JEFFREY M. FOWLER, Department of Obstetrics and Gynecology, with the title of Professor Emeritus-Clinical, effective October 1, 2021

PATRICIA T. GABBE, Department of Pediatrics, with the title of Professor Emeritus-Clinical, effective July 1, 2021

STEVEN G. GABBE, Department of Obstetrics and Gynecology, with the title of Professor Emeritus, effective July 1, 2021

ANN HAMILTON, Department of Art, with the title of Professor Emeritus, effective August 15, 2021

BRUCE A. HEIDEN, Department of Classics, with the title of Professor Emeritus, effective August 1, 2021

ALAN R. HIRVELA, Department of Teaching and Learning, with the title of Professor Emeritus, effective August 1, 2021

JAY S. HOBGOOD, Department of Geography, with the title of Associate Professor Emeritus, effective June 1, 2021

SISSY M. JHIANG, Department of Physiology and Cell Biology, with the title of Professor Emeritus, effective August 1, 2021

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ROBERT B. KIRKPATRICK, III, Department of Internal Medicine, with the title of Associate Professor Emeritus-Clinical, effective July 1, 2021

MARK A. KLEBANOFF, Department of Pediatrics, with the title of Professor Emeritus, effective August 1, 2021

HANS KLOMPEN, Department of Evolution, Ecology and Organismal Biology, with the title of Professor Emeritus, effective July 1, 2021

LINDA M. LOBAO, School of Environment and Natural Resources, with the title of Professor Emeritus, effective September 1, 2021

MICHAEL MERCIL, Department of Art, with the title of Professor Emeritus, effective August 15, 2021

DEBORAH J. MERRITT, Moritz College of Law, with the title of Professor and John Deaver Drinko-Baker & Hostetler Chair in Law Emeritus, effective August 1, 2021

JAMES D. METZGER, Department of Horticulture and Crop Science, with the title of Professor Emeritus, effective July 1, 2021

JOHN MUELLER, Department of Political Science, with the title of Professor Emeritus, effective January 1, 2021

PAUL E. POST, Department of Teaching and Learning, with the title of Assistant Professor Emeritus, effective June 1, 2021

STUART RABY, Department of Physics, with the title of Professor Emeritus, effective July 1, 2021

KRISTINA M. REBER, Department of Pediatrics, with the title of Professor Emeritus-Clinical, effective July 1, 2021

MITCHELL ROSE, Department of Dance, with the title of Associate Professor Emeritus, effective January 1, 2022

MO SAMIMY, Department of Mechanical and Aerospace Engineering, with the title of Professor Emeritus, effective July 1, 2021

PHILIP SAMUELS, Department of Obstetrics and Gynecology, with the title of Professor Emeritus-Clinical, effective September 1, 2021

PETER M. SHANE, Moritz College of Law, with the title of Professor and Jacob E. Davis and Jacob E. Davis II Chair in Law Emeritus, effective September 1, 2021

JOHN R. SNYDER, School of Health and Rehabilitation Sciences, with the title of Professor Emeritus, effective August 15, 2021

CHRISTOPHER M. WEGHORST, College of Public Health, with the title of Professor Emeritus, effective June 1, 2021

CELESTE WELTY, Department of Entomology, with the title of Associate Professor Emeritus, effective July 1, 2021

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Promotion, Tenure, and Reappointments

COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES

PROMOTION TO PROFESSOR WITH TENURE

Karcher, Douglas, Horticulture and Crop Science, August 1, 2021

COLLEGE OF MEDICINE

PROMOTION TO PROFESSOR WITH TENURE

Gilliam, Melissa, Obstetrics and Gynecology, August 1, 2021

Grobman, William, Obstetrics and Gynecology, September 1, 2021

APPENDIX XV
FY2022-2026 Capital Investment Plan

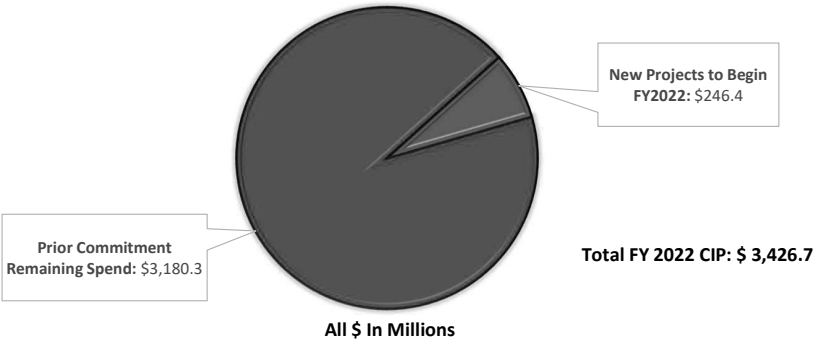


Table 1 - Prior Commitment - Remaining Spend

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	Subtotal	875.2	1,038.3	597.0	351.5	164.5	153.9	3,180.3

FY2022-2026 Capital Investment Plan

Table 2 - New Projects Beginning in FY2022

Line	Capital Priority	Projected Capital Expenditures						Total
		FY 2022	FY 2023	FY2024	FY2025	FY2026	FY2027+	
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	2.6	10.4	7.9	4.0	0.6	0.0	25.4
3	Small Programmatic Cash Ready	8.8	12.3	3.8	0.3	0.0	0.0	25.2
4	WMC - Roll up of Multiple Cash Ready	172.1	0.0	0.0	0.0	0.0	0.0	172.1
5	New Major Projects							
6	FAES - Wooster High Pressure Steam Boiler 3 Replacement	0.9	5.2	2.6	0.0	0.0	0.0	8.6
7	NURS - Newton Hall Renovation and New Nursing Bldg Incr.	2.6	2.6	0.0	0.0	0.0	0.0	5.1
8	Subtotal	187.1	33.4	20.2	5.0	0.6	0.0	246.4

Table 3 - Funding for New Projects by Project Type & Funding Source

Line	Unit Type	Local	University		Fundraising	Grant	Subtotal	% by Unit
			Debt					
1	Academic Support	57.1	0.0		3.0	0.4	60.5	24.6%
2	Affiliated Entities	2.5	0.0		0.0	0.0	2.5	1.0%
3	Athletics	4.6	0.0		3.4	0.0	7.9	3.2%
4	Infrastructure	17.3	1.1		0.0	0.0	18.4	7.5%
5	Regional Campuses	0.2	0.0		0.3	0.0	0.5	0.2%
6	Student Life	16.0	0.0		0.0	0.0	16.0	6.5%
7	Wexner Medical Center	140.6	0.0		0.0	0.0	140.6	57.1%
8	Subtotal	238.2	1.1		6.7	0.4	246.4	100.0%
9	% By Fund Source	96.7%	0.5%		2.7%	0.1%	100.0%	

APPENDIX XVI

August 19, 2021

BACKGROUND

TOPIC: Approval of Fiscal Year 2022 Ohio State Energy Partners Utility System 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 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, Repair, and Replacement Projects (“LFC”): LFC projects are capital improvements to existing 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 to improve the energy efficiency of the campus buildings, utility plants, and utility distribution networks.

SUMMARY:

Electrical Distribution Equipment Assessment and Replacement 31-20-LFC

Scope: Replacement of 3,500 feet of electrical cable, four transformers, and 30 gauges. This project was previously approved at \$339,000 for design.

Construction Cost Request: \$ 1.484 M

Project Cost Breakdown	Cost
FY 2020 – Design	\$ 0.065 M
FY 2021 – Design	\$ 0.246 M
FY 2022 – Construction	\$ 0.815 M
FY 2023 – Construction	\$ 0.697 M
Total Project Cost	\$ 1.823 M

McCracken Power Plant Electrical Equipment Upgrade 35-21-LFC

Scope: Replacement of a 1,500-kilowatt generator and associated equipment that serves as backup to critical loads in the McCracken Power Plant. The current equipment is no longer supported for service by the manufacturer. This project was previously approved at \$190,000 for design only. During the design phase, the total project cost estimate was reduced by approximately \$0.5 M.

Construction Cost Request: \$ 2.035 M

Project Cost Breakdown	Cost
FY 2021 – Design	\$ 0.162 M
FY 2022 – Construction	\$ 1.770 M
FY 2022 – Construction	\$ 0.293 M
Total Project Cost	\$ 2.225 M

OSU Substation Equipment Replacements 40-22-LFC

Scope: Replacement of electricity substation equipment beyond expected lifecycles and/or does not provide the connectivity and data capture capability required for the advanced electrical requirements of the Columbus campus.

Design and Construction Cost Request: \$ 0.439 M

Project Cost Breakdown	Cost
FY 2022 – Design and Construction	\$ 0.439 M
Total Project Cost	\$ 0.439 M

Utility Systems Replacements & Upgrades – Bohannon Tunnel 43-22-LFC

Scope: Replacement and upgrade of steam pipes and associated equipment to maintain sufficient service to the 18th Avenue Library; Replacement of piping, removal of abandoned piping, and installation of electrical and communications cable trays.

Design Cost Request: \$ 174,000

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.174 M
FY 2023 – Construction Estimate	\$ 0.904 M
Total Project Cost Estimate	\$ 1.078 M

Campus Natural Gas – Building System Upgrades 100-22-LFC

Scope: Continuation of a multi-year audit and building regulator upgrade program for the eight natural gas master meters (“MM”) to ensure safe, reliable, and compliant operation. This specific request is for approval of limited design work to perform audits of buildings served by MMs #3, #4, and #6, which combined serve 42 campus buildings.

Design Cost Request: \$ 775,000

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.775 M
FY 2023 – Construction	\$ 0.904 M
FY 2024 – Construction	\$ 0.805 M
Total Project Cost	\$ 2.484 M

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McCracken Building and Infrastructure and Inventory Upgrades 109-22-LFC

Scope: Design and construction of safety and security systems within the McCracken Power Plant building, including installation of a parts and supplies inventory control system; upgraded security cameras; building access controls; and fire detection and emergency shut down system on the fuel oil tanks and pumps.

Design and Construction Cost Request: \$ 883,000

Project Cost Breakdown	Cost
FY 2022 – Design and Construction	\$ 0.441 M
FY 2023 – Construction	\$ 0.442 M
Total Project Cost	\$ 0.883 M

Utility Systems Replacements & Upgrades – Cockins Hall Vault and Tunnel 122-22-LFC

Scope: In coordination with the university's project to upgrade portions of the tunnel and vault at Cockins Hall, OSEP requests approval to design the work associated with the utility system in this vault and section of the tunnel. The scope, to be validated during design, may include pipe insulation, pipe supports, demolition and removal of abandoned lines, piping realignment, and hazardous material abatement.

Design Cost Request: \$ 260,000

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.260 M
FY 2023 – Construction estimate	\$ 0.719 M
Total Project Cost Estimate	\$ 0.979 M

Utility Systems Replacements & Upgrades – 19th Avenue Tunnel 123-22-LFC

Scope: In coordination with the university's project to upgrade portions of the 19th Avenue utility tunnel, OSEP is requesting approval to design associated utility work. The scope, to be validated during design, may include pipe insulation, pipe supports, demolition and removal of abandoned lines, piping realignment, and hazardous material abatement.

Design Cost Request: \$ 135,000

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.135 M
FY 2023 – Construction estimate	\$ 0.498 M
Total Project Cost Estimate	\$ 0.633 M

Martha Morehouse Electrical Expansion 117-22-EXP

Scope: Design a new 15-kilovolt electrical feed and duct-bank from the Adventure Recreation Center to the Martha Morehouse complex to support the new 2,500 kVA substation being installed by the Wexner Medical Center.

Design Cost Request: \$ 149,000

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.149 M
FY 2023 – Construction estimate	\$ 1.286 M
Total Project Cost Estimate	\$ 1.435 M

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Building Energy Systems Optimization – Phase IV 60-22-ECM

Scope: Design and construct strategic energy system improvements for 40 campus academic, administration, medical, athletic, and student residence buildings. Guided by building-specific energy audits performed in 2020, measures will include heat recovery chillers, air-handling optimizations, and upgrades to fan and pump drives. This project will also install a heat recovery chiller in the East Regional Chilled Water Plant, extend the heating hot water network in the surrounding area, and optimize the chilled water network controls. This project will reduce annual energy consumption for the optimized buildings by an average of more than 25%.

Design and Construction Cost Request: \$ 44.385 M

Project Cost Breakdown	Cost
FY 2022 – Design and Construction	\$ 8.877 M
FY 2023 – Construction	\$ 26.631 M
FY 2024 – Construction	\$ 8.877 M
Total Project Cost	\$ 44.385 M

REQUESTED OF THE MASTER PLANNING & FACILITIES AND THE AUDIT, FINANCE & INVESTMENT COMMITTEES: Approval of the resolution.

APPENDIX XVII

August 19, 2021

BACKGROUND

TOPIC: Approval of a change in scope and cost of the previously approved Ohio State Energy Partners LLC ("OSEP") Combined Heat and Power Plant & Midwest Campus District Heating & Cooling Network capital improvement project ("Project 16-19-EXP")

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.

Proposed capital projects are evaluated for alignment with applicable strategic, financial, and physical plans and ensure continued reliability, safety, and compliance.

Approval of these projects is 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.

SUMMARY:

Change in Scope and Cost of Project 16-19-EXP

Cost Changes: The construction of a combined heat and power plant (the "CHP") requires precertification by the Ohio Power Siting Board (the "OPSB"). The State of Ohio's declaration of a state of emergency in response to the COVID-19 pandemic caused the OPSB to halt the university's CHP certification case between March and July 2020. This delay forced a delay in the start of construction of Project 16-19-EXP. Also, the university made certain design changes after Project 16-19-EXP was approved to align the final design with established university design guidelines. The resulting cost increases require approval of an increased cost for Project 16-19-EXP.

Scope Changes: To enable the combined heat and power plant (the "CHP") to provide steam to campus east of Olentangy River, the CHP will be connected to the water treatment facility next to McCracken Power Plant. The originally approved scope for Project 16-19-EXP included the construction of water piping and connections to the water treatment facility. The water piping will cross under Cannon Drive. To avoid multiple disruptions of Cannon Drive, the applicable portion of the treated water piping scope will be removed from Project 16-19-EXP. This scope will be included in OSEP's Cannon Drive Phase II project in alignment with the university's schedule for Cannon Drive - Phase II.

Revised Construction Cost Request: \$ 289.9 M

Revised Project Cost Breakdown	Cost
FY 2019 – Design	\$ 1.13 M
FY 2020 – Design and long lead equipment	\$ 52.45 M
FY 2021 – Construction	\$ 58.62 M
FY 2022 – Construction	\$ 171.51 M
FY 2023 – Construction	\$ 6.19 M
Total Project Cost	\$ 289.90 M

APPENDIX XVIII

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Tower Upgrades

OSU-220060 (REQ ID: FAC220001)

Project Location: Martha Morehouse Medical Plaza - Tower

- **approval requested and amount**
professional services \$2.5M

- **project budget**
professional services TBD
construction TBD
total TBD

- **project funding**
☐ university debt
☐ fundraising
☐ university funds
☒ auxiliary funds
☐ state funds

- **project schedule**
BoT approval 8/21
design 11/21 – 11/22
construction TBD
facility opening TBD

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

- **planning framework**
 - this project is included in the FY22 Capital Investment Plan
 - project scope is based on a 2018 HVAC study and a 2021 renovation study; additional building envelope and electrical infrastructure studies have also been completed

- **project scope**
 - the project will provide HVAC systems upgrades for floors 1-6, 9, and 10, and interior waterproofing measures
 - the scope will also include ADA improvements and finish updates in select clinical areas, replacement of the nurse call system throughout, and electrical upgrades in the tower, pavilion and concourse
 - final scope and budget will be validated during design, and a phased construction schedule will be developed to maintain operations during the project

- **approval requested**
 - approval is requested to enter into professional services



-
- **project team**
University project manager: Alexandra Radabaugh
AE: TBD
CM at Risk: TBD

The Ohio State University
Board of Trustees

August 19, 2021

Background
Facility Optimization Study of The Ohio State University Wexner Medical Center

In support of the Wexner Medical Center and University's strategic plans, six major capital projects across inpatient, ambulatory, academic and research programs are under construction today. While this \$3.2B investment will transform the delivery of health care, education and research across the entire Wexner Medical Center enterprise, there is a need to better understand the opportunities and limitations of the remaining facilities.

To plan purposefully and thoughtfully, the Wexner Medical Center seeks approval to engage professional services firms to conduct a Facility Optimization Study of the Wexner Medical Center's real property inventory. This study will leverage and build upon previous strategic, capital and master planning efforts. This is an enterprise-wide evaluation of clinical, research and academic facilities and functions, exclusive of the major capital projects currently under construction.

The final deliverable of the Facility Optimization Study will be a long-range, enterprise-wide facility optimization strategy and implementation plan which informs the utilization, renovation, recapitalization, consolidation or demolition of Wexner Medical Center facilities across the three strategic pillars of research, education, and clinical care. It will bridge the gap between the six major projects and the second phase of the Wexner Medical Center capital investment plan.

The recommendations will be based on guidance gleaned from the strategic plan, market data, facility inventory, facility condition assessments, facility functional assessments and other data sources. The final deliverable will also include program summaries and recommended phasing plans with supporting capital requirements aligned to the long-range financial forecast.

The Wexner Medical Center Board and Board of Trustees will receive updates on the planning process at each meeting.

Project Data Sheet for Board of Trustees Approval

Wooster – High Pressure Steam Boiler Replacement

OSU-220042 (CNI# FAES22WO0017)

Project Location: Power Plant

- **approval requested and amount**

professional services	\$1M
-----------------------	------
- **project budget**

professional services	\$1M
construction w/contingency	TBD
<hr/> total project budget	<hr/> TBD
- **project funding**
 - ☐ university debt
 - ☐ fundraising
 - ☐ university funds
 - ☐ auxiliary funds
 - ☒ state funds
- **project schedule**

BoT professional services	08/21
design	09/21 – 01/22
BoT Construction	11/21
construction	04/23 – 08/23
facility opening	09/23
- **project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- **planning framework**
 - this project is included in the FY 2022 Capital Investment Plan
- **project scope**
 - replace the 40,000 #/hr steam boiler which serves the entire campus
 - scope includes upgraded safety measures, new alarms and direct digital controls for all three boilers
 - total project cost will be validated during design
- **approval requested**
 - approval is requested to enter into professional services contracts



-
- **project team**
 - University project manager: Bill Holtz
 - AE/design architect: TBD
 - CM at Risk or Design Builder: TBD

Project Data Sheet for Board of Trustees Approval

Atwell – ADL Simulation Lab

OSU-200050 (CNI #: 19000136, 20000163 / REQ ID COM22001)

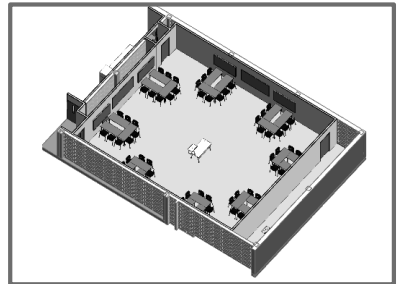
Project Location: Atwell Hall

- approval requested and amount**

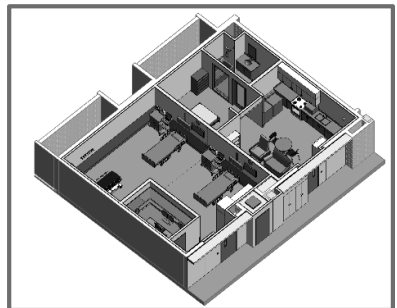
increase professional services	\$0.4M
increase construction w/contingency	\$4.2M
- project budget**

professional services	\$0.4M
construction w/contingency	\$4.2M
total project budget	\$4.6M
- project funding**
 - ☐ university debt
 - ☐ fundraising
 - ☒ university funds
 - ☐ auxiliary funds
 - ☐ state funds
- project schedule**

BoT professional services approval	08/21
design	04/20 – 03/21
BoT construction approval	08/21
construction-phase 1	05/21 – 12/21
construction-phase 2	10/21 – 05/22
facility opening-phase 1	01/22
facility opening-phase 2	06/22
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk



Phase 1: Active Learning Classroom



Phase 2: ADL Simulation Exam Suite

- planning framework**
 - this project is included in the FY21 and FY22 Capital Investment Plans
- project scope**
 - phase 1 will renovate space in Atwell to create program space for the School of Health and Rehabilitation Services; construction includes the creation of an additional level in existing double height space for a flexible research laboratory and a 48-person, active learning classroom, and support space
 - phase 2 will renovate additional space in Atwell to create a 16-bed athletic training classroom with storage and faculty offices, an Active Daily Living (ADL) mock apartment, a 3-bed simulation exam space with observation room, and support space
 - the project has increased from \$2.9M to \$4.6M to include the second phase
- approval requested**
 - approval is requested to increase professional services and construction contracts

- project team**

University project manager:	Josh Kranyik
AE/design architect:	Design Group
CM at Risk or Design Builder:	Robertson Construction

Project Data Sheet for Board of Trustees Approval

Blackwell Pavilion Renovation

OSU-210132 (REQ ID# BUS20000161)

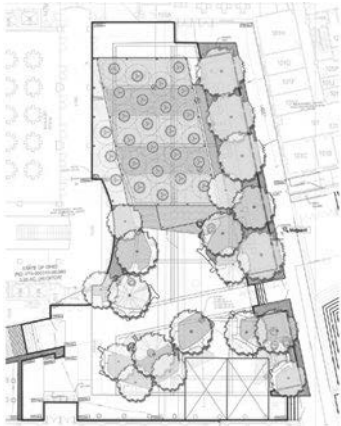
Project Location: Blackwell Inn

- approval requested and amount**

increase professional services	\$0.6M
increase construction w/contingency	\$3.4M
- project budget**

professional services	\$0.6M
construction w/contingency	\$3.4M
total project budget	\$4.0M
- project funding**
 - ☐ university debt
 - ☒ fundraising
 - ☒ university funds
 - ☐ auxiliary funds
 - ☐ state funds
- project schedule**

BoT professional services approval	08/21
design	6/21 – 11/21
BoT construction approval	08/21
construction	12/21 – 08/22
facility opening	08/22
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- planning framework**
 - o a study and estimate for an open-air pavilion was completed in 2020
 - o this project is included in the FY 2021 and FY 2022 Capital Investment Plans
- project scope**
 - o construct an all-season pavilion on the existing plaza at the Blackwell Inn, providing a vibrant area for use by hotel guests, for special events, and for other university activities
 - o scope will include hardscape and landscape improvements on the existing plaza
- approval requested**
 - o approval is requested to increase professional services and construction contracts



-
- project team**

University project manager:	Ross Quellhorst
AE/design architect:	WSA Studio
CM at Risk:	Smoot Construction

Project Data Sheet for Board of Trustees Approval

Lacrosse Stadium

OSU-190889 (CNI# 19000133, REQ ID# ABA220049)

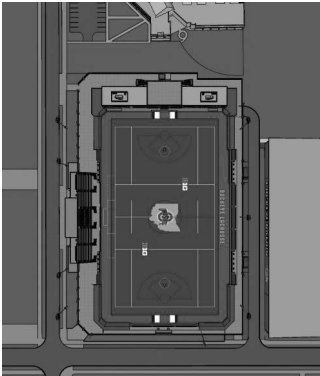
Project Location: Athletics District, Irving Schottenstein Drive

- approval requested and amount**

increase professional services	\$0.1M
construction w/contingency	\$19.1M
- project budget**

professional services	\$2.4M
construction w/contingency	\$19.1M
total project budget	\$21.5M
- project funding**
 - ☐ university debt
 - ☒ fundraising
 - ☐ university funds
 - ☐ auxiliary funds
 - ☐ state funds
- project schedule**

BoT professional services approval	08/19
design	09/19 – 10/21
BoT construction approval	08/21
construction	11/21 – 12/22
facility opening	01/23
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- planning framework**
 - the project aligns with Framework 2.0 and Athletics District Framework Plan
 - this project is included in the FY20 and FY22 Capital Investment Plans
- project scope**
 - the project will construct a new outdoor Lacrosse Stadium in the Athletics District, east of the Covelli Center for the Men's and Women's Varsity Lacrosse Program
 - the project will include the outdoor field, 850 stadium seats, press box, locker rooms, concessions, and restrooms
- approval requested**
 - approval is requested to increase professional services and enter into construction contracts



- project team**

University project manager:	Mark Stelzer
AE/design architect:	Hellmuth Obata Kassabaum, Inc.
CM at Risk:	Ruscilli Construction Company

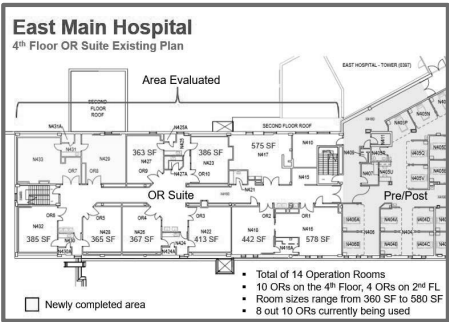
Project Data Sheet for Board of Trustees Approval

UHE – 4th Floor OR Upgrades

OSU-210545 (REQ ID: EAST210011)

Project Location: OSU East North Tower

- approval requested and amount**
 - professional services \$0.8M
 - construction w/ contingency \$2.1M
- project budget**
 - professional services TBD
 - 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 08/21
 - BoT construction appr – phase 1 08/21
 - design 09/21 – 04/22
 - construction – phase 1 05/22 – 11/22
 - construction – phase 2 TBD
 - facility opening TBD
- project delivery method**
 - ☐ general contracting
 - ☐ design/build
 - ☒ construction manager at risk
- planning framework**
 - o phase 1 of this project is included in the FY18 and FY19 Capital Investment Plans
- project scope**
 - o phase 1 will renovate up to four existing ORs including new finishes, HVAC, med gas and electrical upgrades, new lights/booms, new AV integration equipment, and new flooring
 - o phase 2 scope will renovate additional existing ORs
 - o approval requested is for programming for both phases of the project and complete design and construction services for phase 1
 - o final budget and scope will be validated during programming and design
- approval requested**
 - o approval is requested to enter into professional services and construction contracts



- project team**
 - University project manager: Lance Timmons
 - AE/design architect: TBD
 - CM at Risk: TBD

APPENDIX XIX

APPROVAL FOR ROADWAY EASEMENT ON REAL PROPERTY ARTHUR ADAMS DRIVE BETWEEN LANE AVENUE AND NORTH STAR ROAD IN COLUMBUS, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State University seeks to grant a perpetual easement for an access road to the City of Upper Arlington across +/- 1.6 acres of land located on Arthur E. Adams Drive between Lane Avenue and North Star Road. The easement will allow development and construction of a roadway along the southern border of retail properties located at the southeast corner of North Star Road and Lane Avenue. The access road will be utilized by OSU, OSU's tenants, and private parties accessing the retail center. The City of Upper Arlington will be responsible for all costs and expenses associated with the proposed easement.

Location and Description

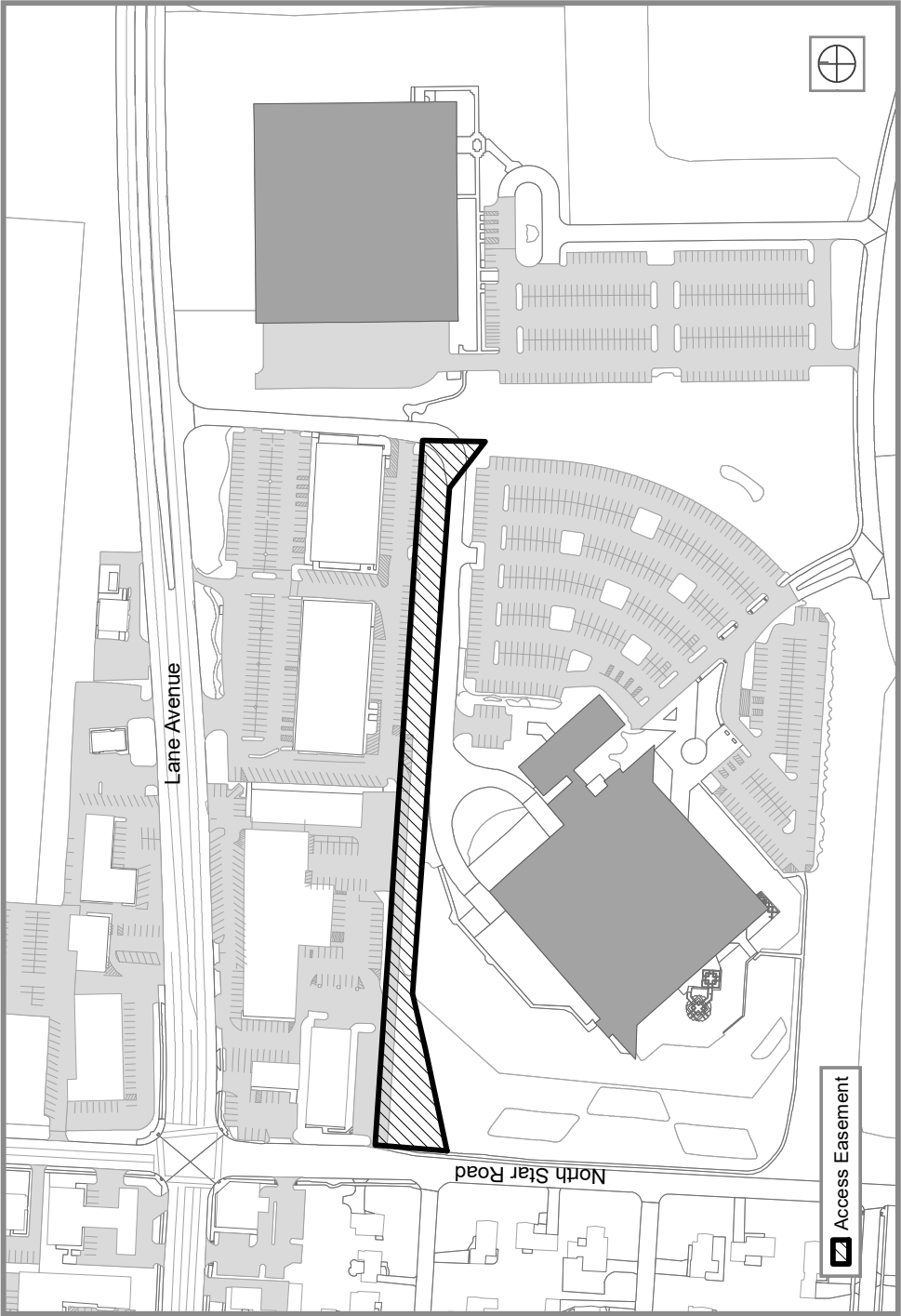
The affected property is located on Ohio State's west campus along Arthur E. Adams Drive between Lane Avenue and North Star Road.

Property History

The property within the easement area is titled to the State of Ohio and to The Board of Trustees. There are three ground leases for which OSU is the landlord in the project area, including a lease to Festival Partners for retail, a lease to the Department of Administrative Services for the State of Ohio Supercomputer Center, and a lease to Edison Welding Institute for their headquarters. These leases will be amended if required to grant the proposed easement.

Granting of Easement

Planning, Architecture and Real Estate recommends that an easement of +/- 1.6 acres for an access road be granted to the City of Upper Arlington on terms and conditions that are deemed to be in the best interest of the university.



ARLINGTON GATEWAY ACCESS EASEMENT
LANE AVENUE AND CARMACK ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO 43221

Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: June 25, 2021
The Ohio State University Board of Trustees

APPENDIX XX

APPROVAL FOR ACQUISITION OF REAL PROPERTY TAYLOR AND ATCHESON STREETS NEAR OUTPATIENT CARE EAST – WEXNER MEDICAL CENTER COLUMBUS, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State University seeks to acquire from the Blueprint Community for Development LLC (Blueprint), a wholly owned subsidiary of Partners Achieving Community Transformation, an affiliated entity of the university, approximately 1.5 acres of land located on the Near East Side of Columbus and adjacent to Outpatient Care East for future building development and parking expansion. The subject site is adjacent to land recently acquired by the university for expansion of parking for the Outpatient Care East facility. The site has been an area of interest for development but plans for the structure were unknown when Blueprint initially acquired the site in 2020. Since that time, Blueprint has retained the improved parcel for potential repurposing and reprogramming of the building. Additional parking for this facility will be constructed on an additional site on Leonard Avenue.

Location and Description

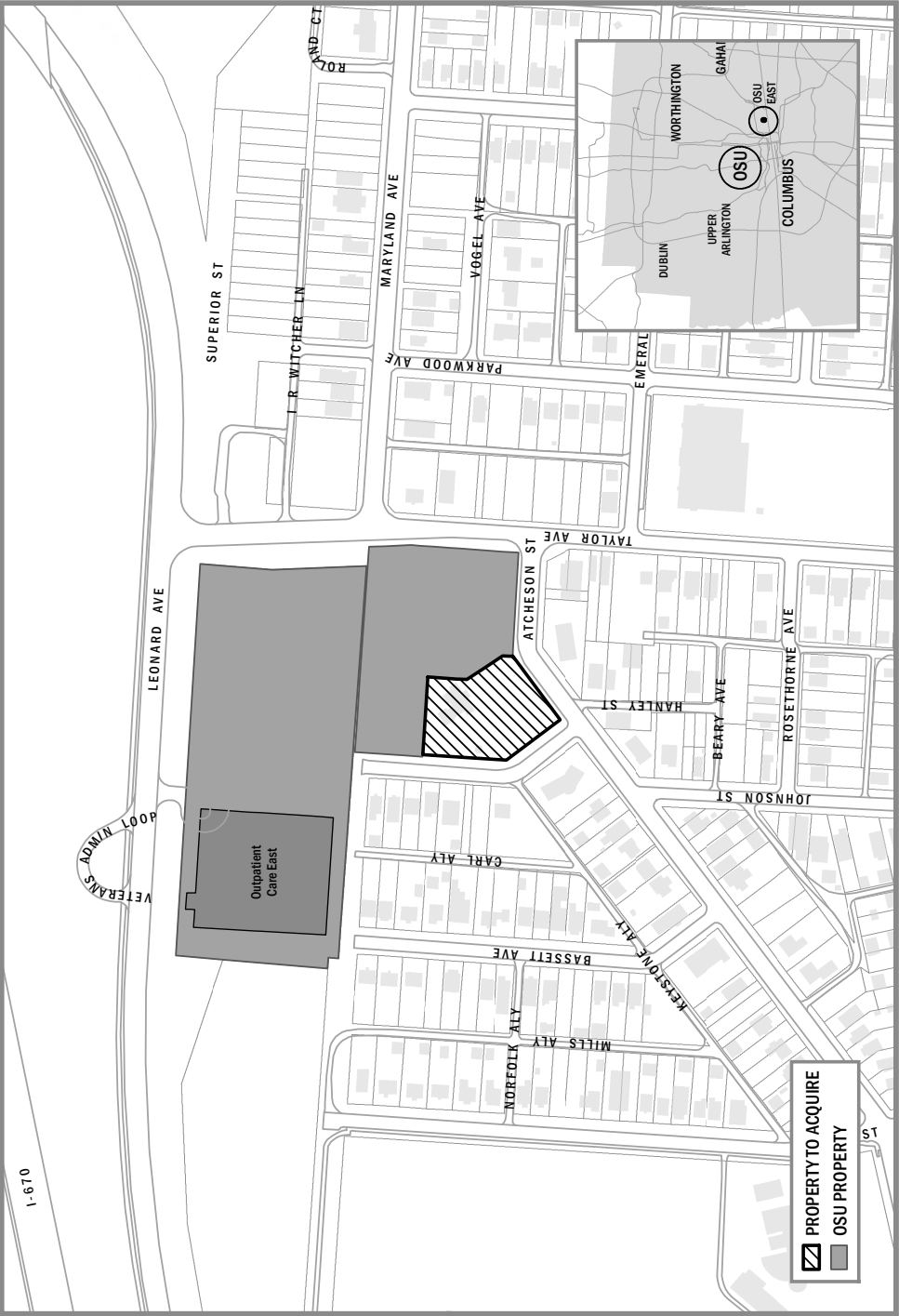
The affected property is located west of Taylor Avenue at Johnson and Atcheson Streets and identified as Franklin County parcel number 010-039613. The parcel was originally part of a larger site which was split for a previous sale to the university. With this purchase, the university will have a larger total area for eventual expansion, redevelopment and parking. The site currently contains a structure that was constructed circa 1920, and is currently zoned R3 (Residential). Ohio State rezoned the adjacent property at the time of acquisition based on a development plan for parking expansion.

Property History

The property is titled to Blueprint Community for Development LLC and will be acquired in the name of the State of Ohio.

Acquisition of Property

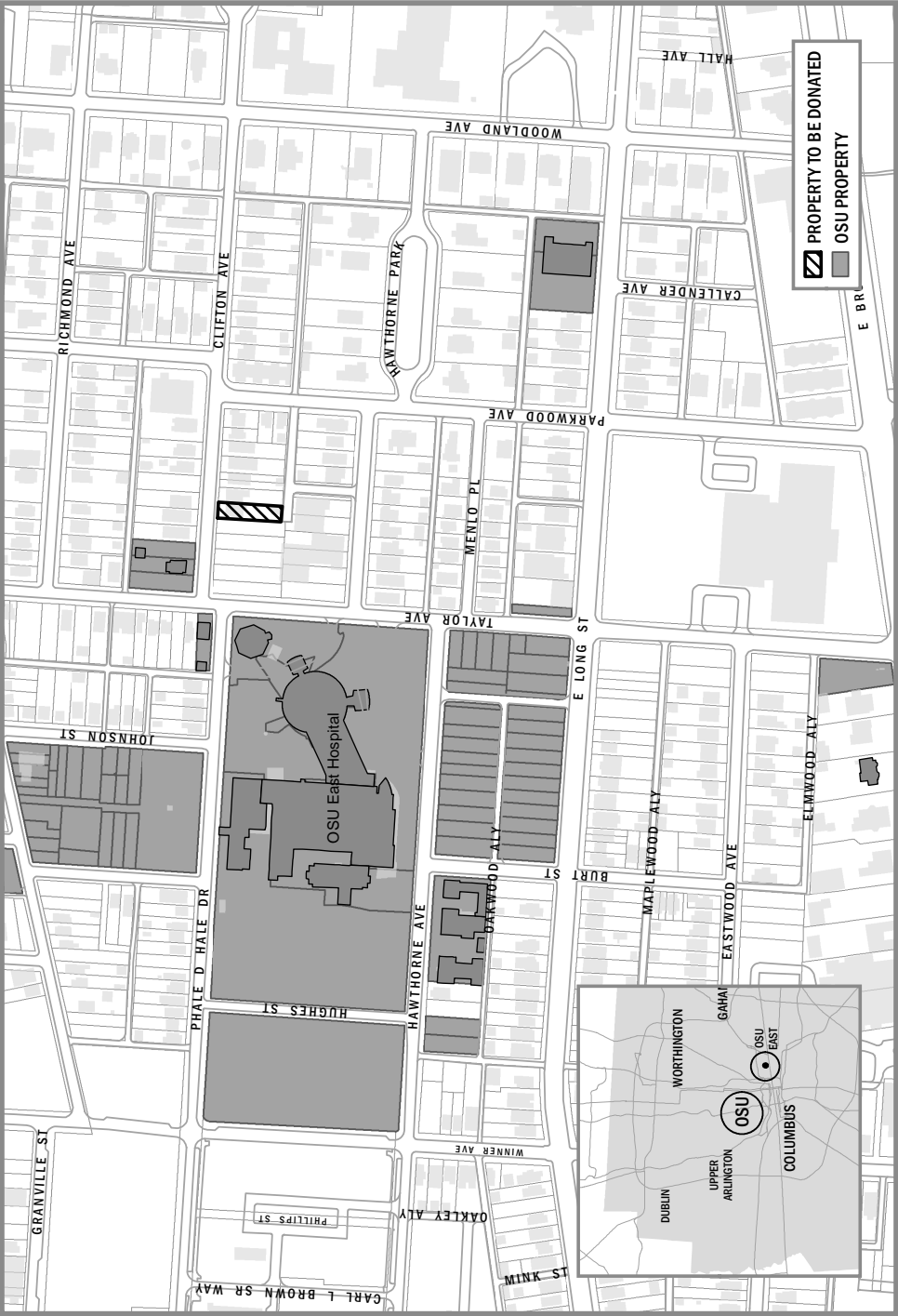
Planning, Architecture and Real Estate, together with the Wexner Medical Center, recommend that the +/- 1.5 acres be acquired under terms and conditions that are deemed to be in the best interest of the university. The purchase price is \$1.00. The source of funding for the acquisition is the Wexner Medical Center.



Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: June 29, 2021
The Ohio State University Board of Trustees

PROPERTY ACQUISITION
PID 010-039613
COLUMBUS, FRANKLIN COUNTY, OHIO 43203

APPENDIX XXI



Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: June 29, 2021
The Ohio State University Board of Trustees

PROPERTY ACQUISITION
PID 010-020507
COLUMBUS, FRANKLIN COUNTY, OHIO 43203

APPENDIX XXII

APPROVAL FOR LEASE OF REAL PROPERTY AT DON SCOTT AIRPORT, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The College of Engineering requests to ground lease approximately 1.78 acres of unimproved real property to Spartan Air at The Ohio State University Don Scott Airport (OSU Airport). Spartan Air will construct an airplane hangar to house its aircraft. The ground lease will be through Ohio Department of Administrative Services, subject to the provisions of Ohio Revised Code Section 123.17.

Location and Description

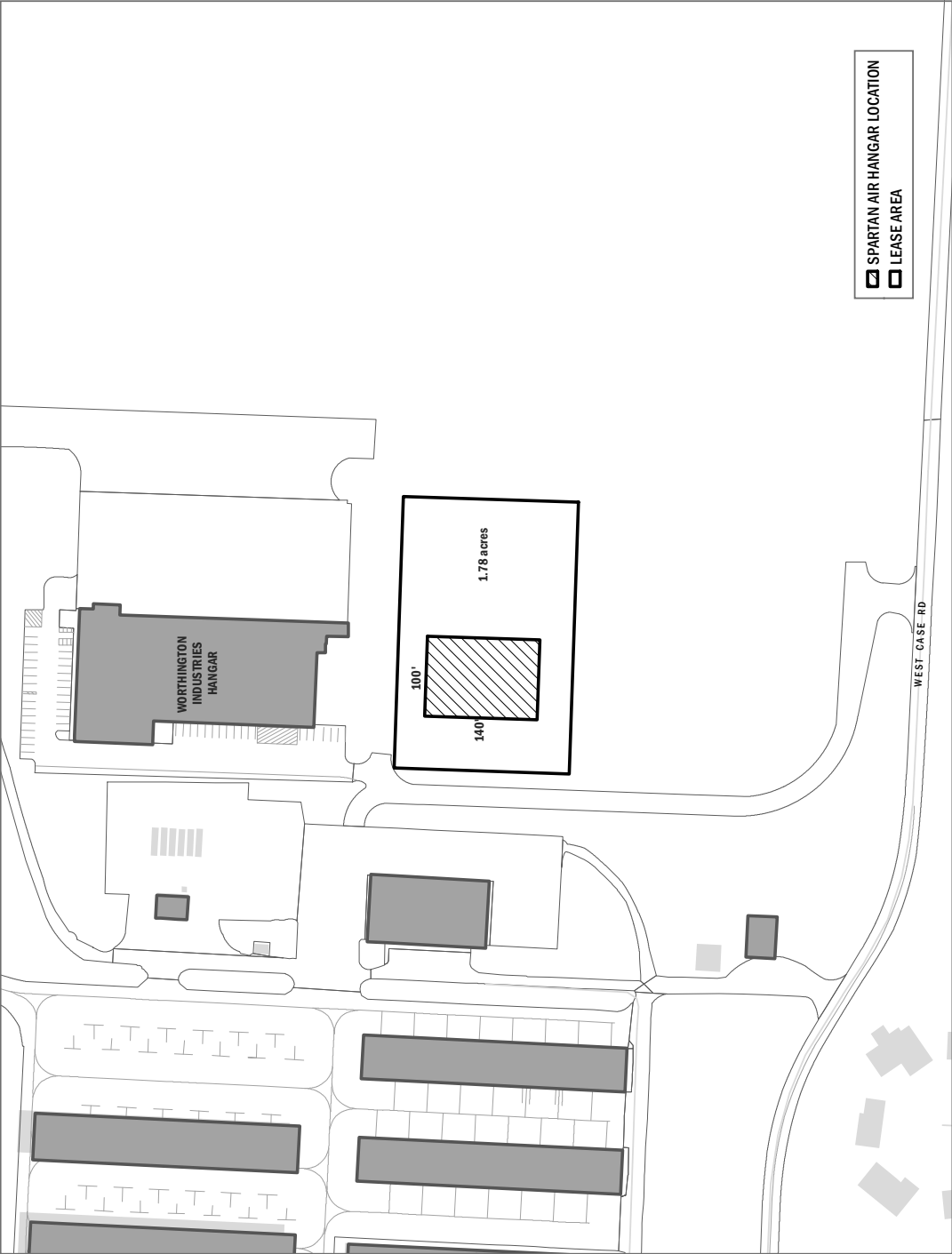
The proposed site is located at the OSU Airport at 2160 West Case Road, Columbus, Franklin County, Ohio. The property is titled to the State of Ohio for the use and benefit of The Ohio State University. The site is located in a portion of Don Scott Airport that has been identified as suitable for general aviation hangar development. The use is consistent with OSU and FAA planning processes. The site is determined to meet preliminary requirements of ORC 123.17.

Property History

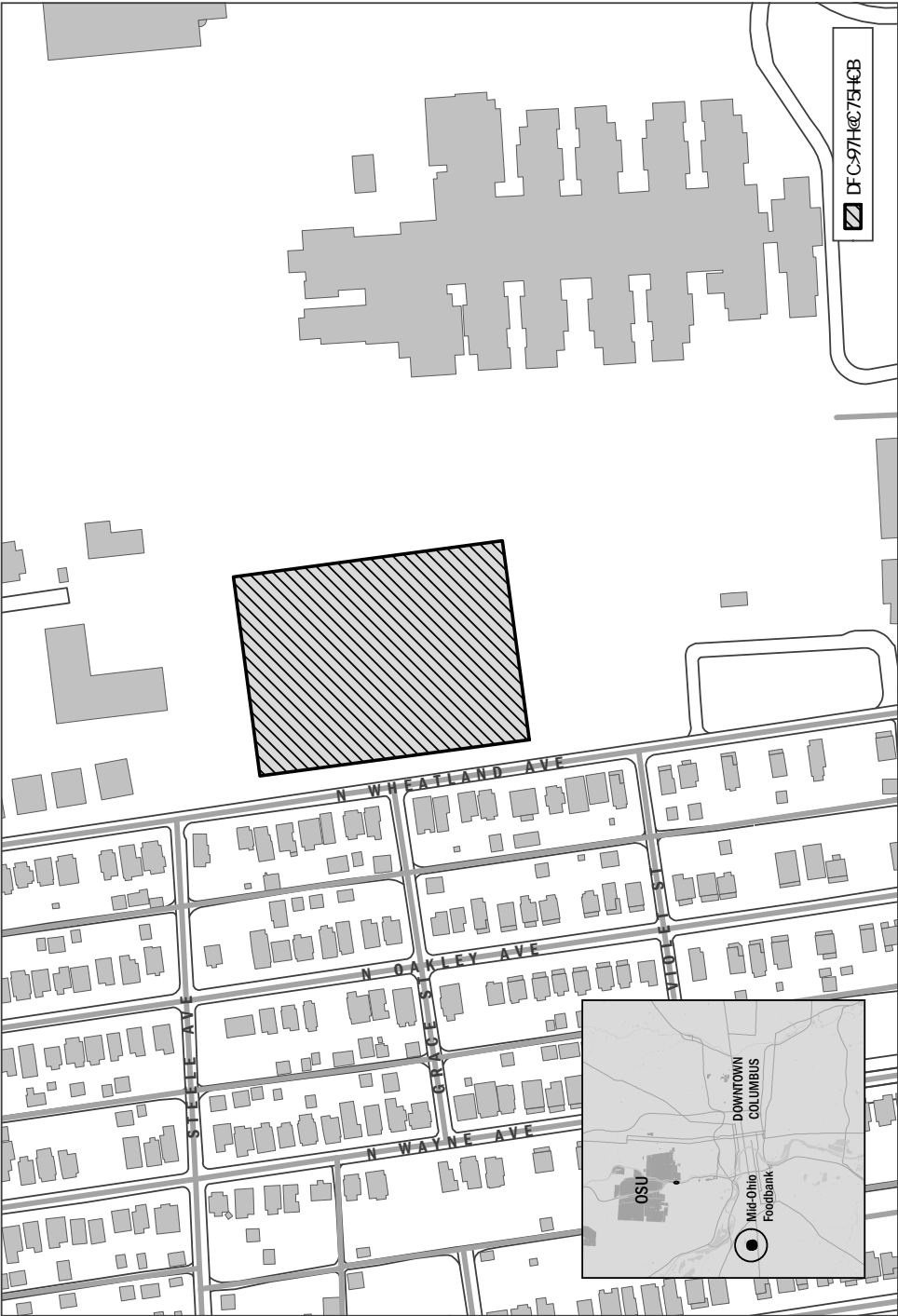
In May 1942, the university purchased property in northwest Columbus for the development of the airport in support of its aviation academic program. The OSU Airport is the nation's premier university owned and operated airport, supporting interdisciplinary teaching and research and is essential to the university's core mission. It is the primary teaching and research laboratory serving the Center for Aviation Studies in the College of Engineering, as well as other units throughout The Ohio State University. The OSU Airport has evolved in the 75+ years since its inception from a pure training facility to Ohio's premier aviation center, providing students access to a full-service airport in operation for learning purposes. The airport is the primary facility serving The Ohio State University and the surrounding central Ohio general aviation community. It provides students with a dynamic, high quality teaching and research laboratory to prepare them for careers in aviation.

Recommendation

Pursuant to Ohio Revised Code Section 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university. Ohio Revised Code 123.17 requires Board of Trustees approval. Planning and Real Estate, together with the College of Engineering, recommends that the Board of Trustees authorize the leasing of approximately 1.78 acres of unimproved real property to Spartan Air for development of an airplane hangar under terms and conditions that are in the best interest of the university.



APPENDIX XXIII



JOINT USE AGREEMENT BETWEEN
THE OHIO STATE UNIVERSITY AND A-81C-00863B?
116 N WHEATLAND AVENUE
COLUMBUS, OHIO 43223

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

The Ohio State University
Board of Trustees

APPENDIX XXIV

August 19, 2021

TOPIC:

FY 2022 Operating Budget Approval

CONTEXT:

The approval of the Operating Budget for the Fiscal Year ending June 30, 2022, is the final step in establishing the budget for the University. The budget presented is based on the student tuition and fees approved at the May 20, 2021, Board of Trustees meeting.

SUMMARY:

Included are the following:

- Resolution for Approval of the Fiscal Year 2022 Operating Budget
- Fiscal Year 2022 Operating Budget for The Ohio State University



THE OHIO STATE UNIVERSITY

FY2022 Financial Plan

Office of Business and Finance
Financial Planning and Analysis

FY 2022 FINANCIAL PLAN

FY 2022 Financial Plan

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FY 2022 FINANCIAL PLAN

Chapter 1 | Executive Summary

We are pleased to submit the Fiscal Year 2022 Financial Plan. This plan builds on the university's strengths and provides an operating margin to be reinvested into strategic initiatives and capital projects at the university.

We are presenting the Operating Plan alongside the Capital Investment Plan to provide more clarity about funding sources – which funding sources are fungible and can be spent for unrestricted purposes, and which funding sources must be spent on legally mandated or designated programs and projects. The narratives throughout this financial plan utilize this managerial-based presentation.

This document includes an Executive Summary, an introduction on the budget process at Ohio State, the full FY 2022 Operating Plan, a snapshot of the FY 2022 Capital Investment Plan, and detailed material provided in the Appendix.

Highlights of the Consolidated Financial Plan

Total Sources (\$ thousands)	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
University	3,490,740	3,979,881	489,141	14.0%
Health System	3,583,423	3,776,353	192,930	5.4%
OSU Physicians, Inc.	634,223	691,663	57,440	9.1%
Total Sources	7,708,386	8,447,897	739,511	9.6%
Total Uses (\$ thousands)	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Personnel Expense	4,053,463	4,386,588	333,124	8.2%
Total Non-Personnel Expense	3,169,634	3,506,072	336,437	10.6%
Total Uses	7,223,097	7,892,659	669,562	9.3%
Sources Less Uses, Operating	485,288	555,238	69,950	14.4%
Depreciation Expense	462,830	503,755	40,925	8.8%
Sources Less Uses, Incl Depreciation	22,458	51,483	29,025	129.2%

Highlights are broken out between the university, which is the academic and research side of the consolidated enterprise (referred to as university in this document), and The Ohio State University Health System (Health System) and Ohio State University Physicians, Inc. (OSUP), which represent the hospitals and clinical practice plans.

Sources: We anticipate consolidated sources will increase \$739.5 million or 9.6% to \$8.4 billion in FY 2022 compared to FY 2021 forecast.

- The University is projecting \$4.1 billion of total sources, which is an increase of \$486.4 million over FY 2021 Forecast. This increase is driven by the post-pandemic rebound. Specifically, we anticipate increases in the areas of university sales and services (an increase of \$192.1 million) resulting primarily from more students in housing and dining and an anticipated return to normal athletic and other event attendance, and an increase in gross tuition and fees of \$192.6 predominately due to an increase in the non-resident surcharge (\$176.1 million) as a result of the change in the fully online non-resident surcharge. Additionally, sources from development activity are anticipated to increase by \$63.5

FY 2022 FINANCIAL PLAN

million, transfers from the OSU Health System are budgeted to increase \$14.5 million, and grants are budgeted to increase \$11 million.

- The Health System and OSUP together account for a total increase in sources of \$249.7 million due to a combination of an estimated increase in adjusted admissions, outpatient growth, and some rate increases.

Uses: We anticipate consolidated uses will increase \$669.6 million or 9.3% to \$7.9 billion.

- The University is projecting \$4 billion of total uses, which is an increase of \$406.4 million (11.4%). This increase stems from a \$166.6 million (8.5%) increase in personnel expenses reflecting a 3% merit increase pool (\$48 million), a 5.7% increase in benefits rates (\$21 million), personnel expenses supporting increases in sales and services and research revenue (\$66 million) and increased strategic personnel growth. Non-personnel uses are increasing by \$239.8 million (15.0%), driven by student aid expenses related to American Rescue Plan Act receipts (\$32 million), student aid and fee authorizations related to the anticipated increase in non-resident fees (\$57 million), cost of sales expenses supporting revenue growth in university sales and services (\$35 million), resumption of 93% of normal travel expenses (\$64 million), increases in fees paid to Ohio State Energy Partners and capital recovery repayment (\$19 million), increases in investment advisory fees (\$11 million), inflation (\$19 million) and supporting return to campus with increases in supplies, services and other related expenses (\$3 million increase net of a \$44 million decrease in expenses related to the COVID-19 response).
- The Health System and OSUP together account for a total increase in uses of \$263.2 million due to expenses to support their continued revenue growth, merit increase pool of 3% and benefit increases of 5.7%.

Sources Less Uses: We anticipate a consolidated surplus before depreciation and after eliminations of \$555.2 million. After depreciation, this surplus decreases to \$51.5 million. Excess sources less uses before depreciation will be predominately invested in the university capital plan.

- The University is projecting a surplus of \$142.1 million before depreciation or capital items. This surplus becomes a loss of \$32.5 million after capital sources and uses. University surpluses are not completely fungible as some funds are for restricted purposes. The university is comprised of general funds used for teaching and other unrestricted uses, restricted funds from grants, gifts, or governmental appropriations, and earnings funds such as housing and dining and health sciences clinical operations. University funds are tracked and managed to ensure all restrictions are met. Of the \$142.1 million surplus before depreciation or capital items, \$99.6 million is from general funds, \$3.9 million is from earnings funds, and the remainder is for restricted purposes.
- The Health System FY 2022 Operating Plan projects a surplus of \$462 million before depreciation on \$3.8 billion of sources and \$3.3 billion of uses.
- The OSU Physicians, Inc. FY 2022 Operating Plan projects a surplus of \$8 million before depreciation on \$692 million of sources and \$684 million of uses.

FY 2022 FINANCIAL PLAN

Capital Items: The consolidated university and Health System will continue to invest heavily in various capital assets. The FY 2022 Capital Investment Plan includes \$1.4 billion in capital expenditures in FY 2022, including \$187 million related to new projects starting in FY 2022. Most new spending is related to miscellaneous cash-funded projects and equipment purchases in the Health System. \$875 million will also be spent on projects approved in prior Capital Investment Plans, including the Arts District, Interdisciplinary Research Facility, Interdisciplinary Health Sciences Center, Outpatient Care facilities in Dublin and New Albany and on West Campus, and the Inpatient Hospital. Additional capital expenditures of \$350 million are related to OSEP capital investments of \$242 million and Campus Partners and other departmental capital equipment.

FY 2022 FINANCIAL PLAN

University Response to COVID-19

Ohio State continues to mount a comprehensive response to the COVID-19 pandemic, both to support the health and safety of the university community and as part of our role as a leading national flagship public research university. Ohio State experts supported the State of Ohio’s response, and the Wexner Medical Center was at the forefront of addressing patient care needs.

For the academic enterprise, Ohio State welcomed students, faculty, and staff back to campus in Autumn 2020 by employing a variety of approaches. Teaching, learning, and work were conducted in person, online and in hybrid approaches, reducing the density in campus classrooms, residence halls and workspaces to support physical distancing. The university distributed 71,000 PPE Welcome Back safety kits to all on- and off-campus students, regional campuses, and faculty and staff. A proactive surveillance testing program, coupled with isolation and quarantine policies, limited the spread of COVID-19 among our students, faculty, and staff.

A Spring 2021 report from the university’s Comprehensive Monitoring Team reinforced the efficacy of Autumn 2020 campus readiness initiatives in mitigating the transmission of the virus. In addition to the safety protocols, the report cited the improved accessibility and efficiencies resulting from on-campus testing provided by the Applied Microbiology Services Laboratory (AMSL), producing approximately 40,000 tests per week.

In December 2020, the Wexner Medical Center was among the first places in the United States to administer a COVID-19 vaccine. As vaccines became more widely available, the university transformed the Jerome Schottenstein Center into a mass vaccination site, which provided more than 3,000 vaccines per day. The university also hosted a State of Ohio mass vaccination site at St. John Arena. Both locations were open to the broader central Ohio community, as well as eligible students, faculty and staff.

Federal stimulus funds of \$147 million offset direct COVID-19-related university expenses, and \$40 million in emergency financial aid was awarded to students impacted by the global pandemic.

Beyond these measures to support the university community, Ohio State has actively worked throughout the community to address public health and safety needs. The Infectious Diseases Institute, the College of Public Health, and other units across campus assisted Ohio State’s COVID Connect Hub to make expertise and resources available to public officials on the front lines of fighting the virus. The Office of Research established a seed grant program to support COVID-19 research projects.

Ohio State plans to reactivate campus in Autumn 2021 with increased in-person activity while maintaining an active focus on COVID-19. The university will continue to follow guidance from the U.S. Centers for Disease Control and Prevention, the State of Ohio and local health authorities to inform public health practices. University plans will evolve as appropriate based on the state of the pandemic, and vaccination, testing and other measures will continue to be central to the university’s response.

FY 2022 FINANCIAL PLAN

Strategic Context

Dr. Kristina M. Johnson became the 16th University President in August 2020 amid the pandemic. In her first State of the University address, President Johnson announced a commitment to four areas of excellence: academic, research and creative expression, entrepreneurship and partnerships, and service to the State of Ohio, the Nation and the World.

The FY 2022 Financial Plan reflects these new initiatives and enhances upon the strategic pillars of the Time and Change Strategic Plan with a focus on the following areas.

Academic Excellence

Under President Johnson’s leadership, the university has set course to increase the number of tenure track faculty by up to 350 over the next ten years. As a step toward increasing tenure track faculty, Colleges have budgeted incremental investments in faculty for salary and benefits and startup investments in FY 2022 of \$8.2 million. These investments will occur across numerous Colleges.

Meanwhile, the university continues to support teaching excellence through programs, such as the Drake Institute for Teaching and Learning. The institute works with faculty throughout the university to extend best practices in instruction. We anticipate investing approximately \$4 million in this initiative in FY 2022, funded primarily through an endowment that the university created with proceeds from the comprehensive energy management partnership.

The expansion and development of diverse faculty will contribute to the intellectual vibrancy of the institution, educating students for high-demand fields and aligning with the strategic research priorities of the university.

Excellence in Research and Creative Expression

Dr. Grace Wang joined the university in December 2020 as the Executive Vice President for Research, Innovation, and Knowledge Enterprise and will lead the initiative to double research expenditures over the next decade. She leads a newly created unit, the Enterprise for Research, Innovation, and Knowledge (ERIK), which brings together the Office of Research, the Office of Innovation and Economic Development, and the Office of Knowledge Enterprise. The university aspires to become a national leader in research and creative expression, aiming to attract top scholars who excel in targeted research areas and forming cross-disciplinary teams focused on convergent research areas of strategic national importance.

Strategies to achieve this goal include facilitating multidisciplinary research to take advantage of the breadth of expertise at the university; establishing new centers focused on current and emerging research challenges; supporting the proposal development center to increase funding for strategic initiatives; and establishing and maintaining cutting-edge facilities to support our growing community of research-intensive faculty.

The FY 2022 Financial Plan includes operating investments totaling at least \$35 million in academic and research growth initiatives. Additional capital investments will also be made in this area.

Excellence in Entrepreneurship and Partnership

Further, the Enterprise for Research, Innovation and Knowledge (ERIK) will serve as a hub on which to build external relationships that will help grow the university’s portfolio of federally funded research and expand strategic partnerships with industry. With a focus on fostering a culture of excellence in entrepreneurship and

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collaboration, a focus on measurement of invention disclosures, patents and new companies created from university research is set to fulfill the promise among our students, faculty, staff and community partners.

Among the community partnerships that will serve as a cornerstone for the university's Innovation District is an \$87.5 million commitment from JobsOhio—encompassing talent and workforce development, increasing potential commercialization and shared facilities; partnerships such as these encourage new connections and advanced discovery.

The ongoing partnership with Apple through the Digital Flagship student success initiative integrates learning technology throughout the student experience. For the fourth year of Digital Flagship, incoming first-year students at all campuses will receive an iPad and related technology as part of their academic toolkit. The university is investing approximately \$12 million per cohort for this initiative.

Excellence in Service to the State of Ohio, The Nation and The World

Central to the land grant mission is to serve the people in the communities in which they reside. To best serve the economic and personal prosperity of the region and the State of Ohio, the university is on track to provide opportunities for students to achieve a “debt-free bachelor’s degree” within the decade.

The university continues its commitment to controlling costs and providing unprecedented aid for students who demonstrate financial need. The university will mark a number of milestones in the coming year in terms of student support. Since FY 2016, the university has added more than \$200 million in new need-based student aid, outpacing the \$100 million goal set at the time. In all, the university will invest more than \$53 million in FY 2022 in three programs: The Buckeye Opportunity Program, President’s Affordability Grants, and the Land Grant Opportunity Scholarship program.

- This year will be the fourth year for the Buckeye Opportunity Program, which ensures that financial aid covers the cost of tuition and fees for low- and moderate-income students from Ohio who receive Pell Grants.
- President’s Affordability Grants support more than 15,000 low- and moderate-income students annually across all Ohio State campuses.
- Land Grant Opportunity Scholarships have been expanded to cover the total cost of attendance and doubled to 176 scholarships each year.

A fifth incoming class of Ohio students will enter under the Ohio State Tuition Guarantee, which locks in rates for tuition, mandatory fees, room and board for four years. This program provides students and families with predictability about the cost of a four-year education. This year will also include an additional \$4.5 million in development funding for new student scholarships and \$57.2 million in available funding from the Federal stimulus funds, as well as an increase of \$200 per student for the Ohio College Opportunity Grant program.

Academic Health Care

The Wexner Medical Center continues to reinvest projected margin in patient care and capital planning to support growing demand, including several strategic initiatives currently under construction and the development of new partnerships to continue the growth of innovation in research, education, and patient care.

Strategic growth initiatives include:

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- **Outpatient Care New Albany**- to open in 2021, the 251,000 square foot outpatient care facility will expand ambulatory surgery, primary care and specialty clinics in the region.
- **Outpatient Care Dublin** – to open in 2022, the 272,000 square foot outpatient care facility will offer expanded offerings in the region similar to those referenced for New Albany.
- **Outpatient Care West Campus** – slated to open in 2023, the 385,000 square foot project will include outpatient operating rooms, clinical and diagnostic space, pharmacy, medical office and support spaces. The location will also include central Ohio's first proton therapy treatment facility in partnership with Nationwide Children's Hospital.
- **Interdisciplinary Research Facility** – also planning to open in 2023, the 305,000 square foot facility will service a variety of research disciplines, including the OSU Comprehensive Cancer Center, biomedical, life sciences, engineering and environmental sciences.
- **Inpatient Hospital** - scheduled to open in 2026, the 1.9 million square foot hospital will enhance a unified Ohio State Wexner Medical Center campus providing leading-edge research, outstanding clinical training and world-class patient care.

Development of new partnerships include:

- **Dispatch Health** - to provide in-home medical care access to Ohio State Wexner Medical Center patients and providers throughout the Columbus community.
- **Alternative Solutions Health Network** – a joint venture to provide central Ohio patients with high-quality connected care directly in their homes, reduce preventable hospital readmissions and enhance operational efficiencies.
- **Teladoc Health** – to offer improved care and support for individuals living with Type 2 diabetes.
- **One Medical** - to expand Ohio State's outpatient care strategy to meet the needs of the communities we serve by building on our exceptional primary care offerings, increasing access to digital healthcare solutions and improving access to services that are essential to better health.

Operational Excellence and Resource Stewardship

To safeguard the university's resources during the pandemic, the university set three efficiency savings goals for FY 2021 to address projected declining revenues.

1. **University** - \$175 million of targeted savings across all colleges and support offices. At fiscal year-end, \$194.8 million of savings have been realized. \$28 million of FY 2021 realized savings will be redirected to the university's core academic mission through strategic initiatives in FY 2022.
2. **Wexner Medical Center** - \$77.6 million of targeted savings. At year-end, \$103.7 million of savings have been realized.
3. **Capital** - \$45 million of targeted savings. At year-end, \$44.7 million of savings have been realized.

Targets for FY 2022 efficiency savings goals total \$90 million: University, \$35 million; Wexner Medical Center, \$30 million; and Capital, \$25 million.

A new cloud-based enterprise software, Workday, was implemented in January 2021. As stabilization of the system continues, the university will continue to seek operational efficiencies in FY 2022, with an ongoing focus on strategic procurement efforts across both the University and the Health System, leveraging collective purchasing power where possible to ensure best-in-class procurement pricing.

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Benchmarking

In FY 2021, the university engaged HelioCampus, a benchmarking firm that collaborates with its members to ensure data-informed decisions are made across their campuses. By comparing spending with other institutions using a common set of data and sharing best practices, members can anticipate the impacts of the effectiveness and efficiency of their operations.

HelioCampus Benchmarking has established the Standard Activity Model (SAM) for measuring administrative efficiency for higher education. By creating a straightforward SAM, which can be consistently applied to measure FTEs and expenditures, the benchmarking consortium provides the university the ability to evaluate equivalent comparisons with peer institutions.

The peers were chosen based on the availability of FY20 data and comparable OpEx spend. As the consortium data set expands, the HelioCampus platform provides the ability to select custom peer groups.

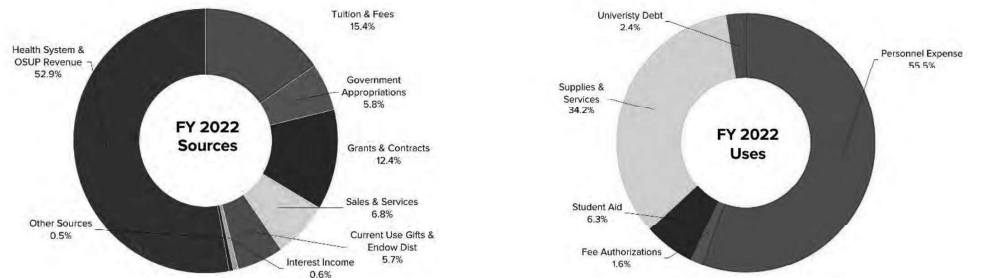
After the permanent FY21 budget reductions, the university exceeded the administrative efficiency opportunity identified by this benchmarking exercise by \$350,000 compared to peer spend. To continuously improve operations, the university plans to continue to enhance assessments of efficiency opportunities in administrative spending throughout FY 2022 by re-engineering transactional processes and employing Key Performance Indicators (KPIs) to identify further opportunities.

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FY 2022 Operating Plan Summary

The following table shows consolidated sources and uses for FY 2022 and compares those numbers to unaudited FY 2021 and actual results for FY 2020 and FY 2019. An additional year of actuals (FY 2019) is shown as a reference point to the latest full year of operations not impacted by COVID-19. The university declared a state of emergency on March 16, 2020, thus the pandemic impacted operations for 3 ½ months of FY 2020 and all of FY 2021.

	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Sources (\$ thousands)							
Tuition & Fees (gross)	1,188,569	1,192,489	1,104,017	1,296,691	2.9%	192,673	17.5%
Government Appropriations	469,678	461,838	486,509	493,536	1.7%	7,028	1.4%
Grants & Contracts	867,014	1,053,312	1,027,855	1,043,470	6.4%	15,615	1.5%
Sales & Services University	543,260	489,790	383,106	575,208	1.9%	192,102	50.1%
Sales & Services Health System	3,432,271	3,449,681	3,583,423	3,776,353	3.2%	192,930	5.4%
Sales & Services OSU Physicians	560,322	584,222	634,223	691,663	7.3%	57,440	9.1%
Current Use Gifts & Endow Dist	395,665	407,729	411,984	475,508	6.3%	63,524	15.4%
Interest Income	108,342	88,984	37,231	53,789	-20.8%	16,558	44.5%
Other Revenues	44,862	44,700	40,038	41,679	-2.4%	1,641	4.1%
Total Sources	7,609,984	7,772,744	7,708,386	8,447,897	3.5%	739,511	9.6%
Total Uses (\$ thousands)							
Total Personnel Expense	3,766,600	3,992,897	4,053,463	4,386,588	5.2%	333,124	8.2%
Student Aid and Fee Authorizations	524,205	548,257	529,322	618,413	5.7%	89,091	16.8%
Supplies, Services & Other	2,235,523	2,463,844	2,445,068	2,695,110	6.4%	250,042	10.2%
Debt Service	191,524	192,141	195,244	192,549	0.2%	(2,695)	-1.4%
Total Non-Personnel Expense	2,951,252	3,204,243	3,169,634	3,506,072	5.9%	336,437	10.6%
Total Uses	6,717,852	7,197,140	7,223,097	7,892,659	5.5%	669,562	9.3%
Sources Less Uses, Operating	892,132	575,604	485,288	555,238		69,950	14.4%
Depreciation Expense	420,506	435,284	462,830	503,755	6.2%	40,925	8.8%
Sources Less Uses, Incl Depreciation	471,626	140,320	22,458	51,483		29,025	129.2%



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Sources

Tuition and fees are charged to students to cover the cost of instruction and university operations. All students are charged a base instructional fee based on their program of study. Non-Ohio residents and international students also pay a non-resident and/or international surcharge. Select graduate and professional programs charge a market-based differential instructional fee. Certain programs also charge a program and/or technology fee. Tuition and fees also include Student Life fees, including the Ohio Union fee, the recreation fee, the student activities fee, and other miscellaneous fees for applications, orientation, transcripts and the like.

Government Appropriations are divided between State Share of Instruction (SSI) and State Operating Appropriations. SSI is allocated between all Ohio public colleges based on a State of Ohio performance-based formula and is used to fund instruction, operations, and strategy. State Operating Appropriations are direct line-item allocations for Ohio State University and are restricted in use.

Grants and Contracts include research projects administered through the Office of Sponsored Programs (OSP), grants and contracts administered directly by colleges and support units, and funding from federal and state government financial aid programs. Grants and contracts also include federal funding received from the Higher Education Emergency Relief Fund (HEERF) and other provisions of the Coronavirus Aid, Relief, and Economic Security Act (CARES) and the American Rescue Plan Act. These funds are highly restricted in use and are typically disbursed on a reimbursement basis.

Sales and Services are goods and services sold to students or the general public. Housing, Dining, Athletics, and Instructional Clinical Services make up the majority of this revenue. University Sales and Services operations retain their earnings and are charged an overhead rate to fund central operations and strategy.

Health System and OSU Physicians Revenue are derived from patient and insurance billing. The Health System and OSU Physicians retain their earnings and are charged an overhead rate to fund central operations and strategy.

Current Use Gifts are gifts that are available for immediate use based on donor restrictions. These funds are highly restricted based on donor intent and may or may not be expended in the year received.

Endowment Distributions are received from endowed funds established for the purpose of generating a distribution into perpetuity for a donor-restricted purpose. For purposes of the Operating Plan, only distributions are counted as sources and are restricted to each endowment description.

Interest Income is generated by the university on all cash balances. The short and intermediate-term interest revenue is unrestricted and used to fund operations and strategy.

Other Sources include miscellaneous university earnings such as royalties and rental income.

Uses

Personnel Expenses are salaries, wages, and bonus payments to university employees and benefits paid on their behalf. Units pay into benefits pools based on composite rates by employee type; these rates are reviewed by the University Faculty Senate and approved by the Provost and Chief Financial Officer.

Student Aid includes all institutional, departmental, governmental, gifted and athletic financial aid.

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Fee Authorizations pay for the tuition and fees for graduate teaching, research or administrative appointments.

Supplies & Services covers all other operating expenses for the University. Utilities, repairs and maintenance, consulting expenses, and research subcontract expenses are reflected in this category.

University Debt Service is interest expense and principal repayment incurred on all outstanding debt.

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Chapter 2 | Operating Plan Scope

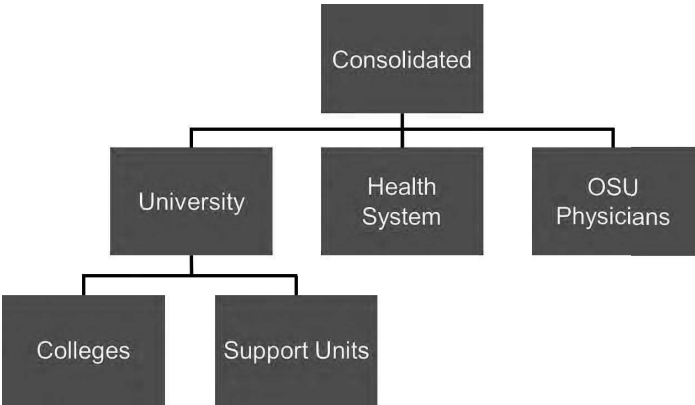
The university is a complex institution with planning units responsible for diverse missions: patient care, teaching introductory accounting, and automotive engineering research are all under the same umbrella. Diverse revenue streams fund these diverse missions, and the financial plan takes all these differences into account.

Operating Plan Units

All funds operating plans are intended to represent planned revenue and expenses. They are collected from each unit in the university and reviewed and consolidated by the Office of Financial Planning & Analysis. This *all funds total operating plan* provides the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise.

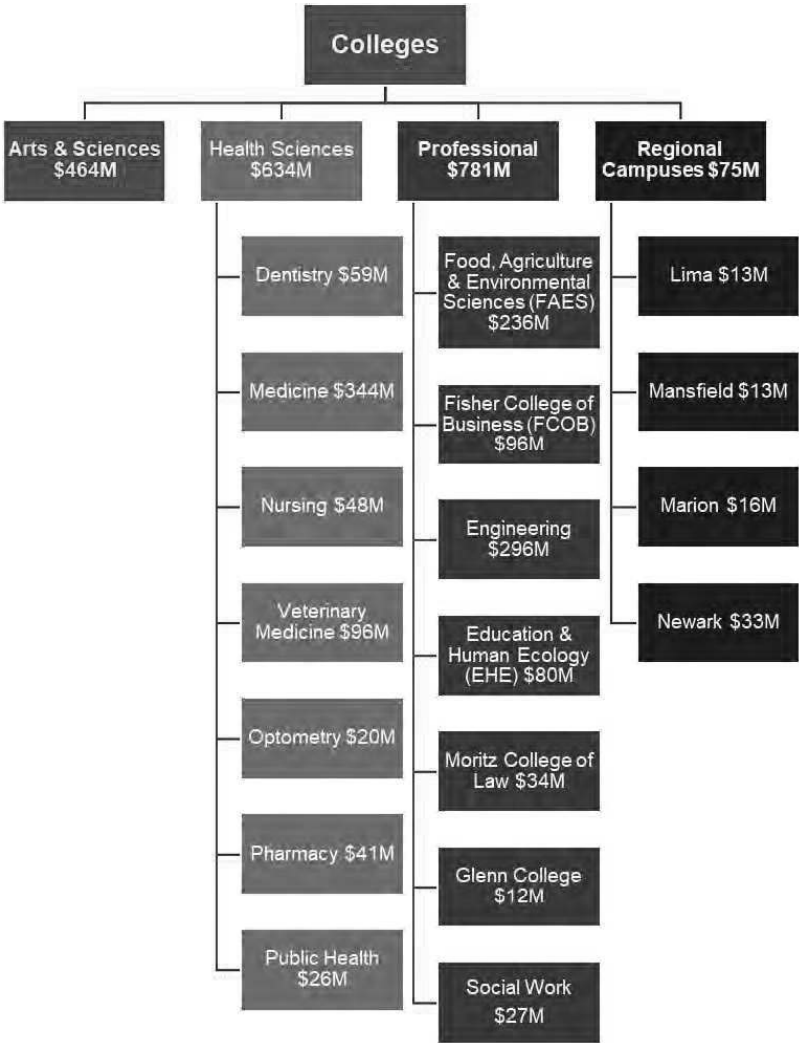
The financial structure of units throughout the organization reflects our complex mission. The financial plan is based on a hierarchical structure where individual plans are collected from Colleges & Support Units and then consolidated. Financial Planning & Analysis performs a bottom-up review and consolidation of individual plans. It then reconciles the resulting numbers with a top-down forecasted approach to arrive at the final submitted plan. Note that this hierarchy does not necessarily imply personnel reporting lines but serves as a graphical representation of how the plan is compiled and consolidated.

The top-level of consolidation is made up of the University, Health System, and OSU Physicians. Numerous eliminations occur at this level that reflects transfers of funds between these three entities. In turn, the university is split between Colleges and Support Units; the Health System is divided between five hospitals, dozens of ambulatory care facilities, and other administrative units; and OSU Physicians is split into 19 physicians' practices. The Health System and OSU Physicians are discussed in greater detail in Chapters 6 and 7. The remainder of this chapter and Chapters 4 and 5 address the structure and details of the University portion of the consolidated budget.



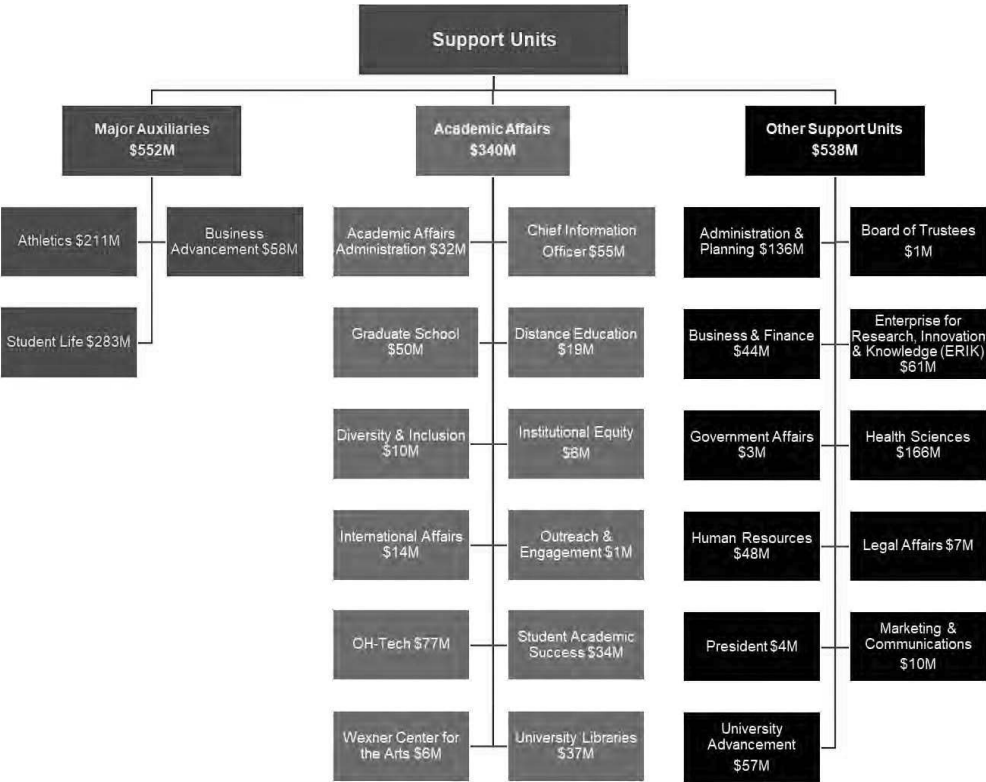
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Colleges are segmented into their respective Executive Dean clusters, Arts and Sciences, Health Sciences Colleges, Professional Colleges and Regional Campuses for the university consolidation. Figures below represent sources before transfers for all funds.



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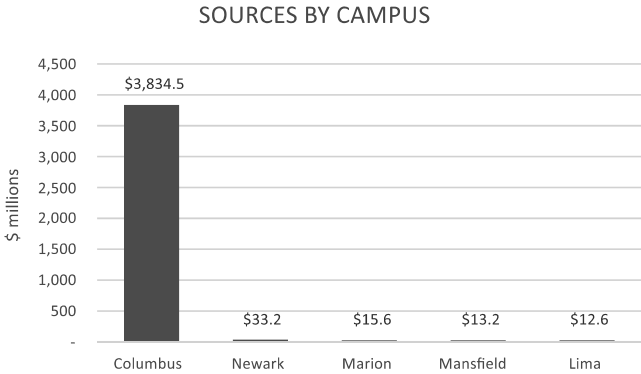
Sources before transfers for all funds for Support Units are as follows:



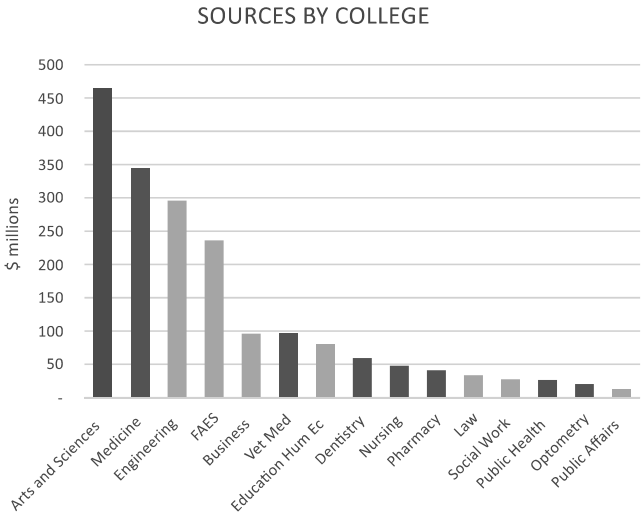
Note: Each Support Unit depicted above is also divided into many additional planning sub-units, which include divisions such as academic departments, dean's offices, centers, specific earnings operations, sports teams, physicians' practices, etc.

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The size of campuses varies widely. The Columbus Campus is by far the largest in terms of sources:

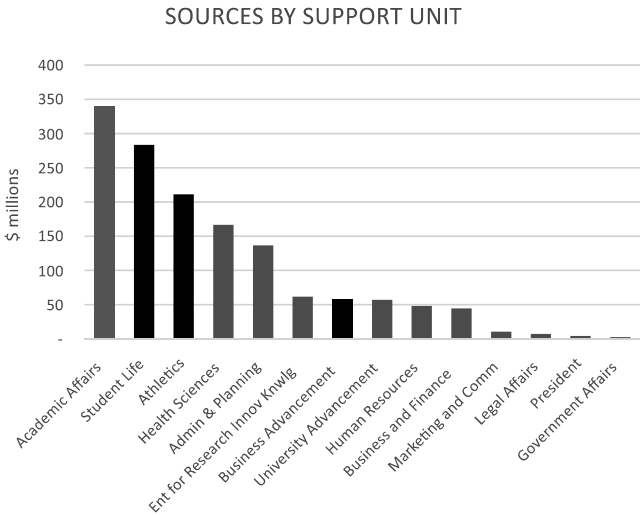


The College of Arts and Sciences is the largest college by sources, followed by the College of Medicine, the College of Engineering, and the College of Food, Agricultural and Environmental Sciences:



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The Office of Academic Affairs and its component units is the largest support unit, followed by Student Life and Athletics:

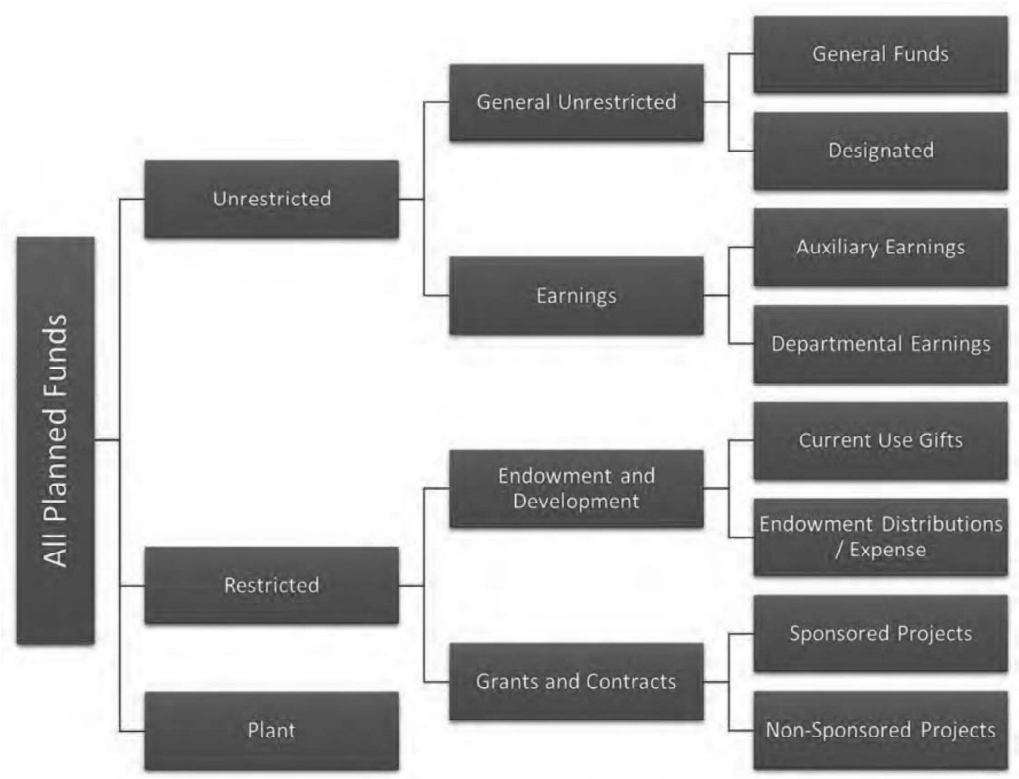


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Operating Plan Funds

Not only is the university divided into planning units of vastly varying sizes, but each planning unit is also tracked using funds to ensure that fund restrictions are met. For the FY 2022 Financial Plan, the university continues a planning process encompassing all university operating funds. This approach affords a holistic view of all university operations in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

The operating plan is comprised of the following fund groups:

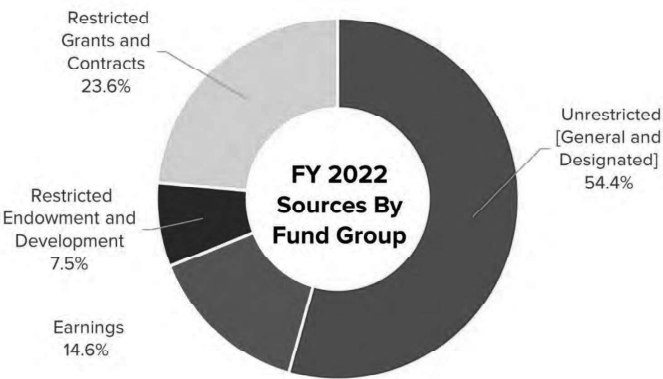


The university’s plan is developed and managed according to the principles of fund accounting. Not all funds are created alike, and many are not fungible. Revenue is separated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including current use gifts, endowments, and grants and contracts received from government agencies, foundations, and other outside sponsors. For both planning and spending decision purposes, the source of funding matters: only certain fund

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groups can be used for all purposes at the university. Roughly 55.5% of total university operating sources are completely unrestricted general funds. An additional 14.4% are from earnings sources, in which customers and users may expect revenue to only support specific goods or services, and the remaining 31.0% are restricted to the purposes set forth by the donor, contract, or granting agency.

As a feature of decentralized budgeting authority, all Colleges and Support Units carry forward their own equity balances into the following year. They hold these equity balances to apply to strategic opportunities, including hires and startup packages, strategic procurement, capital uses, etc.

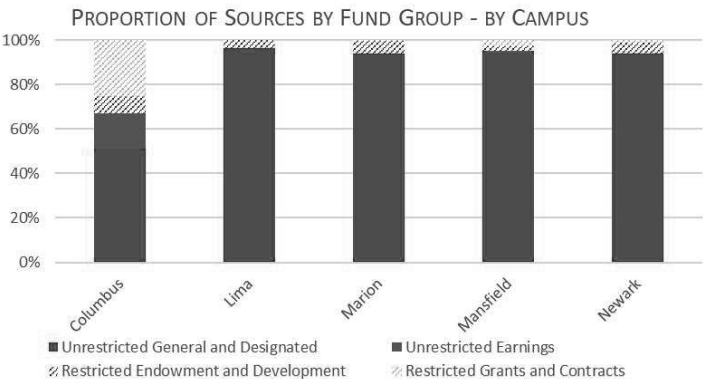


Funding sources and restrictions vary greatly by fund type:

Fund Group	Fund Type	Typical Funding Sources	Restrictions
Unrestricted	General Funds	Tuition and student fees, state share of instruction, short term interest income, grant facilities and administrative cost allowances, cost allocations from earnings funds and Health System	None
	Designated	Originally from General Funds or unrestricted gifts, internally designated for a specific purpose	Not legally restricted but internally restricted for stated purposes
Earnings	Auxiliary Earnings	User fees, e.g., housing, dining, athletics ticket revenue	Not legally restricted, but Customer/user may expect specific fees to only support specific goods or services
	Departmental Earnings	User fees, including internal billings, e.g., instructional clinic revenue, lab services revenue, etc.	Not legally restricted, but Customer/user may expect specific fees to only support specific goods or services
Restricted Endowment and Development	Current Use Gifts	Donor gifts without either a requirement to be deposited into an endowment or used for a capital project	Restricted based on donor intent, may be governed by a gift agreement
	Endowment Income/Expense	Income from investment of donor gifts in the endowment	Restricted based on donor intent as memorialized in fund description
Restricted Grants and Contracts	Grants and Contracts	Grant or contract dollars received from external entities; includes specific line-item appropriations from the State of Ohio	Restricted based on grant agreement, contract, or line-item appropriation description

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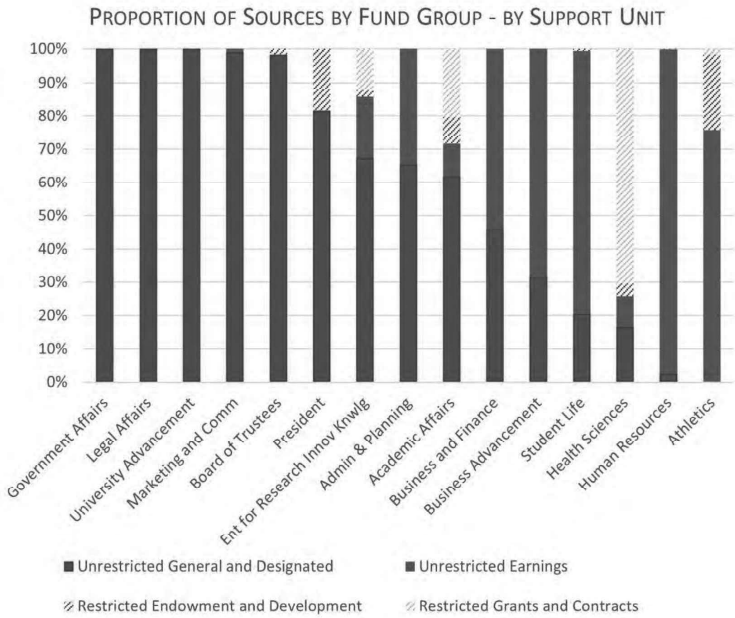
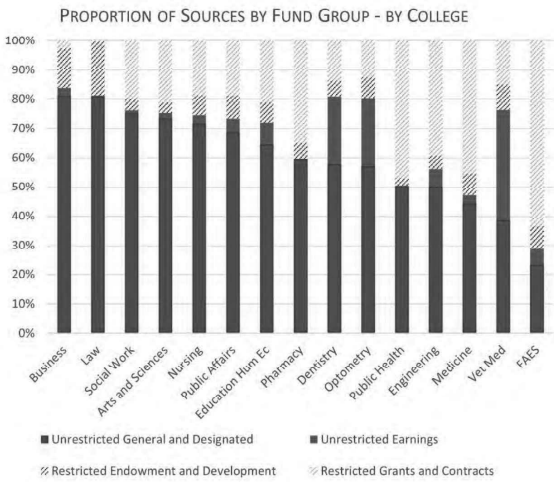
As units vary in size, units also vary by funding type. The following charts show the differences in funding proportions between General Unrestricted, Earnings, and Restricted funds. Differences in funding sources result in different risk profiles for Support Units. A Unit with heavy reliance on general funds will be more sensitive to changes in enrollment, tuition and fees (including restrictions on tuition rates from the State of Ohio), the proportion of non-resident students, and changes in subsidy received from the State of Ohio than a more balanced Unit. Support Units with reliance on earnings are more susceptible to market-driven factors and typically must carry greater equity balances as reserves to maintain facilities and replace capital equipment. Units more reliant on restricted funding may not have the flexibility to spend all available equity balances based on the original gift or grant restrictions and are likely more susceptible to changes in the grant funding landscape or the loss of a large donor.



The Columbus Campus has more varied funding sources than the regional campuses, which rely primarily on general funds sources – tuition and subsidy.

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Like Nursing, Social Work, and Law, some colleges are highly dependent on general funds sources – tuition and subsidy. Others, such as Dentistry, Optometry, and Veterinary Medicine, bring significant earnings revenue through their instructional clinics. Still others, like Food Agricultural and Environmental Sciences (FAES) and the College of Medicine, are primarily operated with restricted funding.



Support Units also demonstrate a wide variety of funding dependencies, from Units that are entirely reliant on general funds – Government Affairs and Legal Affairs – to Units that heavily utilize earnings funds – such as Student Life and Athletics.

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Units use a variety of techniques to prepare their plans. General funds plans are based on fixed uses (such as tenured faculty salaries) and historical patterns coupled with preliminary estimates of tuition and subsidy allocations provided by Financial Planning and Analysis. Earnings Units typically plan based on their business plans, approved fees, and projected use of their products and services. Grants and contracts revenue and current use gifts are projected based on historical patterns and anticipated gifts and grants that may be received.

The Ohio State University Health System and Ohio State University Physicians, Inc. prepare their plans based on projected activity and associated costs. External factors, such as government regulations and reimbursement rates, as well as contractual agreements with health care payers, also play an integral part in developing the health system's plan.

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General Funds Allocations

Although emphasis was placed on including all university funds in the FY 2022 planning process, general funds continue to remain a significant component of the plan. General funds can broadly be used for any university purpose, whereas restricted funds are more specifically targeted. These funds play an essential role in both the plan and operations of the university, as they cover many expenses in the Colleges and Support Units for which it is difficult to raise money. The primary sources of general funds are tuition and other student fees, state share of instruction, indirect cost recovery, and overhead charged to earnings units. Many of the sources of general funds were impacted due to the global pandemic during FY 2021, but more normal conditions during FY 2022 are anticipated.

Allocation of Funds

For general funds, the Columbus campus uses an allocation model that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision-making and control of financial resources at the Colleges and Support Units while still retaining central funds for holistic strategic investment purposes. The modified RCM allocation model assigns substantial control over resource decisions to individual Colleges and Support Units. The underlying premise of the university's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision-making and better outcomes for the university as a whole. Through this decentralized model, colleges, in particular, are incentivized to increase resources by teaching more credit hours and growing research activity.

Each College and Support Unit receives a portion of general funds supporting both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to Colleges and Support Units on a marginal basis under an established criterion. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to Colleges and Support Units as increases (or decreases) to their base general funds' budgets.

Revenue is allocated to Colleges based on three primary funding formulas. The first funding formula utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This allocation method considers that some courses have a higher cost for delivery and are allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on a two-year average of credit hours in fee-paying categories (tuition) and the type of course taught based on the cost of instruction (state support). As a College teaches more of the share of total credit hours, it receives a proportionally larger share of the incremental funding.

Conversely, if a College's share of the hours taught declines, the College's allotted share of incremental funding will correspondingly decline proportionally. The two-year average credit hour driver acts as a smoothing mechanism in times of unforeseen volatility. Colleges will receive their share of marginal revenue on indirect research cost recovery, based upon the College's share of research revenue. Fee revenue from differential, learning technology, course and program fees are provided directly to Colleges.

Support Units are funded through a combination of central tax, specific activity-based assessments, and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human

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resource services, and academic support services. Support Units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual planning process to support new services or mandates. More funding requests were granted for FY 2022 than a typical fiscal year due to the permanent reduction taken by support units during FY 2021 that freed up funding to be reallocated in alignment with the university's strategic goals. For FY 2022, the following requests were approved through the shared governance support office budget request process.

Unit	Request Description	Prior Cash Funding Converted to	New Continuing	One Time Cash
		Continuing Funds	Funds	
Administration & Planning	Community Safety	-	1,218,422	818,286
Chief Information Officer	Campus Wi-Fi	2,700,436	-	8,344,840
	Managed IT Services	-	-	905,760
	Cloud Infrastructure	-	-	581,250
	Enterprise Security	728,840	591,850	2,000,800
Enterprise for Research, Innovation, and Knowledge	Research Integrity and Admin Services	-	1,300,000	-
	Grants Shared Services Center	-	700,000	-
	Office of Secure Research	-	550,000	-
	Office of Research Compliance	-	80,000	-
	Research Development Office	-	250,000	-
	Core Labs and Equipment	-	620,000	-
Government Affairs	Operational Support	-	250,000	-
Health Sciences Library	Operational Support	-	108,759	-
Institutional Equity	Operational Support	1,305,735	-	-
Legal Affairs	Operational Support	-	375,000	-
Marketing and Communications	Operational Support	7,399,958	-	-
University Libraries	Operational Support	-	1,030,626	-
Total Funded		12,134,969	7,074,657	12,650,936

Allocations of expense are also made through the general funds' allocation model. Both Colleges and Support Units receive a net allocation that considers both marginal revenue and marginal expenses. Current expense assessments include:

Assessment	Allocation Basis	Notes
Plant Operation and Maintenance	Assigned square footage	The square footage is multiplied by a flat rate per square foot for four types of costs: utilities, custodial service, maintenance, and deferred maintenance.
Student Services	Credit hours	<ul style="list-style-type: none">• Cost Pool 1 (Undergraduate): 90% of this cost pool is Undergraduate Financial Aid. It also includes operating budgets for Financial Aid and First-Year Experience. Expense is allocated by average undergraduate credit hours.• Cost Pool 2 (Graduate): 83% of this cost pool is Non-Resident Fee Authorizations and Graduate Fellowships. This is the largest student services cost pool and includes

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		<p>operating budget of the Graduate School. Expense is allocated by average graduate credit hours.</p> <ul style="list-style-type: none">• Cost Pool 3 (All Students): This is the smallest student services cost pool and includes portions of operating budgets for Student Affairs, Academic Affairs, and new Library Acquisitions. Expense is allocated by an average of ALL credit hours.
Research	Modified Total Direct Costs	Research cost allocation covers the budgets of units that support sponsored research.
Distance Education	Distance Education credit hours	Funds operations of Office of Distance Education and eLearning.
Central Tax	% of marginal tuition and subsidy revenue	Funds support units such as the President's Office, OAA, Controller, Public Safety, etc. as well as promotion and tenure and strategic investments.

Auxiliaries and earnings units are expected to operate at a break-even or better margin and generally do not receive general fund support. One exception is the Office of Student Life, which receives general fund support via special Student Activity, Ohio Union and Recreational Facility fees enacted to specifically advance the student experience.

Regional campuses develop their individual campus plans primarily based on the student tuition and fees received from the regional campus students, the state share of instruction they expect to collect, and costs directly incurred to operate those campuses.

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Chapter 3 | FY 2022 Financial Plan

The FY 2022 Financial Plan is displayed in a modified cash flow presentation that includes operating sources and uses. The purpose of this presentation is to provide a more complete understanding of the University's funding and margins generated by operations. Capital sources and uses will be discussed in Chapter 8.

Consolidated

Total Sources (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Tuition & Fees (gross)	1,188,569	1,192,489	1,104,017	1,296,691	2.9%	192,673	17.5%
State Share of Instruction	383,220	377,449	401,813	403,957	1.8%	2,144	0.5%
Other Operating Appropriations	86,458	84,389	84,696	89,579	1.2%	4,884	5.8%
Exchange Grants & Contracts	782,234	796,229	811,491	839,331	2.4%	27,840	3.4%
Non-Exchange Grants & Contracts	84,780	257,083	216,364	204,139	34.0%	(12,225)	-5.7%
Sales & Services - Auxiliaries	376,899	338,047	224,700	407,868	2.7%	183,168	81.5%
Sales & Services - Departmental	166,361	151,743	158,406	167,340	0.2%	8,934	5.6%
Sales & Services - Health System	3,432,271	3,449,681	3,583,423	3,776,353	3.2%	192,930	5.4%
Sales & Services - OSU Physicians	560,322	584,222	634,223	691,663	7.3%	57,440	9.1%
Current Use Gifts	160,102	157,511	145,554	164,415	0.9%	18,861	13.0%
Endowment Distributions	235,563	250,218	266,430	311,093	9.7%	44,663	16.8%
Interest Income	108,342	88,984	37,231	53,789	-20.8%	16,558	44.5%
Other Revenues	44,862	44,700	40,038	41,679	-2.4%	1,641	4.1%
Total Sources	7,609,984	7,772,744	7,708,386	8,447,897	3.5%	739,511	9.6%
Total Uses (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Personnel Expense	3,766,600	3,992,897	4,053,463	4,386,588	5.2%	333,124	8.2%
Fee Authorizations	119,560	113,097	96,726	122,216	0.7%	25,490	26.4%
Student Aid	404,645	435,160	432,596	496,197	7.0%	63,601	14.7%
Supplies, Services & Other	2,235,523	2,463,844	2,445,068	2,695,110	6.4%	250,042	10.2%
Debt Service	191,524	192,141	195,244	192,549	0.2%	(2,695)	-1.4%
Total Non-Personnel Expense	2,951,252	3,204,243	3,169,634	3,506,072	5.9%	336,437	10.6%
Total Uses	6,717,852	7,197,140	7,223,097	7,892,659	5.5%	669,562	9.3%
Sources Less Uses, Operating	892,132	575,604	485,288	555,238		69,950	14.4%
Capital Sources and Uses (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Capital-Related Sources	233,162	292,018	427,316	672,377	42.3%	245,061	57.3%
Total Capital-Related Uses	630,475	849,813	1,110,377	1,409,649	30.8%	299,272	27.0%
Sources Less Uses, Capital	(397,314)	(557,796)	(683,061)	(737,272)		(54,210)	-7.9%
Sources Less Uses, Capital and Operating	494,818	17,808	(197,773)	(182,034)		15,739	8.0%

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University [excluding Health System and OSUP]

Total Sources (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
External Sources							
Tuition & Fees (gross)	1,188,569	1,192,489	1,104,017	1,296,691	2.9%	192,673	17.5%
State Share of Instruction	383,220	377,449	401,813	403,957	1.8%	2,144	0.5%
Other Operating Appropriations	86,458	84,389	84,696	89,579	1.2%	4,884	5.8%
Exchange Grants & Contracts	732,253	743,431	767,404	790,531	2.6%	23,127	3.0%
Non-Exchange Grants & Contracts	84,780	101,977	216,364	204,139	34.0%	(12,225)	-5.7%
Sales & Services - Auxiliaries	376,899	338,047	224,700	407,868	2.7%	183,168	81.5%
Sales & Services - Departmental	156,921	142,389	148,906	157,840	0.2%	8,934	6.0%
Current Use Gifts	160,285	157,589	145,554	164,415	0.9%	18,861	13.0%
Endowment Distributions	235,563	250,218	266,430	311,093	9.7%	44,663	16.8%
Interest Income	108,342	88,984	37,231	41,302	-27.5%	4,072	10.9%
Other Revenues	44,058	42,467	40,038	41,679	-1.8%	1,641	4.1%
Total External Sources	3,557,349	3,519,428	3,437,153	3,909,095	3.2%	471,942	13.7%
Internal Sources							
Net Transfers from OSU Health System	150,000	173,749	180,964	195,419	9.2%	14,455	8.0%
Total Internal Sources	150,000	173,749	180,964	195,419	9.2%	14,455	8.0%
Total Sources	3,707,349	3,693,177	3,618,117	4,104,514	3.5%	486,397	13.4%
Total Uses (\$ thousands)							
Salaries	1,512,118	1,554,028	1,536,558	1,662,272	3.2%	125,714	8.2%
Benefits	378,219	424,143	418,501	459,343	6.7%	40,841	9.8%
Total Personnel Expense	1,890,338	1,978,171	1,955,059	2,121,615	3.9%	166,555	8.5%
Fee Authorizations	119,560	113,097	96,726	122,216	0.7%	25,490	26.4%
Student Aid	404,645	435,160	432,596	496,197	7.0%	63,601	14.7%
Supplies, Services & Other	793,566	930,459	959,486	1,112,213	11.9%	152,727	15.9%
Debt Service	106,807	108,017	112,163	110,144	1.0%	(2,019)	-1.8%
Total Non-Personnel Expense	1,424,579	1,586,734	1,600,971	1,840,770	8.9%	239,798	15.0%
Total Uses	3,314,917	3,564,905	3,556,031	3,962,384	6.1%	406,354	11.4%
Sources Less Uses, Operating	392,432	128,272	62,086	142,130		80,043	128.9%
Capital Sources and Uses (\$ thousands)							
Total Capital-Related Sources	227,754	283,565	375,198	506,769	30.6%	131,571	35.1%
Total Capital-Related Uses	391,600	479,900	544,348	681,352	20.3%	137,004	25.2%
Sources Less Uses, Capital	(163,846)	(196,335)	(169,150)	(174,583)		(5,433)	-3.2%
Sources Less Uses, Capital and Operating	228,586	(68,064)	(107,064)	(32,453)		74,611	69.7%

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University by Fund Group [FY22 Plan]

As explained in Chapter 2, not all funding is fungible at the university. The following gives a breakout by fund group indicating the level of restriction of dollars:

Total Sources (\$ thousands)	Unrestricted [General and Designated]	Earnings	Restricted Endowment and Development	Restricted Grants and Contracts	Total University
External Sources					
Tuition & Fees (gross)	1,296,691	-	-	-	1,296,691
State Share of Instruction	403,957	-	-	-	403,957
Other Operating Appropriations	-	-	-	89,579	89,579
Exchange Grants & Contracts	113,000	-	-	677,531	790,531
Non-Exchange Grants & Contracts	-	-	-	204,139	204,139
Sales & Services - Auxiliaries	-	407,868	-	-	407,868
Sales & Services - Departmental	-	157,840	-	-	157,840
Current Use Gifts	-	-	164,415	-	164,415
Endowment Distributions	212,756	-	98,337	-	311,093
Interest Income	41,302	-	-	-	41,302
Other Revenues	16,672	25,007	-	-	41,679
Total External Sources	2,084,378	590,716	262,752	971,249	3,909,095
Internal Sources					
Net Transfers from Health System	195,419	-	-	-	195,419
Total Internal Sources	195,419	-	-	-	195,419
Total Sources	2,279,797	590,716	262,752	971,249	4,104,514
Total Uses (\$ thousands)	Unrestricted [General and Designated]	Earnings	Restricted Endowment and Development	Restricted Grants and Contracts	Total University
Salaries	1,018,366	279,177	43,959	320,770	1,662,272
Benefits	282,205	81,318	10,863	84,956	459,343
Total Personnel Expense	1,300,571	360,495	54,822	405,726	2,121,615
Fee Authorizations	101,886	649	2,263	17,418	122,216
Student Aid	286,814	-	73,638	135,745	496,197
Supplies, Services & Other	424,828	181,655	98,714	407,016	1,112,213
Debt Service	66,144	44,000	-	-	110,144
Total Non-Personnel Expense	879,672	226,303	174,615	560,179	1,840,770
Total Uses	2,180,243	586,799	229,437	965,905	3,962,384
Sources Less Uses, Operating	99,554	3,917	33,314	5,344	142,130
Depreciation Expense					292,206
Sources Less Uses, Incl Depreciation					(150,076)

Unrestricted General and Designated funds generate a modest margin of \$99.6 million, which is mainly used for operating reserves and strategic investments. This margin is less than 1% of total uses. \$46.0 million of this margin, or 67%, is generated by Colleges; Support Units hold \$10 million, or 14%, and the rest is held centrally. Historically the earnings units generate positive margins that are directed toward capital and debt service reserves; in FY 2022, a margin of \$3.9 million is anticipated, which is approximately 5% of total uses. Restricted Endowment and Development funds generate a margin of \$33.3 million mainly due to anticipated timing differences between gift receipt and spend. Restricted grants and contracts break even due to the timing of reimbursements on research projects.

FY 2022 FINANCIAL PLAN

Chapter 4 | University Operating Plan | Sources

Tuition and Fees

Gross tuition and fees are expected to increase by \$192.7 million, or 17.5%, from FY 2021 to \$1.3 billion predominately due to students returning to campus for in-person or hybrid classes compared to the significant online course delivery and related fee structure in FY 2021. The Autumn and Spring semesters will reflect the continued trend of a reduced time to degree as students enter with more credit hours. The university is also anticipating closer to pre-pandemic levels of continuing students in Autumn 2021 and is expecting the non-resident mix of students to increase by 1% to 30% in FY 2022.

As part of the Ohio State Tuition Guarantee, instructional and mandatory fees will not increase in FY 2022 for continuing and transfer undergraduate students as well as graduate students. However, differential fees for some tagged masters and professional programs include increases in those fees.

The university is committed to access, affordability, and excellence. In areas where tuition and fee increases are planned, the proceeds are used to cover inflation and to invest in excellence within the core academic mission. Tuition and fees provide approximately 71% of general funds revenue available to fund the core academic mission. The remaining 29% is largely provided through the State of Ohio instructional subsidy (SSI) and indirect cost recovery from research. Ohio State remains one of the most affordable options in Ohio and among its Big Ten peers.

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Instructional Fees	734,102	749,305	788,366	792,133	3,767	0.5%
Non-Resident Fees	335,851	331,089	212,561	388,618	176,057	82.8%
General Fees	24,087	24,146	24,571	25,005	434	1.8%
International Surcharge	9,937	10,774	9,974	8,786	(1,189)	-11.9%
Program and Tech Fees	39,345	38,145	33,137	38,326	5,189	15.7%
Other Student Fees	18,003	15,539	19,831	15,614	(4,217)	-21.3%
Total Academic Fees	1,161,325	1,168,998	1,088,440	1,268,481	180,041	16.5%
Student Activity Fees	4,635	4,421	3,068	4,839	1,771	57.7%
Recreational Fees	14,226	11,029	6,909	15,179	8,270	119.7%
Ohio Union Fees	8,384	8,041	5,601	8,192	2,591	46.3%
Total Student Life Fees	27,245	23,490	15,577	28,210	12,632	81.1%
Total Tuition & Fees (gross)	1,188,569	1,192,489	1,104,017	1,296,691	192,673	17.5%

When comparing FY 2022 to FY 2021, the fee structure for fully online class delivery during FY 2021 significantly impacted the budgeted tuition and fees revenue increase. Online course delivery was 100% in Summer 2020 and averaged 55% in Autumn and Spring of FY 2021. Students who took all their courses online were charged a reduced non-resident surcharge as compared to those students who were not fully online. In FY 2021, the non-resident surcharge rate was discounted in Summer 2020 by nearly 100% and in Autumn and Spring by an average of 85%. Student Activity, Recreational and Ohio Union Fees were also waived for these fully online students. In FY 2022, 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, which is in line with institutional peers. When comparing FY 2022 plan to FY 2019 (the last full year of normal course delivery and tuition and fee structure), the planned tuition and fee revenue is comparable once adjusted for fee increases over intervening years and anticipated enrollment difference.

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Three distinct drivers generally drive revenue in academic fees for undergraduates at the Columbus campus: price (relating to rates charged), volume (total size of enrollments), and mix (proportion of resident/non-resident student populations) as detailed below. FY 2019 was the last full year of pre-pandemic tuition and fees as students were sent home from the dorms on March 16, 2020, resulting in the refund of specific student fees in FY 2020. When comparing FY 2019 to FY 2022 Plan, the revenue variances are predominately due to our *normal* revenue drivers of volume, mix, and price.

- **Volume:** Total headcount continues to increase year over year, driven primarily by the larger than normal New First-Year Students (NFYS) cohorts in Autumn 2018, 2020 and 2021, offset by a continuing trend of the decreased time-to-degree due to undergraduate students arriving with existing credit hours and increased sensitivity around total student debt. Volume increases account for approximately \$4.5 million of Instructional fees, with the remaining increase of \$8.8 million from graduate programs and \$4 million from professional programs. Details of overall headcounts by year are depicted below.
- **Mix:** Increased Ohio residents and decreased international enrollment of new first-year students have decreased our overall percentage of non-resident students by 1.1% or \$1.3 million in non-resident surcharge revenue. The remaining increase of \$3 million from graduate programs and \$5.9 million from professional programs.
- **Price:** As students paying lower instructional fees graduate and leave the university, the average price per student rises. The instructional fee has increased 3.8% on new cohorts and accounts for \$36 million since 2019, with the remaining \$4 million from regional campuses and \$0.8 million from professional programs. The non-resident fee, which has increased at 4.9% and is applied to all non-resident students, accounts for \$35 million, with the remaining \$9.7 million attributed to graduate programs.

Volume Driver: Enrollment

The university is executing against an enrollment plan, which was implemented beginning in FY 2017 to increase the quality and diversity of the student body. Enrollment is expected to increase slightly compared with FY 2021 levels.

Regional campuses account for 9.3% of the university’s enrollment. Enrollments at Lima and Mansfield have declined significantly over the past decade because of demographic changes and declining numbers of high school graduates outside of Ohio’s largest cities. Newark enrollment has increased slightly in the past few years because of population growth in Franklin County and its surrounding communities. Each campus is engaged in efforts to improve student retention and success by enhancing students’ academic experiences and elevating the quality of campus life. The regional campuses are working with the Office of University Marketing to incorporate regional marketing strategies into the university’s overall strategy and provide increased visibility, greater resources, and an improved internet presence.

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STUDENT ENROLLMENT FOR AUTUMN TERM

Headcounts	2018	2019	2020	2021	2022	1 YR Chg	1 YR % Chg	5 YR % Chg
Columbus	59,837	60,537	60,923	61,345	61,654	309	0.5%	3.0%
Lima	1,018	908	919	983	960	-23	-2.3%	-5.7%
Mansfield	1,061	1,042	1,040	1,001	947	-54	-5.4%	-10.7%
Marion	1,198	1,188	1,229	1,144	1,104	-40	-3.5%	-7.9%
Newark	2,623	2,772	2,793	2,855	2,767	-88	-3.1%	5.5%
ATI	707	650	573	546	523	-23	-4.2%	-26.0%
Grand Total	66,444	67,097	67,477	67,874	67,955	81	0.1%	2.3%

Price Driver: Fees

See Appendix for a listing of student fees.

Instructional, General & Student Life Fees

The university continues to focus on affordability. The Ohio State Tuition Guarantee was established in FY 2018 to provide predictability and transparency for Ohio resident students and their families by locking in a set price for tuition, mandatory fees, housing and dining for four years. Increases for entering cohorts will allow the university to continually invest in quality while addressing the inflationary cost increases that affect the rest of the economy. Ohio State ranks fourth among U.S. flagship universities for controlling resident tuition increases over the decade leading up to 2019-2020, according to the *Chronicle of Higher Education*.

Undergraduate tuition (instruction and general fees) will increase by 3.8% or \$418 for new first-year students (2021-22 cohort) compared with the 2020-21 tuition guarantee cohort. Continuing undergraduate students who are part of the 2017-18, 2018-19, 2019-20 and 2020-21 tuition guarantee cohorts and students who began prior to the creation of the guarantee will not see an increase.

Master's and Ph.D. base instructional fees will not increase in FY 2022. Some graduate and professional programs charge a differential instructional fee based principally on market demand and pricing. Revenue generated from these additional fees directly supports the graduate or professional program that is charging the student. Eleven programs are implementing adjustments or new differential instructional fees:

- Six colleges are increasing differential fees: Dentistry, Engineering, Law, Medicine, Pharmacy, and Veterinary Medicine.

Non-Resident & International Surcharges

The non-resident surcharge will increase 5.0% or \$1,099 for undergraduate and \$1,236 for graduate programs at each campus. More than 80% of this surcharge was waived for students taking all their courses online in FY 2021. Six colleges offering professional student programs have implemented a different rate change in FY 2022:

Eleven programs are seeking changes or new differential instruction fees:

- Seven programs have requested increases to differential fees: Dentistry, Engineering (2), Law, Medicine, Pharmacy, and Veterinary Medicine.

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- Two programs have requested reductions to differential fees: Business (SMB Analytics) and Law (MSL part-time)
- Two programs have requested new differential fees: Business (WP MBA online) and Law (MSL full-time)
- In addition to increasing their differential fees, Pharmacy has reduced the non-resident surcharge for continuing students to \$5 to alleviate the burden of applying for in-state status during years 2-4 making it more financially attractive nationally and providing a more predictable cost of attendance.

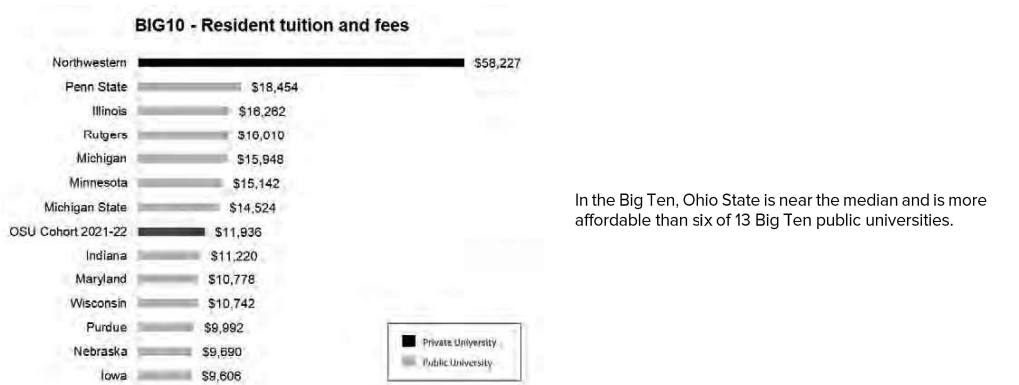
The undergraduate international surcharge will be held flat for FY 2022, even as NFYS international enrollments will be higher this year than last, overall international enrollments are expected to be lower, resulting in a \$1.2 million decrease of international surcharge fee revenue.

Program & Technology Fees

Several colleges and academic programs have additional fees to support specific initiatives. Program fees are designed to provide financial support for specific academic and student programs, and technology fees support learning technology. Course fees provide classroom supplies, and distance education fees support distance education technology. Technology fees, which were waived in FY 2021 if students took all their classes online, will rebound as students return to campus. In accordance with the Ohio Revised Code, these types of fees will be frozen for undergraduate students for FY 2022. These fees are listed in Appendix B.

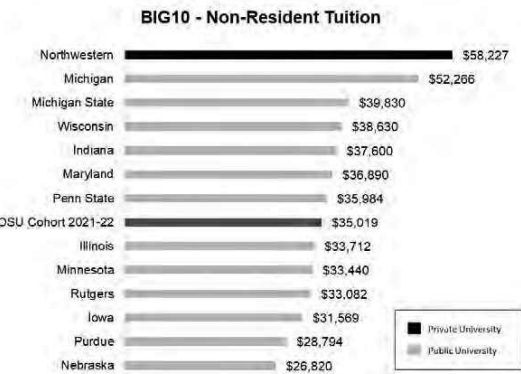
Peer Comparison of Fees

Note: Charts below compare tuition guarantee cohort entering Autumn 2021 with peers' published FY 2021 rates. Peer rates are sourced from the Association of American Universities' Data Exchange.



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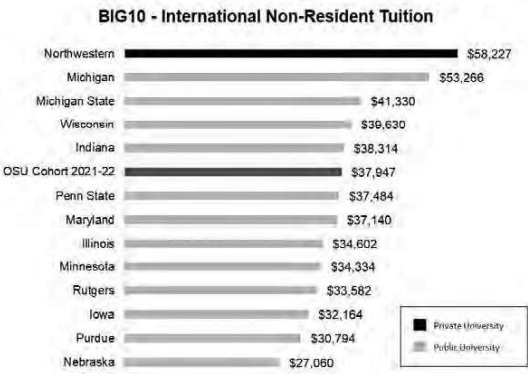
Among Ohio's six public four-year universities with selective admissions, Ohio State ranks highest in academic reputation and is the second most affordable rate for resident tuition and fees – even including the most expensive tuition guarantee cohort. Every Ohio university will have a tuition guarantee for FY 2022.



Ohio State is more affordable than six of 13 public Big Ten schools for undergraduate non-resident tuition and fees.

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Ohio State is the ninth most affordable among the Big Ten public schools for undergraduate international student tuition and fees.



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Government Appropriations

The university receives funding from the State of Ohio, the federal government, and local governments to support various aspects of the university's operations. The largest category received is the State Share of Instruction (SSI), which accounts for approximately 83% of state funding.

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
State Share of Instruction	383,220	377,449	401,813	403,957	2,144	0.5%
State Appropriations Operating	86,458	84,389	84,696	89,579	4,884	5.8%
Total Government Appropriations	469,678	461,838	486,509	493,536	7,028	1.4%

State Share of Instruction

The SSI allocation is the State of Ohio's primary funding support for higher education. The allocation between public colleges and universities in Ohio is based on their share of enrollment and degree completions, indexed for financially and academically at-risk resident undergraduate students, medical and doctoral subsidy, and other criteria intended to advance the goals of the state. During FY 2021, the state's initial SSI allocation was increased substantially over initial pandemic expectations and increased \$24.4 million or 6.5% over the prior year. The FY 2022 plan is a budgeted funding increase over FY 2022 of .5%, or \$2.1 million, based on the state's latest guidance. The Columbus campus receives approximately 93.4% of the total SSI allocation, or \$377.1 million.

State Appropriations | Operating

In addition to SSI funding, the university also receives funding directed for specific purposes through state line-item appropriations. Total appropriations for FY 2022 are estimated at \$89.6 million. Major line items are anticipated to be similar to final FY 2021 funding, however, the state has approved a new line item specifically for the College of Veterinary Medicine, which will add \$4 million in FY 2022 and an additional \$1 million in FY 2023. Based on the approved state budget, some other line items are projected to receive slight increases in FY22, including support for the Ohio Agricultural Research and Development Center (OARDC/\$35.8 million), OSU Extension (\$24.6 million) over FY 2021 appropriations.

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Grants and Contracts

Grants and Contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds or sponsored projects administered by the Office of Sponsored Programs. For FY 2022, revenue from grants and contracts (including non-exchange grants) is expected to be \$994.7 million, which is up 1.1% over FY 2021.

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Federal Grants and Contracts	354,214	369,977	388,187	396,413	8,226	2.1%
Private Grants and Contracts	268,780	268,222	278,770	280,679	1,909	0.7%
State Grants and Contracts	83,651	78,217	72,564	87,087	14,523	20.0%
Local Grants and Contracts	25,608	27,015	27,883	26,352	(1,531)	-5.5%
Total Exchange Grants & Contracts	732,253	743,431	767,404	790,531	23,127	3.0%
Federal Grants and Contracts Non-Exchange	63,042	61,531	63,377	63,377	-	0.0%
State Grants and Contracts Non-Exchange	11,119	14,702	15,000	15,375	375	2.5%
Federal COVID Assistance	-	14,757	127,000	114,400	(12,600)	-9.9%
Federal Build America Bonds Subsidy	10,619	10,987	10,987	10,987	-	0.0%
Total Non-Exchange Grants & Contracts	84,780	101,977	216,364	204,139	(12,225)	-5.7%
Total Grants & Contracts	817,033	845,408	983,768	994,670	10,902	1.1%

Of the \$994.7 million, \$613.7 million is administered by the Office of Sponsored Programs, \$177 million is administered directly by colleges and support units, \$135.9 million is administered by Enrollment Services for student financial aid programs, \$57.2 million is COVID-19 institutional assistance, and \$11 million is received as federal subsidy for Build America Bond interest. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the Colleges and Support Units. \$17 million of the increase in grants and contracts is attributable to Academic Excellence and Research Excellence strategic initiatives.

Sponsored Research Programs

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state, and local agencies along with private foundations and corporate sponsors. Total direct revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to increase from \$594.6 million in FY 2021 to approximately \$613.7 million in FY 2022, an increase of 3.2%.

The sponsored research revenues include facilities and administrative (F&A) cost recoveries, which are projected to be \$141 million, a 3% increase over final estimated FY 2021 recovery of \$137 million. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, which occurs for two reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate. The total negotiated F&A rate for FY 2021 is 56% and will increase to 57.5% in FY 2022.

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COVID Assistance

As a result of the COVID-19 pandemic, the university received \$127 million in FY 2021 in federal COVID-19 assistance, \$25.3M of which was used for emergency aid to students. In FY 2022, \$114.4 million in COVID assistance is expected, which is a decrease of -9.9% or \$12.6 million. Of the \$114.4 million, \$57.2M million is budgeted to be used for student aid, while the remaining \$57.2 million will be used to cover institutional costs related to COVID-19.

College/Support Unit Administered Grants and Contracts

FY 2022 revenue for exchange grants and contracts administered directly by individual Colleges and Support Units is expected to increase of \$4.2 million to \$177 million, an increase of 2.4%.

Student Financial Aid Funding

Some grants and contracts revenues are considered a non-exchange item and appear in the non-operating section of the external income statement as Non-Exchange Grants. These items include \$78.5 million of grants administered by Student Financial Aid sourced from federal funding for Pell Grants and Supplemental Educational Opportunity Grants (SEOG) and state funding for Ohio College Opportunity Grants (OCOG) and \$57.2 million of COVID assistance for student emergency aid. In total, funding levels for these items, excluding COVID assistance, are expected to increase \$0.4 million from FY 2021.

Sales and Services

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Sales and Services Auxiliaries	376,899	338,047	224,700	407,868	183,168	81.5%
Sales and Services Departmental	156,921	142,389	148,906	157,840	8,934	6.0%
Total Sales and Services	533,820	480,436	373,606	565,708	192,102	51.4%

Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Revenue from sales and services of auxiliary enterprises before scholarship allowances is expected to increase \$183.2 million or 81.5% in FY 2022 over FY 2021. The 2021 Big Ten Conference fall athletics season, which includes the sports of football, field hockey, men’s and women’s soccer, women’s volleyball and men’s and women’s cross country, will resume at full capacity and is a major driver of this increase.

There are increases in revenue in all three major auxiliary enterprises. Athletics is increasing \$88 million over FY 2021 due to eliminated and limited attendance of athletic events in FY 2021. Student Life revenue is up \$74 million from FY 2021 due to more students, faculty, and staff back on campus for the FY 2022 school year. Business Advancement is projecting a \$20.8 million increase from FY 2021, which equates to getting back to a normalized year after many canceled events in FY 2021.

Revenue sources in educational departments consist largely of clinical operations in colleges such as Dentistry, Optometry and Veterinary Medicine and non-college departments such as Recreational Sports and Student Health Services. Sales and Services are expected to increase 6.0% in FY 2022 from an anticipated increase in patient care, including the dental and veterinary clinics.

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Advancement Sources

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Current Use Gifts	160,285	157,589	145,554	164,415	18,861	13.0%
Endowment Distributions	235,563	250,218	266,430	311,093	44,663	16.8%
Total Advancement Sources	395,848	407,807	411,984	475,508	63,523	15.4%

Gifts from alumni, friends, grateful patients, and the rest of Buckeye Nation continue to be directed to our students, faculty, campuses, and future potential. In FY 2022, the university’s goal for “New Fundraising Activity” is \$540 million, which is \$40 million higher than the goal for FY 2021. New Fundraising Activity includes gifts, pledges and certain private contracts. The Office of Advancement fully expects to deliver results in line with expectations. Dollars are being raised by engaging a variety of constituents, including students, faculty, staff, alumni, friends, corporate partners and private foundations.

To display an operating financial plan, only the cash sources that can be used immediately against operating expenses are presented. These include current use gifts and endowment distributions.

Current Use Gifts

In the FY 2022 Financial Plan, current use gifts are projected to increase \$18.9 million or 13.0% over FY 2021. This increase is driven by the increase in overall fundraising goals.

Endowment Distributions

Endowment distributions are the spendable portion of annual distributions from the Long-Term Investment Pool (LTIP), which totals \$6.8 billion as of FY 2021 and includes gifted endowment funds of \$2.6 billion, designated funds of \$2.5 billion and operating funds of \$1.7 billion that have been invested for long-term stability. The investment team has built a portfolio of specialized investment teams around the world to implement the university’s investment strategy and to be responsive to changing market conditions. The LTIP is expected to gain \$470 million before fees at an 8.0% return in FY 2022 and is projected to have an ending market value of \$7.2 billion at the end of FY 2022.

For the operating budget, spendable endowment distributions of \$311.1 million for FY 2022 are anticipated. Distribution per share was calculated based on market values through June 2021.

Interest Income

Interest income on cash, short and intermediate-term investments is budgeted at \$41.3 million for FY 2022. This projection reflects a significant reduction in short-term rates due to economic conditions and strategic use of university cash to fund capital investments. See Chapter 8 for further discussion of the capital investment plan.

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Chapter 5 | University Operating Plan | Uses

Salaries and Benefits

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Faculty	489,659	506,030	499,506	543,295	43,789	8.8%
Staff	876,783	902,076	895,249	957,931	62,682	7.0%
Students	145,677	145,921	141,803	161,046	19,243	13.6%
Total Salaries	1,512,118	1,554,028	1,536,558	1,662,272	125,714	8.2%
Benefits	378,219	424,143	418,501	459,343	40,841	9.8%
Total Personnel	1,890,338	1,978,171	1,955,059	2,121,615	166,555	8.5%

Salaries

Salary expense is expected to increase by \$125.7 million or 8.2% over FY 2021. The plan for FY 2022 includes a 3% increase in faculty and staff salary guidelines (\$42 million). Increases are also driven by the resumption of normal operations, particularly auxiliaries, student employment (\$52 million), and strategic hires to support additional academic and research excellence at the university (\$14 million). The remainder of the increase is due to new hires and equity adjustments for existing employees. The plan for FY 2022 is divided between Faculty (\$43.8 million increase), Staff (\$62.7 million increase) and Students (\$19.2 million increase).

Benefits

Benefits consist of several different pools of costs, including retirement plans, medical plans, educational benefits, and life insurance benefits. For the forecast and budget, benefits are estimated based on the composite benefit rate applied to salaries by employee type (e.g., full-time faculty vs. part-time staff vs. students). Actual expenses may be more or less than the amount collected through the rates and vary from year to year. The composite benefit rate-setting process takes these yearly variations into account.

Total benefit costs are expected to increase by \$40.8 million or 9.8% over FY 2021, to \$459.3 million. This increase is primarily driven by salary guidelines and composite benefit rate increases as well as strategic hiring. Benefit rates for FY 2022 are increasing an average of 5.7% from FY 2021, or \$21 million; these rates will continue to reflect controlled employer medical costs and historical over-collection against the expense. The remainder of the increase is due to the increases in salaries detailed above.

Controlled employer medical costs are driven by benefits plan changes that reflect recent trends in moving to consumerism. Employer medical costs are also driven by tightened controls over benefits administration and decreased inpatient and outpatient utilization from enhanced medical management processes. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans, and university expenses related to compulsory plans, such as workers' compensation and unemployment compensation.

Retirement Plans - University employees are covered by one of three retirement systems. The university faculty are covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt-out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under

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each of the plans, the university contributes 14% of the employee’s pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

Medical Plan - The university is self-insured for employee health insurance. FY 2022 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations and plan design.

Student Financial Aid

\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Student Aid Institutional	195,000	199,329	195,295	210,693	15,398	7.9%
Student Aid Departmental	77,557	90,865	62,015	76,121	14,105	22.7%
Student Aid Endowment and Development	37,838	45,769	48,400	50,214	1,814	3.7%
Student Aid Athletic	22,237	22,598	23,240	23,424	184	0.8%
Student Aid Federal	60,694	61,760	88,646	120,377	31,731	35.8%
Student Aid State	11,319	14,839	15,000	15,368	368	2.5%
Total Student Aid	404,645	435,160	432,596	496,197	63,601	14.7%
Fee Authorizations	119,560	113,097	96,726	122,216	25,490	26.4%

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students.

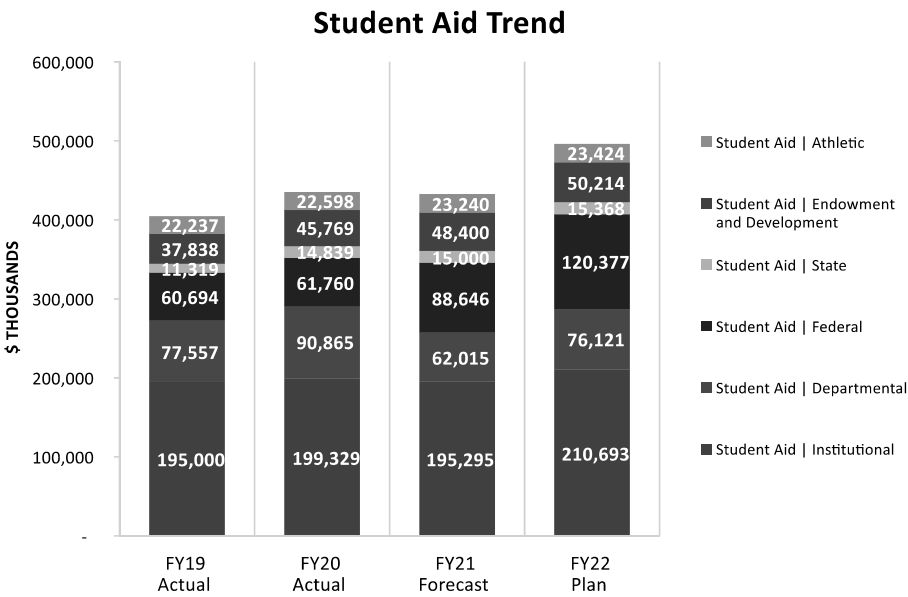
The financial aid plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students to continue to advance Ohio State as a leading national flagship public research university; and to invest in students to fulfill the role as a land grant university for the State of Ohio, whereby college access is afforded to those students with limited resources. The university continues to support both goals and develop the appropriate balance in moving the university toward eminence. Fundraising efforts are also underway through various initiatives.

Since FY 2015, the university has increased financial aid to support 45,000 low- and moderate-income families by more than \$200 million.

Ohio State expects to distribute a total of \$496.2 million of financial aid, excluding graduate fee authorizations, to students in FY 2022. Sources for financial aid include federal and state programs, gifts and endowments and institutionally funded aid. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of athletic and room and board scholarships, an allowance against sales and services of auxiliary enterprises.

The increased budget of \$63.6 million of Total Student Aid for FY 2022 includes an increase of \$32 million for Federal Student Aid assistance for the pandemic (HEERF III), a \$1 million inflationary increase, a \$21 million increase from the elimination of the non-resident surcharge fully online discount, \$5 million additional funding from strategic investments, and \$4 million increase from the fourth year of the Land Grant Opportunity Scholarships (LGOS) expansion.

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Fee Authorizations

Fee authorizations are provided to students holding graduate student appointments to pay for graduate tuition and fees. Total university fee authorization expense is expected to increase by \$25.5 million for a total of \$122.2 million in FY 2022. In FY 2021, there was not as much needed for fee authorizations with more students taking courses online. The increase is made up of \$16 million for eliminating the discount from Non-Resident Surcharge for online classes, \$2 million for more graduate assistants to support research, and a \$7.3 million increase in rate.

Supplies and Services

Supplies & Services expenses are comprised of several discrete categories, including Cost of Sales, Supplies, Services, Utilities, Travel, Other Expense and Non-Capitalized Equipment, all offset by Intra-University Revenue. Additionally, this category includes expenses related to the institutional response to COVID-19 in both FY 2021 and FY 2022. Excluding COVID-19 related expenses, most categories are expected to increase in FY 2022 due to the return of near-normal operations post-pandemic.

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\$ thousands	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Cost of Sales	110,923	102,639	81,000	116,359	35,359	43.7%
Supplies	128,083	114,042	108,000	133,380	25,380	23.5%
Services	271,411	282,700	307,666	314,329	6,663	2.2%
Utilities	149,954	148,343	165,505	189,107	23,602	14.3%
Travel	73,799	56,495	5,000	69,331	64,331	1286.6%
Other Expense	297,912	460,821	492,192	485,352	(6,841)	-1.4%
Investment Expenses	52,941	52,750	60,291	71,558	11,267	18.7%
Non-Capital Equipment (< \$5k)	44,117	44,215	47,832	49,267	1,435	3.0%
Intra-University Revenue	(335,574)	(331,544)	(308,000)	(316,470)	(8,470)	-2.7%
Total Supplies and Services	793,566	930,459	959,486	1,112,213	152,727	15.9%

Overall, Supplies and Services expenses are projected to increase \$152.7 million or 15.9% over FY 2021 to \$1.1 billion. A \$35 million increase in cost of sales expense correlating with increased sales and services revenues is anticipated; a \$64 million increase in expenses related to travel (recovery to around 93% of a normalized fiscal year); a \$19 million increase in fees paid to Ohio State Energy Partners and capital recovery repayment; and an \$11 million increase in investment advisor expense due to LTIP value growth. The remaining categories are increasing due to inflation and resumption of normal operations, offset by a \$44 million decrease in expenses related to COVID response in FY 2022.

There have been several changes from the last business-as-usual, pre-pandemic fiscal year, FY 2019, resulting in an increase of \$318.7 million. Drivers of this increase include the following: \$68 million in increased spending related to increased revenues (Endowment Distributions, \$24 million; Grants and Contracts, \$23 million; Sales and Services, \$21 million); \$57 million in spending related to the COVID response and federal funding received through HEERF III; \$45 million of 3 years of inflation at 2%; a \$37 million increase in Ohio State Energy Partners' variable fee and capital recovery repayments; lawsuit settlements; an \$18 million increase in investment expenses due to increases in the investment portfolio market value and a \$54 million increase in health science expenses funded by medical center investments.

University Debt Service

The proceeds of past debt issuances have been utilized to fund major construction projects, including the Wexner Medical Center expansion, student housing construction and refurbishments, and significant campus infrastructure improvements and academic facility construction and enhancements. The university's portion of the consolidated debt service is expected to be down \$2 million from FY 2021 to approximately \$110.1 million in FY 2022. Of the \$110.1 million, \$98.6 million is interest expense, and \$11.5 million is principal debt repayment. The university's portion of consolidated interest expense is expected to increase \$4.6 million over FY 2021. This is due to a modestly higher assumed interest rate on the university's variable rate debt. The university's portion of principal debt repayment is expected to decrease \$6.6 million over FY 2021 due to a decrease in the current portion of outstanding debt. See Chapter 8 for additional details on current capital projects.

FY 2022 FINANCIAL PLAN

Chapter 6 | Health System Operating Plan

Health System (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Total Operating Revenue	3,239,926	3,221,114	3,559,422	3,751,436	5.0%	192,014	5.4%
Operating Expenses							
Salaries & Benefits	1,448,151	1,525,951	1,578,665	1,685,867	5.2%	107,202	6.8%
Supplies	355,305	363,617	406,401	408,920	4.8%	2,519	0.6%
Drugs & Pharmaceuticals	388,591	420,152	469,118	495,704	8.5%	26,586	5.7%
Services	308,059	322,480	328,973	386,667	7.9%	57,694	17.5%
Depreciation	164,230	170,511	178,522	197,374	6.3%	18,852	10.6%
Interest	34,981	31,941	29,721	27,029	-8.2%	(2,692)	-9.1%
University Overhead	64,567	65,825	72,395	74,708	5.0%	2,313	3.2%
Other Expenses	48,337	51,313	55,389	55,892	5.0%	503	0.9%
Total Expenses	2,812,221	2,951,790	3,119,184	3,332,161	5.8%	212,977	6.8%
Gain/Loss from Operations	427,705	269,324	440,238	419,275		(20,963)	-4.8%
Medical Center Investments	(150,000)	(173,749)	(180,964)	(195,419)	9.2%	(14,455)	-8.0%
Investment Income	6,355	22,272	22,493	16,607	37.7%	(5,886)	-26.2%
Other Gains (Losses)	52,146	196,218	24,001	24,917	-21.8%	916	3.8%
Excess of Revenue over Expenses	336,206	314,065	305,768	265,380		(40,388)	-13.2%

The margin for the OSU Health System is budgeted at \$265.4 million for FY 2022. The operating budget is set at a level to achieve the organization's strategic and long-range financial plan goals and provides the necessary margin to invest in clinical programs, strategic capital and provide debt service coverage. The operating budget for FY 2022 anticipates continued growth in both inpatient and outpatient activities, with the cancer program, new ambulatory services and surgical specialties having the most influence. The budget also takes into consideration the impact of healthcare reform and the associated reimbursement impacts. In addition, the budget continues to incorporate payer mix changes resulting from an aging population with shifts to Medicare. Included in the budget is the Health System's continued investment in Medical Center initiatives (\$195 million). The budget provides a Total Margin percentage of 7.1% and earnings before interest, taxes, depreciation and amortization (EBITDA) margin of 13.1%.

Revenue Drivers

Overall revenue is budgeted to increase approximately 5.4% compared to a 10.5% increase in FY 21, including recoveries from COVID-19 impacts. Inpatient admission growth is budgeted at 2.6% above FY 21. Growth is projected across numerous specialties as recovery efforts continue. Outpatient activity will grow at 1.1% in total and 6.3% when excluding the impact of COVID lab activities. The outpatient growth is being driven primarily by the new Outpatient Care New Albany facility as well as continued cancer program growth.



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The overall payer mix continues to see growth in Medicare and decreases in managed care. Medicaid Expansion continues to keep the uninsured population below historical trends. Overall, Medicare rates will increase by less than 1%. Managed care plan migration to Medicare due to the aging population is anticipated to increase 2% in FY 2022. Managed care arrangements are negotiated through the end of FY 2022 and, in some cases, into 2023. Quality and risk-based contracts continue to be a focus in ongoing negotiations with payers and are reflected in the modeled reimbursement rates. The payment increases for managed care contracts are on average 3% in rate growth, while governmental payer base rates are anticipated to increase less than 1%.

Expense Drivers

Total operating expenses will grow by 6.8% compared to the prior-year growth of 5.7%, which included \$42 million in efficiency initiatives to offset the impacts of COVID-19. Drug costs are increasing 5.7% with 2.5% due to inflation, and the remaining impact is primarily due to growth in infusions and increased cancer drug utilization. Operating expenses, excluding drugs, depreciation and overhead, are budgeted to grow 6.9%, of which 2.7% will be activity driven and 4.2% rate driven. Annual salary merit and market increases for employees are planned to be reinstated for FY 2022. Benefit rates are expected to increase 6% from FY 2021. Expense management initiatives will continue to be an emphasis to mitigate reimbursement changes and continued recovery from COVID-19 related impacts.

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Chapter 7 | OSU Physicians Operating Plan

OSU Physicians (\$ thousands)	FY19 Actual	FY20 Actual	FY21 Unaudited	FY22 Plan	CAGR FY19-22	FY21-FY22 \$ Diff	FY21-FY22 % Diff
Revenue							
Net Patient Revenue	374,907	366,290	403,274	436,256	5.2%	32,982	8.2%
Other Revenue	105,972	116,889	130,951	137,365	9.0%	6,414	4.9%
Medical Center Investments	79,443	101,042	99,933	117,977	14.1%	18,044	18.1%
Interest Income	2,311	1,668	65	65	-69.6%	-	0.0%
Total Revenue	562,633	585,889	634,223	691,663	7.1%	57,440	9.1%
Expenses							
Provider Salaries & Benefits	325,832	375,765	406,599	447,060	11.1%	40,461	10.0%
Non-Provider Salaries & Benefits	102,279	113,010	113,140	132,046	8.9%	18,906	16.7%
Other Expenses	102,577	85,145	101,219	104,206	0.5%	2,987	3.0%
Depreciation	3,580	3,393	3,061	4,175	5.3%	1,114	36.4%
Interest	376	279	248	300	-7.3%	52	21.0%
Total Expenses	534,644	577,592	624,267	687,787	8.8%	63,520	10.2%
Change in Net Assets	27,989	8,297	9,956	3,876		(6,080)	-61.1%

Total operating revenue is budgeted to increase \$57.4 million or 9.1% over FY 2021. Total operating revenue includes net patient revenue and other operating revenue associated with physician services. Net patient revenue is budgeted to increase \$33 million or 8.2% over FY 2021 due to faculty recruitment, increased clinical productivity, changes to Center for Medicare & Medicaid Services (CMS) reimbursement rates, and work relative value unit (wRVU) values, and expansion of services through opening Outpatient Care New Albany. Other operating revenue and MCI are budgeted to increase \$18.0 million due primarily to support for specific healthcare service lines.

Total expenses are expected to increase by \$63.5 million. Expense categories with the largest increases were physician salaries & benefits and staff salaries & benefits. Expenses are included for staff, supplies and depreciable equipment in preparation for opening Outpatient Care New Albany. New physicians in FY 2022 are approximately 137. Generally, the amount of time for a new practice to reach full profitability is approximately 2-3 years.

Work continues to increase revenue growth through several initiatives. In addition, expense control measures continue to evolve to help keep controllable costs, such as the number of staff, supplies, and services, in line with revenue changes. The budget includes some assumptions about COVID-19 recovery of clinic volumes and a return to pre-COVID levels of expenses such as travel, and professional development and the inclusion of staff merit increases and bonuses. These assumptions are aligned with the Health System.

FY 2022 FINANCIAL PLAN

Chapter 8 | Capital Investment Plan FY 2022-27

The University will invest \$3.4 billion over six years in strategic physical plant projects as detailed in the FY 2022-27 Capital Investment Plan. The planning process is guided by the university's master plan, Framework 2.0 and projects are evaluated against its principles. Framework 2.0 is based on planning principles that tie the mission, vision, and values of the university to the physical plan, focusing on five thematic areas:



Five large capital projects are currently underway in various stages of development: Interdisciplinary Health Sciences Center, Interdisciplinary Research Facility, Wexner Medical Center Inpatient Hospital, Wexner Medical Center Outpatient Care facilities in Dublin and West Campus. These projects represent the facility needs of a cross-section of the university and advance several of the university's strategic plan pillars, including teaching and learning, research and creative expression, and academic health care.

Capital projects are also reviewed for financial soundness before inclusion in the FY 2022-27 Capital Investment Plan.

The following chart reflects the capital plan through FY 2027. Of the total \$3.4 billion, \$3.2 billion is remaining spend on projects previously committed and \$0.2 billion is on new projects beginning in FY 2022.



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Prior Commitment Remaining Spend

Prior Commitment Remaining Spend (\$ millions)	Projected Capital Expenditures						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027+	Total
A&S - Arts District	\$ 50.2	\$ 39.3	\$ 8.9	\$ -	\$ -	\$ -	\$ 98.5
A&S - Celeste Lab Renovation	12.8	6.8	1.0	-	-	-	20.7
Athletics - Lacrosse Stadium	7.6	10.5	1.2	-	-	-	19.3
Bus Adv - Schottenstein Main Roof Replacement	0.2	2.3	3.7	0.3	-	-	6.5
Dentistry - Postle Hall Replacement	7.1	10.4	-	-	-	-	17.5
EHE - Campbell Hall Renovations/Addition	0.2	3.0	17.0	3.0	0.5	-	23.8
Energy Advancement and Innovation Center	11.3	16.5	7.1	-	-	-	34.8
Engineering - BMEC Phase 2	0.2	7.0	3.0	-	-	-	10.2
Engineering - Bus Testing Facility	0.2	1.4	5.3	5.3	2.9	-	15.0
FAES - Cntrl'd Env Food Prdxn Res Cmplx (Constr)	14.5	12.0	2.0	-	-	-	28.5
FOD - Cannon Drive Relocation - Ph. 2	1.5	6.7	21.3	20.3	2.7	-	52.5
FOD - RDM Instructional Sciences	4.7	2.5	-	-	-	-	7.3
Interdisciplinary Health Sciences Center	45.0	65.0	21.0	-	-	-	131.0
Interdisciplinary Research Facility	78.0	80.0	42.7	-	-	-	200.7
Libraries - Library Book Depository Ph. 3	2.3	8.9	3.8	-	-	-	15.1
Nursing - Newton Hall Renovation/New Bldg	10.2	10.1	2.1	-	-	-	22.4
Pharmacy - Parks Hall Fume Hood Renovations	0.2	2.5	4.0	0.3	-	-	7.0
SL - Rec Sports - Coffey Road Turf Field	2.3	5.2	-	-	-	-	7.5
VetMed - Frank Stanton Veterinary SOC Clinic	4.2	1.1	-	-	-	-	5.3
West Campus Infrastructure Phase 1	7.6	9.0	0.5	-	-	-	17.1
WMC - Dodd - Parking Garage	14.1	12.9	2.0	-	-	-	29.0
WMC - Inpatient Hospital	278.3	350.0	325.0	300.0	158.4	153.9	1,565.7
WMC - Outpatient Care Dublin	53.8	60.6	10.0	-	-	-	124.4
WMC - Outpatient Care New Albany	42.0	5.4	-	-	-	-	47.4
WMC - Outpatient Care West Campus	101.6	126.7	43.4	10.9	-	-	282.6
WMC - Ross OR Expansion	2.3	4.0	1.0	-	-	-	7.3
Roll Up Other Projects	122.7	178.5	70.9	11.4	-	-	383.4
Total Prior Commitment Remaining Spend	\$ 875.2	\$ 1,038.3	\$ 597.0	\$ 351.5	\$ 164.5	\$ 153.9	\$ 3,180.3

New Projects Beginning in FY 2022

New Projects Beginning in FY2022 (\$ millions)	Projected Capital Expenditures						
	FY 2022	FY 2023	FY2024	FY2025	FY2026	FY2027+	Total
Anticipated Spend for CIP Changes	\$ 0.2	\$ 3.1	\$ 6.0	\$ 0.7	\$ -	\$ -	\$ 10.0
Roll up of Small Infrastructure RDM Projects	2.6	10.4	7.9	4.0	0.6	-	25.4
Small Programmatic Cash Ready	8.8	12.3	3.8	0.3	-	-	25.2
WMC - Roll up of Multiple Cash Ready	172.1	-	-	-	-	-	172.1
New Major Projects > \$4M	-	-	-	-	-	-	-
FAES - Wooster High Pressure Steam Boiler 3 Replace	0.9	5.2	2.6	-	-	-	8.6
Nursing - Newton Hall Renovation and New Nursing E	2.6	2.6	-	-	-	-	5.1
Total New Projects Beginning in FY22	\$ 187.1	\$ 33.4	\$ 20.2	\$ 5.0	\$ 0.6	\$ -	\$ 246.4
Total Capital Investment Spend	\$ 1,062.3	\$ 1,071.7	\$ 617.2	\$ 356.5	\$ 165.1	\$ 153.9	\$ 3,426.7

FY 2022 FINANCIAL PLAN

Capital Plan Funding Sources

Capital projects are funded with a variety of sources, including state capital appropriations, private capital gifts, debt proceeds, endowment income, principal from quasi-endowments, current year operating margins and existing cash from units and central university. As discussed previously, operating margins can be highly restrictive, and only certain funds are available for capital uses. As projects are completed, restricted dollars such as state capital appropriations and private capital gifts typically are used first, followed by existing cash, depending on the project or funding plan. State capital appropriations are anticipated to be \$35.9 million in FY 2022. Each project requiring debt must have a specific funding plan completed and approved before proceeding to construction. For the FY 2022-27 Capital Investment Plan, the following represents the sources identified to fund the new projects.

Unit Type (\$ millions)	Funding Sources				Total \$ by	
	Local Funding	Debt Financing	Fund Raising	Grant	Unit	% by Unit
Academic Support	\$ 57.1	-	\$ 3.0	\$ 0.4	\$ 60.5	24.6%
Affiliated Entities	2.5	-	-	-	2.5	1.0%
Athletics	4.6	-	3.4	-	7.9	3.2%
Infrastructure	17.3	1.1	-	-	18.4	7.5%
Regional Campuses	0.2	-	0.3	-	0.5	0.2%
Student Life	16.0	-	-	-	16.0	6.5%
Wexner Medical Center	140.6	-	-	-	140.6	57.1%
Total by Funding Source	\$ 238.2	\$ 1.1	\$ 6.7	\$ 0.4	\$ 246.4	100.0%
% by Funding Source	96.7%	0.5%	2.7%	0.2%	100.0%	

FY 2022 FINANCIAL PLAN

Chapter 9 | Economic Impact of Ohio State

The university's economic impact on the state of Ohio provides important context to understand the FY 2022 Financial Plan. To quantify Ohio State's current economic impact in Ohio, the university partnered with a third party in 2019 to undertake a comprehensive analysis of the economic benefits that arise from university operations. The firm used a model to calculate the economic benefits traced to the direct and indirect effects of Ohio State's operational spending. The model accounts for the ripple effects of spending by employees, students and visitors on retail purchases, restaurant meals, hotel occupancy, events and other goods and services that filter through the economy and support jobs.

The analysis showed that The Ohio State University generates \$15.2 billion annually in economic impact for the state of Ohio – which equates to more than \$1.735 million in economic impact every hour.

Ohio State's research enterprise, medical complex, construction projects, athletics events and status as Ohio's fourth-largest employer combined in FY 2018 to support more than 123,000 jobs across Ohio. One in every 57 jobs in the state is directly or indirectly supported or sustained by the university.

The total economic impact is attributed to Ohio State's six campuses, academic medical complex, and the Department of Athletics. The analysis estimated that the Columbus campus alone generated \$7 billion in economic benefits, supporting 67,244 jobs and stimulating \$348.8 million in state and local tax revenue. The Wexner Medical Center generated \$7.3 billion, almost half of which represents direct spending, and directly supported nearly 22,000 full- and part-time jobs.

In addition to operations-related impact, Ohio State has the potential to create an estimated \$184 million of additional earning power annually for new graduates. It generates at least \$364 million each year in faculty, staff and student charitable donations and volunteer services, according to the analysis.



The Ohio State University is made up of the Columbus campus, four regional campuses in Lima, Mansfield, Marion, Newark, and the Wooster Campus, which includes the Agricultural Technical Institute (ATI) and the Ohio Agricultural Research and Development Center (OARDC). The university also has a presence in all 88 Ohio counties in the form of OSU Extension offices and numerous farms and research facilities throughout the state. As of Autumn 2018, there were 1,247 buildings across all campuses on 16,196 acres. All these facilities are included in the FY 2022 Financial Plan.

FY 2022 FINANCIAL PLAN

Appendix A | Student Fees

Columbus Undergraduate Fees

	General Fees							Distance Education Fee	Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee	COTA Fee			
ON CAMPUS									
Continuing, enrolled prior to August 2015	4,584.00	186.00	37.50	74.40	123.00	13.50	-	5,018.40	
Continuing, enrolled between August 2015 and July 2017	4,584.00	186.00	37.50	74.40	123.00	13.50	-	5,018.40	
Cohort 2017-2018	4,858.80	186.00	40.00	74.40	123.00	13.50	-	5,295.70	
Cohort 2018-2019	4,926.00	186.00	40.00	74.40	123.00	13.50	-	5,362.90	
Cohort 2019-2020	5,098.50	192.50	40.00	74.40	123.00	13.50	-	5,541.90	
Cohort 2020-2021	5,307.50	200.50	40.00	74.40	123.00	13.50	-	5,758.90	
Cohort 2021-2022	5,509.00	208.00	40.00	74.40	123.00	13.50	-	5,967.90	
DISTANCE LEARNING									
Continuing	4,584.00	186.00	-	-	-	-	100.00	4,870.00	
Cohort 2017-2018	4,858.80	186.00	-	-	-	-	100.00	5,144.80	
Cohort 2018-2019	4,926.00	186.00	-	-	-	-	100.00	5,212.00	
Cohort 2019-2020	5,098.50	192.50	-	-	-	-	100.00	5,391.00	
Cohort 2020-2021	5,307.50	200.50	-	-	-	-	100.00	5,608.00	
Cohort 2021-2022	5,509.00	208.00	-	-	-	-	100.00	5,817.00	

Undergraduate Cohort	Resident Total	Non-Resident Surcharge	Non-Resident (Domestic) Total	Int'l Surcharge	Non-Resident (Int'l) Total
ON CAMPUS					
Continuing, enrolled prior to August 2015	5,018.40	11,541.50	16,559.90	498.00	17,057.90
Continuing, enrolled between August 2015 and July 2017	5,018.40	11,541.50	16,559.90	966.00	17,525.90
Cohort 2017-2018	5,295.70	11,541.50	16,837.20	1,464.00	18,301.20
Cohort 2018-2019	5,362.90	11,541.50	16,904.40	1,464.00	18,368.40
Cohort 2019-2020	5,541.90	11,541.50	17,083.40	1,464.00	18,547.40
Cohort 2020-2021	5,758.90	11,541.50	17,300.40	1,464.00	18,764.40
Cohort 2021-2022	5,967.90	11,541.50	17,509.40	1,464.00	18,973.40
DISTANCE LEARNING					
Continuing	4,870.00	11,541.50	16,411.50	966.00	17,377.50
Cohort 2017-2018	5,144.80	11,541.50	16,686.30	1,464.00	18,150.30
Cohort 2018-2019	5,212.00	11,541.50	16,753.50	1,464.00	18,217.50
Cohort 2019-2020	5,391.00	11,541.50	16,932.50	1,464.00	18,396.50
Cohort 2020-2021	5,608.00	11,541.50	17,149.50	1,464.00	18,613.50
Cohort 2021-2022	5,817.00	11,541.50	17,358.50	1,464.00	18,822.50

- Notes:
- Fees presented above are for undergraduate students with credit hour loads of 12 to 18 per term. For less than 12 credit hours, fees are prorated by the credit hour except for the Student Activity Fee and COTA Fee, which are flat rates regardless of credit hours, and the Recreation Fee, which is a flat rate fee for four credit hours or more.
 - The Tuition Guarantee, which started in Autumn 2017, applies to instructional, general, student activity, student union, recreational, and COTA fees for incoming freshmen. The Tuition Guarantee does not apply to the non-resident surcharge or the international surcharge. See Program and Technology fees for additional fees charged by certain programs.
 - For each half-credit hour of enrollment over 18 credit hours per term, students are assessed an additional half-credit hour instructional, general, and non-resident surcharge.
 - For students taking all distance learning courses over an entire semester and not pursuing an online degree/certificate program, in lieu of all on-site fees, there is a distance learning fee of \$100.

FY 2022 FINANCIAL PLAN

Regional Campus and ATI Undergraduate Fees

Undergraduate Cohort	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident (Domestic) Total
AGRICULTURAL TECHNICAL INSTITUTE					
Continuing, enrolled prior to August 2017	3,438.00	114.00	3,552.00	11,541.50	15,093.50
Cohort 2017-2018	3,644.40	114.00	3,758.40	11,541.50	15,299.90
Cohort 2018-2019	3,690.00	114.00	3,804.00	11,541.50	15,345.50
Cohort 2019-2020	3,819.00	118.00	3,937.00	11,541.50	15,478.50
Cohort 2020-2021	3,975.50	123.00	4,098.50	11,541.50	15,640.00
Cohort 2021-2022	4,126.50	127.50	4,254.00	11,541.50	15,795.50
LIMA, MANSFIELD, MARION, NEWARK - UNDERGRADUATE					
Continuing, enrolled prior to August 2017	3,456.00	114.00	3,570.00	11,541.50	15,111.50
Cohort 2017-2018	3,662.40	114.00	3,776.40	11,541.50	15,317.90
Cohort 2018-2019	3,708.00	114.00	3,822.00	11,541.50	15,363.50
Cohort 2019-2020	3,838.00	118.00	3,956.00	11,541.50	15,497.50
Cohort 2020-2021	3,995.50	123.00	4,118.50	11,541.50	15,660.00
Cohort 2021-2022	4,147.50	127.50	4,275.00	11,541.50	15,816.50

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Undergraduate Program and Technology Fees

Full Time Rates - 12+ Credit Hours; prorated by credit hour for loads less than 12

Program	Program Fee	Technology Fee	
Animal Sciences	78.00	-	
Art	114.00	-	
Arts	-	162.00	
Business	649.20	186.00	
MPS in CIS	-	108.00	
Communications	-	49.20	
Education and Human Ecology	-	90.00	
Engineering (all except Engineering Physics)	589.20	240.00	(1)
Engineering Physics	349.20	108.00	
Environmental and Natural Resources	49.20	-	
Food, Agricultural and Environmental Sciences	49.20	49.20	(2)
Health and Rehabilitation Services	199.20	-	
Music	348.00	162.00	
Nursing	624.00	199.20	
Psychology	104.40	-	

(1) Beginning in FY 2015, specific Agriculture majors and plans only

(2) ATI students in FAES also pay this fee.

Undergraduate (cohort 2021-2022)	General Fees			Distance Education	Program Specific Fees				Non-Resident Surcharge	Non-Resident Fee
	Instructional	Student Activity	Student Union Fee		Rec Fee	COFA Fee	Program	Other		
Entry Fee	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Enrollment Fee	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Enrollment Skills for Success in Russian Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Bachelor of Sciences, Dental Hygiene	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Healthcare Environmental and Respiratory Services Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
AS to Bachelor of Science in Radiological Services	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Assistive and Rehabilitative Technology Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Bachelor of Science in Health Sciences	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 200.00	\$ -	\$ 200.00	\$ 6,600.00
Nursing in School Health Services Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Primary Care Academic Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Registered Nurses in Primary Care Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
RN to Bachelor of Science in Nursing	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 600.00	\$ 100.00	\$ 200.00	\$ 6,810.00
School Nurse Professional Pupil Services Licensure Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Diversity, Equity and Inclusion Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Usability and User Experience Design Certificate	\$ 5,000.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,200.00
Graduate										
Master of Arts in Art Education	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Dental Hygiene	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Core Practice in World Language Education	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Science in Learning Technologies	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Engineering Management	\$ 5,900.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Global Engineering Leadership	\$ 5,900.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Science in Voluntary Engineering	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Science in Applied Communication, Education, and Leadership	\$ 7,170.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 7,450.00
Specialized Master in Business Analytics	\$ 13,950.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 14,150.00
Working Professional MPA	\$ 12,950.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 13,050.00
Assistive and Rehabilitative Technology Graduate Certificate	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Biomedical Informatics Certificate	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Arts in Bioethics	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Science in Translational Pharmacology	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Doctor of Nursing Practice	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 1,200.00	\$ 100.00	\$ 200.00	\$ 7,000.00
Health and Wellness Coaching Graduate Certificate	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Healthcare Leadership and Innovation Certificate	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 200.00	\$ 6,000.00
Master of Clinical Research	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 1,200.00	\$ 100.00	\$ 200.00	\$ 7,000.00
Master of Healthcare Innovation	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 1,200.00	\$ 100.00	\$ 200.00	\$ 7,000.00
Master of Science Nursing	\$ 5,700.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 100.00	\$ 1,200.00	\$ 100.00	\$ 200.00	\$ 7,000.00
N										

FY 2022 FINANCIAL PLAN

Graduate Program and Technology Fees

Full Time Rates - 8+ Credit Hours; prorated by credit hour for loads less than 8

Program	Program Fee	Technology Fee	
Arts	-	162.00	
Business	-	261.00	
Education and Human Ecology	832.00	(1) 189.00	
Engineering	-	255.00	
Food, Agricultural and Environmental Sciences	-	49.20	(2)
Medicine	-	66.00	
Nursing, enrolled Fall 2013 and later	1,249.60	199.80	
Nursing, enrolled prior to Fall 2013	1,000.00	199.80	
Public Policy	-	180.00	

(1) Beginning in Autumn 2019, master-level students enrolled in the Master of Science in Human Development and Family Science, Specialization in Couple and Family Therapy program.

(2) ATI students in FAES also pay this fee.

FY 2022 FINANCIAL PLAN

Housing Rates

Columbus Campus Housing Rates	Cohort 2020- 2021 and All Non-Tuition Guarantee Students	Cohort 2021- 2022 and All Non-Tuition Guarantee Students	\$ Change	% Change
Rates by Term				
Autumn and Spring Term Rates				
Rate I	8,874	9,096	222	2.5%
Rate II	7,394	7,578	184	2.5%
Rate IIA	7,156	7,334	178	2.5%
Rate III	6,910	7,082	172	2.5%
Summer Term Rates				
4-Week Session - Rate I	n/a			
6-Week Session - Rate I	n/a			
8-Week Session - Rate I	n/a			
4-Week Session - Rate II	925	947	22	2.4%
6-Week Session - Rate II	1,387	1,421	34	2.5%
8-Week Session - Rate II	1,850	1,894	44	2.4%
4-Week Session - Rate IIA	895	917	22	2.5%
6-Week Session - Rate IIA	1,342	1,375	33	2.5%
8-Week Session - Rate IIA	1,790	1,834	44	2.5%
Summer Term - Rate I	n/a			
Summer Term - Rate II	2,775	2,842	67	2.4%
Summer Term - Rate IIA	2,685	2,750	65	2.4%
Special Programs				
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	6,502	158	2.5%
Rates by Month				
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%
Buckeye Village - 1 bedroom	569	569	-	0.0%
Buckeye Village - 2 bedroom	718	718	-	0.0%
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	883	905	22	2.5%
Neil - efficiency	883	905	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	479	491	12	2.5%

FY 2022 FINANCIAL PLAN

Regional Campus and ATI Housing Rates, By Term	Cohort 2020- 2021 and All Non-Tuition Guarantee Students	Cohort 2021- 2022 and All Non-Tuition Guarantee Students	\$ Change	% Change
ATI				
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	6,504	158	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	8,966	218	2.5%
NEWARK				
1-person efficiency	8,236	8,446	210	2.5%
2-person efficiency (per person)	7,958	8,156	198	2.5%
2-bedroom for 4 (per person)	8,000	8,200	200	2.5%
3-bedroom for 6 (per person)	7,540	7,728	188	2.5%
McConnell Hall	8,240	8,446	206	2.5%
MANSFIELD				
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	7,236	180	2.6%
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%

Dining Rates

Meal Plan Rates	Cohort 2020- 2021 and All Non-Tuition Guarantee Students	Cohort 2021- 2022 and All Non-Tuition Guarantee Students	\$ Change	% Change
Autumn and Spring Terms				
Unlimited Access (Unlimited Meals / \$200 Dining Dollars)	4,050	4,152	102	2.5%
Scarlet Access 14 (14 Meals / \$400 Dining Dollars / \$300 BuckID)	4,944	5,068	124	2.5%
Gray Access 10 (10 Meals / \$400 Dining Dollars / \$300 BuckID)	4,152	4,256	104	2.5%
Declining Balance (\$2,868 / \$2,940 Dining Dollars)	4,412	4,522	110	2.5%
McConnell Plan [Newark] (\$1,878 / \$1,926 Dining Dollars)	2,890	2,962	72	2.5%
Summer Term				
Carmen 1 (\$582 / \$596 Dining Dollars)	896	918	22	2.5%
Carmen 2 (\$1,138 / \$1,166 Dining Dollars)	1,750	1,794	44	2.5%

FY 2022 FINANCIAL PLAN

Appendix B | Typical Annual Undergraduate Fees

Columbus Campus by Cohort – Autumn and Spring Terms

Resident	Continuing, enrolled between					
	August 2015 and July 2017	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020	Cohort 2020-2021	Cohort 2021-2022
Instructional Fees	\$ 9,168	\$ 9,718	\$ 9,852	\$ 10,197	\$ 10,615	\$ 11,018
General Fees	\$ 372	\$ 372	\$ 372	\$ 385	\$ 401	\$ 416
Student Activity Fee	\$ 75	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80
Student Union Fee	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149
Rec Fee	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246
COTA Fee	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Total Tuition and Fees	\$ 10,037	\$ 10,591	\$ 10,726	\$ 11,084	\$ 11,518	\$ 11,936
Housing (Rate I)	\$ 7,876	\$ 8,348	\$ 8,472	\$ 8,658	\$ 8,874	\$ 9,096
Dining (Gray 10)	\$ 3,790	\$ 3,904	\$ 3,962	\$ 4,050	\$ 4,152	\$ 4,256
Total	\$ 21,703	\$ 22,843	\$ 23,160	\$ 23,792	\$ 24,544	\$ 25,288

Non-Resident Domestic	Continuing, enrolled between					
	August 2015 and July 2017	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020	Cohort 2020-2021	Cohort 2020-2022
Instructional Fees	\$ 9,168	\$ 9,718	\$ 9,852	\$ 10,197	\$ 10,615	\$ 11,018
General Fees	\$ 372	\$ 372	\$ 372	\$ 385	\$ 401	\$ 416
Student Activity Fee	\$ 75	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80
Student Union Fee	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149
Rec Fee	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246
COTA Fee	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Non-Resident Surcharge	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083
Total Tuition and Fees	\$ 33,120	\$ 33,674	\$ 33,809	\$ 34,167	\$ 34,601	\$ 35,019
Housing (Rate I)	\$ 7,876	\$ 8,348	\$ 8,472	\$ 8,658	\$ 8,874	\$ 9,096
Dining (Gray 10)	\$ 3,790	\$ 3,904	\$ 3,962	\$ 4,050	\$ 4,152	\$ 4,256
Total	\$ 44,786	\$ 45,926	\$ 46,243	\$ 46,875	\$ 47,627	\$ 48,371

Non-Resident International	Continuing, enrolled between					
	August 2015 and July 2017	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020	Cohort 2020-2021	Cohort 2021-2022
Instructional Fees	\$ 9,168	\$ 9,718	\$ 9,852	\$ 10,197	\$ 10,615	\$ 11,018
General Fees	\$ 372	\$ 372	\$ 372	\$ 385	\$ 401	\$ 416
Student Activity Fee	\$ 75	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80
Student Union Fee	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149
Rec Fee	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246	\$ 246
COTA Fee	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Non-Resident Surcharge	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083	\$ 23,083
International Surcharge	\$ 1,932	\$ 2,928	\$ 2,928	\$ 2,928	\$ 2,928	\$ 2,928
Total Tuition and Fees	\$ 35,052	\$ 36,602	\$ 36,737	\$ 37,095	\$ 37,529	\$ 37,947
Housing (Rate I)	\$ 7,876	\$ 8,348	\$ 8,472	\$ 8,658	\$ 8,874	\$ 9,096
Dining (Gray 10)	\$ 3,790	\$ 3,904	\$ 3,962	\$ 4,050	\$ 4,152	\$ 4,256
Total	\$ 46,718	\$ 48,854	\$ 49,171	\$ 49,803	\$ 50,555	\$ 51,299

FY 2022 FINANCIAL PLAN

Appendix C | Tuition and SSI History (Columbus Campus)

Fiscal Year	Undergraduate Resident Total	% Change	Undergraduate Non-Resident (Domestic) Total	% Change	Columbus Campus Total SSI (000's)	% Change
1998	\$3,687	6.3%	\$10,896	5.4%	\$297,551	5.1%
1999	\$3,906	5.9%	\$11,475	5.3%	\$305,161	2.6%
2000	\$4,137	5.9%	\$12,087	5.3%	\$312,839	2.5%
2001	\$4,383	5.9%	\$12,732	5.3%	\$317,721	1.6%
2002	\$4,788	9.2%	\$13,554	6.5%	\$305,389	-3.9%
2003	\$5,691	18.9%	\$15,114	11.5%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$16,638	10.1%	\$299,998	0.0%
2005	\$7,542	13.4%	\$18,129	9.0%	\$301,898	0.6%
2006	\$8,082	7.2%	\$19,305	6.5%	\$305,588	1.2%
2007	\$8,667	7.2%	\$20,562	6.5%	\$314,597	2.9%
2008	\$8,676	0.1%	\$21,285	3.5%	\$330,269	5.0%
2009	\$8,679	0.0%	\$21,918	3.0%	\$362,682	9.8%
2010	\$8,726	0.5%	\$22,298	1.7%	\$391,658	8.0%
2011	\$9,420	8.0%	\$23,604	5.9%	\$390,830	-0.2%
2012	\$9,735	3.3%	\$24,630	4.3%	\$329,548	-15.7%
2013	\$10,037	3.1%	\$25,445	3.3%	\$331,829	0.7%
2014	\$10,037	0.0%	\$25,757	1.2%	\$334,394	0.8%
2015	\$10,037	0.0%	\$26,537	3.0%	\$330,878	-1.1%
2016	\$10,037	0.0%	\$27,365	3.1%	\$341,582	3.2%
2017	\$10,037	0.0%	\$28,229	3.2%	\$362,654	6.2%
2018	\$10,591	5.5%	\$29,695	5.2%	\$360,816	-0.5%
2019	\$10,726	1.3%	\$30,742	3.5%	\$359,412	-0.4%
2020	\$11,084	3.3%	\$32,061	4.3%	\$353,396	-1.7%
2021	\$11,518	3.9%	\$33,502	4.5%	\$375,115	6.1%
2022	\$11,936	3.6%	\$35,019	4.5%	\$377,116	0.5%

ATTACHMENT XXV

The Ohio State University Board of Trustees August 19, 2021

Topic:

Approval of Digital Textbook Pass-through Fees

Context:

The University collects certain fees, known as pass-through fees, that are used to pay a third party for the cost of goods and services that directly benefit students. The University does not seek to financially benefit from these fees, but collects them because Ohio State's involvement benefits students by reducing their costs, simplifying billing, or other means.

The University's use of digital textbook pass-through fees has dramatically expanded because of the CarmenBooks affordability initiative, which reduces the cost of course materials, often by 80 percent or more. By using CarmenBooks, the University charges a digital textbook fee that covers the cost of significantly discounted course materials. The Board of Trustees previously approved a pilot in spring semester 2019 in nine courses, and this program has expanded to nearly 256 courses in autumn semester 2021, which is projected to save students more than \$3.2 million.

Requested of The Board of Trustees:

Approval of resolution.

The Ohio State University Board of Trustees

The CarmenBooks textbook affordability initiative is expected to save students more than \$3.2 million during its autumn semester 2021. The University utilizes its membership in the Unizin consortium to access digital textbooks that often cost 80 percent less than traditional textbooks. Students pay a digital textbook fee, which is a pass-through fee covering the cost of these materials.

The University does not set the rates for pass-through fees. However, it can make the cost more affordable, as in the case of digital textbooks offered through the CarmenBooks program (by utilizing the Unizin consortium). A list of digital textbook pass-through fees by course is provided below:

Detail: CarmenBooks Autumn Semester 2021

Course Number	Number of Sections	Number of Students	List Price	Discounted Price (Course Fee)	Student Savings	Course Savings
ACCTMS 3200	4	145	\$147.50	\$60.00	\$87.50	\$12,687.50
ACCTMS 3300	2	72	\$99.99	\$79.99	\$20.00	\$1,440.00
ACCTMS 3400	1	40	\$160.00	\$102.00	\$58.00	\$2,320.00
AEDECON 2001	2	120	\$130.00	\$69.00	\$61.00	\$7,320.00
AEDECON 3102	1	80	\$84.99	\$67.99	\$17.00	\$1,360.00
AEDECON 4106	1	45	\$70.00	\$35.00	\$35.00	\$1,575.00
AEROENG 2200	2	120	\$231.36	\$35.00	\$196.36	\$23,563.20
AEROENG 3560	1	80	\$228.96	\$35.00	\$193.96	\$15,516.80
ANTHROP 2200	4	100	\$65.00	\$52.00	\$13.00	\$1,300.00
ANTHROP 2201	6	215	\$45.00	\$36.00	\$9.00	\$1,935.00
ARTEDUC 2367.03	13	200	\$100.00	\$40.00	\$60.00	\$12,000.00
ASTRON 1101	1	160	\$59.99	\$47.99	\$12.00	\$1,920.00
ASTRON 1143	1	48	\$83.13	\$44.00	\$39.13	\$1,878.24
BIOCHEM 2210	1	40	\$119.99	\$64.97	\$55.02	\$2,200.80
BIOCHEM 4511	5	580	\$94.99	\$75.99	\$19.00	\$11,020.00
BIOCHEM 5613	2	40	\$295.99	\$40.00	\$255.99	\$10,239.60
BIOLOGY 1101 (Marion)	4	75	\$233.32	\$35.99	\$197.33	\$14,799.75
BIOLOGY 1102 (Marion)	1	20	\$213.32	\$35.99	\$177.33	\$3,546.60
BIOLOGY 1110	1	135	\$155.20	\$92.60	\$62.60	\$8,451.00
BIOLOGY 1113 (Columbus)	4	1000	\$142.07	\$92.03	\$50.04	\$50,040.00
BIOLOGY 1113 (Marion)	2	38	\$273.32	\$43.99	\$229.33	\$8,714.54
BIOLOGY 1114	4	720	\$72.08	\$36.04	\$36.04	\$25,948.80
BIOLOGY 1114 (Marion)	1	20	\$273.32	\$43.99	\$229.33	\$4,586.60
BIOLOGY 1114H	1	48	\$344.28	\$79.47	\$264.81	\$12,710.88
BIOMEDE 2800	1	90	\$119.99	\$64.97	\$55.02	\$4,951.80
BUSFIN 3120	2	340	\$119.99	\$79.99	\$40.00	\$13,600.00
BUSFIN 3220	6	1000	\$140.00	\$94.50	\$45.50	\$45,500.00
BUSFIN 3300	3	105	\$97.79	\$47.99	\$49.80	\$5,229.00
BUSFIN 3500	2	125	\$122.00	\$60.00	\$62.00	\$7,750.00
BUSFIN 4211	9	325	\$339.99	\$47.99	\$292.00	\$94,900.00
BUSFIN 4221	1	36	\$130.00	\$60.00	\$70.00	\$2,520.00
BUSFIN 4250	1	336	\$140.00	\$89.25	\$50.75	\$17,052.00
BUSFIN 4255	2	72	\$140.00	\$55.00	\$85.00	\$6,120.00
BUSMGMT 2320	5	855	\$99.99	\$55.00	\$44.99	\$38,466.45
BUSMGMT 3130	2	288	\$130.00	\$60.00	\$70.00	\$20,160.00
BUSMGMT 3230	4	830	\$130.00	\$60.00	\$70.00	\$58,100.00
BUSMGMT 4240	1	40	\$125.00	\$50.00	\$75.00	\$3,000.00
BUSMGMT 7242	3	115	\$123.95	\$31.49	\$92.46	\$10,632.90
BUSMHR 2000	8	1040	\$84.99	\$67.99	\$17.00	\$17,680.00
BUSMHR 2500	2	300	\$125.00	\$50.00	\$75.00	\$22,500.00
BUSMHR 3100	1	264	\$125.00	\$50.00	\$75.00	\$19,800.00
BUSMHR 4020	1	36	\$100.00	\$42.00	\$58.00	\$2,088.00
BUSMHR 4490	4	550	\$125.00	\$50.00	\$75.00	\$41,250.00
BUSMHR 4490H	1	25	\$125.00	\$50.00	\$75.00	\$1,875.00
BUSML 3250	2	360	\$154.99	\$0.00	\$154.99	\$55,796.40
BUSML 3250	2	420	\$154.99	\$67.99	\$87.00	\$36,540.00
BUSML 4201	7	180	\$100.00	\$48.75	\$51.25	\$9,225.00
BUSTEC 1202T	5	64	\$120.00	\$81.00	\$39.00	\$2,496.00
BUSTEC 2240T	1	16	\$135.00	\$93.36	\$41.64	\$666.24
BUSTEC 2241T	1	28	\$110.00	\$66.00	\$44.00	\$1,232.00
BUSTEC 2244T	1	32	\$120.00	\$72.00	\$48.00	\$1,536.00
BUSTEC 2247T	1	25	\$100.00	\$60.00	\$40.00	\$1,000.00

Course Number	Number of Sections	Number of Students	List Price	Discounted Price (Course Fee)	Student Savings	Course Savings
CHEM 1110 (Primary Text)	10	475	\$94.99	\$75.99	\$19.00	\$9,025.00
CHEM 1110 (Text + Lab Manual)	4	75	\$169.99	\$113.49	\$56.50	\$4,237.50
CHEM 1205	1	40	\$119.99	\$45.00	\$74.99	\$2,999.60
CHEM 1210 (Primary Text)	11	2300	\$119.99	\$45.00	\$74.99	\$172,477.00
CHEM 1210 (Text +Lab Manual)	7	200	\$194.99	\$82.50	\$112.49	\$22,498.00
CHEM 1220 (Primary Text)	4	650	\$119.99	\$45.00	\$74.99	\$48,743.50
CHEM 1220 (Text +Lab Manual)	1	30	\$194.99	\$82.50	\$112.49	\$3,374.70
CHEM 1250	1	20	\$179.95	\$42.74	\$137.21	\$2,744.20
CHEM 1610	1	180	\$119.99	\$45.00	\$74.99	\$13,498.20
CHEM 2210	1	40	\$99.99	\$74.99	\$25.00	\$1,000.00
CHEM 2310	1	100	\$187.95	\$50.62	\$137.33	\$13,733.00
CHEM 2510	7	1320	\$99.99	\$74.99	\$25.00	\$33,000.00
CHEM 2520	2	415	\$99.99	\$74.99	\$25.00	\$10,375.00
CHEM 2610	1	60	\$99.99	\$74.99	\$25.00	\$1,500.00
CIVLEN 2060	1	80	\$100.00	\$60.00	\$40.00	\$3,200.00
CIVLEN 2410	1	80	\$109.99	\$87.99	\$22.00	\$1,760.00
COMM 1100	3	420	\$90.00	\$50.00	\$40.00	\$16,800.00
COMM 2110	8	160	\$70.00	\$35.00	\$35.00	\$5,600.00
COMM 2131	2	56	\$67.00	\$35.00	\$32.00	\$1,792.00
COMM 2331	1	160	\$70.00	\$35.00	\$35.00	\$5,600.00
COMM 3620	1	160	\$106.65	\$31.99	\$74.66	\$11,945.60
CRPLAN 5001	2	30	\$85.00	\$60.00	\$25.00	\$750.00
CSE 1114	2	72	\$115.50	\$65.00	\$50.50	\$3,636.00
CSE 2111	12	1150	\$136.50	\$60.00	\$76.50	\$87,975.00
CSHPMG 2700	1	40	\$152.99	\$95.99	\$57.00	\$2,280.00
ECE 2060	1	320	\$208.95	\$27.37	\$181.58	\$58,105.60
ECE 2067	1	64	\$208.95	\$27.37	\$181.58	\$11,621.12
ECE 3010	3	115	\$206.65	\$43.99	\$162.66	\$18,705.90
ECE 3030	2	80	\$246.65	\$43.99	\$202.66	\$16,212.80
ECE 3090	3	115	\$201.27	\$19.99	\$181.28	\$20,847.20
ECE 3561	1	60	\$208.95	\$27.37	\$181.58	\$10,894.80
ECE 6010	1	20	\$156.00	\$85.80	\$70.20	\$1,404.00
ECON 1100.02	1	32	\$70.00	\$35.00	\$35.00	\$1,120.00
ECON 2001.01 (White)	1	120	\$249.95	\$37.49	\$212.46	\$25,495.20
ECON 2001.01 (Kalbus)	2	72	\$130.00	\$69.00	\$61.00	\$4,392.00
ECON 2001.01 (Mirzaie)	1	960	\$107.00	\$60.00	\$47.00	\$45,120.00
ECON 2001.01 (Hartman)	1	60	\$75.00	\$60.00	\$15.00	\$900.00
ECON 2001.03H	1	30	\$75.00	\$60.00	\$15.00	\$450.00
ECON 2002.01 (Buser)	1	480	\$124.99	\$90.00	\$34.99	\$16,795.20
ECON 2002.01 (Hartman)	2	540	\$75.00	\$60.00	\$15.00	\$8,100.00
ECON 2002.01 (Kalbus)	3	112	\$130.00	\$69.00	\$61.00	\$6,832.00
ECON 2002.03H (Harman)	1	30	\$75.00	\$60.00	\$15.00	\$450.00
ECON 2002.03H (Mirzaie)	2	56	\$107.00	\$60.00	\$47.00	\$2,632.00
ECON 4001.01	2	125	\$99.99	\$79.99	\$20.00	\$2,500.00
ECON 4001.01	2	125	\$75.00	\$60.00	\$15.00	\$1,875.00
ECON 4001.02	1	40	\$75.00	\$60.00	\$15.00	\$600.00
ECON 4200	1	100	\$99.99	\$79.99	\$20.00	\$2,000.00
ECON 4300	1	70	\$249.95	\$59.99	\$189.96	\$13,297.20
ENGLISH 1110.01	1	20	\$62.00	\$45.00	\$17.00	\$340.00
ENGLISH 1110.02	1	20	\$62.00	\$45.00	\$17.00	\$340.00
ENGLISH 1110.03 (Mansfield)	2	40	\$62.00	\$45.00	\$17.00	\$680.00
ENGLISH 1110.03 (Oakes)	2	30	\$201.98	\$68.44	\$133.54	\$4,006.20

Course Number	Number of Sections	Number of Students	List Price	Discounted Price (Course Fee)	Student Savings	Course Savings
ENGLISH 1110.03 (Slack)	2	25	\$77.99	\$27.30	\$50.69	\$1,267.25
ENGLISH 2261	2	30	\$98.99	\$34.65	\$64.34	\$1,930.20
ENGLISH 3271	3	75	\$153.32	\$27.99	\$125.33	\$9,399.75
ENGR 1182.01	4	175	\$78.54	\$35.00	\$43.54	\$7,619.50
ENGR 1186.01	3	30	\$78.54	\$35.00	\$43.54	\$1,306.20
ES EPSY 1259	19	360	\$199.95	\$23.24	\$176.71	\$63,615.60
ES EPSY 1259 (Marion)	1	16	\$149.85	\$33.37	\$116.48	\$1,863.68
ES EPSY 2059	3	48	\$103.36	\$36.75	\$66.61	\$3,197.28
ES EPSY 2309	7	165	\$49.99	\$39.99	\$10.00	\$1,650.00
FABENG 3120	1	55	\$102.00	\$60.00	\$42.00	\$2,310.00
FRENCH 1101.01	8	192	\$188.95	\$59.40	\$129.55	\$24,873.60
FRENCH 1101.61	4	70	\$188.95	\$59.40	\$129.55	\$9,068.50
FRENCH 1102.01	7	150	\$188.95	\$59.40	\$129.55	\$19,432.50
FRENCH 1102.61	4	70	\$188.95	\$59.40	\$129.55	\$9,068.50
FRENCH 1103.01	10	215	\$150.00	\$59.40	\$90.60	\$19,479.00
FRENCH 1103.61	4	70	\$150.00	\$59.40	\$90.60	\$6,342.00
FRENCH 1155.01	4	86	\$188.95	\$59.40	\$129.55	\$11,141.30
GENMATH 1141T	2	20	\$135.00	\$65.81	\$69.19	\$1,383.80
GEOG 2750	3	96	\$79.99	\$64.97	\$15.02	\$1,441.92
GEOG 4103	1	40	\$50.00	\$20.00	\$30.00	\$1,200.00
HDFS 2200	2	245	\$39.99	\$31.96	\$8.03	\$1,967.35
HDFS 2420	2	80	\$85.57	\$39.99	\$45.58	\$3,646.40
HDFS 2800	1	56	79.99	23.99	\$56.00	\$3,136.00
HIMS 5648	2	48	\$125.00	\$60.00	\$65.00	\$3,120.00
HISTART 2001	2	380	\$173.95	\$25.49	\$148.46	\$56,414.80
HISTART 2002	2	300	\$173.95	\$30.74	\$143.21	\$42,963.00
HISTORY 1211	1	48	\$149.95	\$29.99	\$119.96	\$5,758.08
HISTORY 1681	1	60	\$89.95	\$28.87	\$61.08	\$3,664.80
HISTORY 2001	2	64	\$30.00	\$24.00	\$6.00	\$384.00
HISTORY 2002	1	32	\$30.00	\$24.00	\$6.00	\$192.00
HISTORY 2250	2	64	\$90.99	\$31.85	\$59.14	\$3,784.96
HMINTR 2210	6	670	\$91.00	\$60.00	\$31.00	\$20,770.00
HMINTR 2310	2	525	\$90.00	\$60.00	\$30.00	\$15,750.00
HMINTR 5611	1	20	\$372.90	\$67.48	\$305.42	\$6,108.40
HTHRSC 2500	3	540	\$90.00	\$43.88	\$46.12	\$24,904.80
HTHRSC 3500	2	130	\$90.00	\$50.00	\$40.00	\$5,200.00
HTHRSC 3500.01	1	16	\$90.00	\$50.00	\$40.00	\$640.00
ITALIAN 1101.03	3	60	\$150.00	\$70.00	\$80.00	\$4,800.00
ITALIAN 1101.71	6	15	\$150.00	\$70.00	\$80.00	\$1,200.00
KNSFHP 1104	4	150	\$129.95	\$41.62	\$88.33	\$13,249.50
KNSFHP 1150.01	2	48	\$80.00	\$50.00	\$30.00	\$1,440.00
KNSFHP 1150.02 (Columbus)	1	80	\$80.00	\$50.00	\$30.00	\$2,400.00
KNSFHP 1150.02 (Mansfield)	2	40	\$70.00	\$35.00	\$35.00	\$1,400.00
KNSFHP 1150.02 (Newark)	1	20	\$130.66	\$35.00	\$95.66	\$1,913.20
KNSFHP 3312	1	48	\$75.00	\$50.00	\$25.00	\$1,200.00
MATH 1050	23	430	\$80.00	\$54.00	\$26.00	\$11,180.00
MATH 1060	1	25	\$80.00	\$54.00	\$26.00	\$650.00
MATH 1075	1	25	\$104.00	\$60.00	\$44.00	\$1,100.00
MATH 1156	2	150	\$69.99	\$55.99	\$14.00	\$2,100.00
MATH 5632	6	185	\$255.99	\$47.99	\$208.00	\$38,480.00
MBA 6223	2	48	\$140.00	\$94.00	\$46.00	\$2,208.00
MDN 6000	1	20	\$372.90	\$67.48	\$305.42	\$6,108.40

Course Number	Number of Sections	Number of Students	List Price	Discounted Price (Course Fee)	Student Savings	Course Savings
MED DIET 4910	1	20	\$372.90	\$67.48	\$305.42	\$6,108.40
MICROBIO 4000.01	3	560	\$94.99	\$75.99	\$19.00	\$10,640.00
MICROBIO 4000.02	1	82	\$94.99	\$75.99	\$19.00	\$1,558.00
MOLGEN 5650	2	32	\$99.99	\$74.99	\$25.00	\$800.00
MUSIC 2250	1	80	\$85.00	\$47.81	\$37.19	\$2,975.20
MUSIC 2253	1	30	\$173.95	\$33.74	\$140.21	\$4,206.30
MUSIC 3351	1	56	\$85.00	\$47.81	\$37.19	\$2,082.64
PHYS 1200	9	800	\$119.99	\$45.00	\$74.99	\$59,992.00
PHYS 1201	5	360	\$119.99	\$45.00	\$74.99	\$26,996.40
PHYS 1250	15	1500	\$85.00	\$40.00	\$45.00	\$67,500.00
PHYS 1251	5	750	\$40.00	\$20.00	\$20.00	\$15,000.00
PHYSIO 3200	1	215	\$105.00	\$60.00	\$45.00	\$9,675.00
POLITSC 1200	1	160	\$100.00	\$40.00	\$60.00	\$9,600.00
POLITSC 1300	1	80	\$39.99	\$31.96	\$8.03	\$642.40
PORTGSE 1101.01	2	44	\$119.99	\$38.99	\$81.00	\$3,564.00
PORTGSE 1102.01	1	22	\$119.99	\$38.99	\$81.00	\$1,782.00
PORTGSE 1103	2	44	\$119.99	\$38.99	\$81.00	\$3,564.00
PSYCH 1100	32	1500	\$95.00	\$40.00	\$55.00	\$82,500.00
PSYCH 1100 (Fohl Bailey)	2	64	\$65.00	\$52.00	\$13.00	\$832.00
PSYCH 1100 (Hupp)	1	20	\$169.96	\$33.74	\$136.22	\$2,724.40
PSYCH 1100 (Jones)	4	125	\$256.99	\$64.25	\$192.74	\$24,092.50
PSYCH 1100 (Mansfield)	2	64	\$95.00	\$53.44	\$41.56	\$2,659.84
PSYCH 1100 (Marion)	3	100	\$65.00	\$52.00	\$13.00	\$1,300.00
PSYCH 1100 (Miser)	3	80	\$95.00	\$40.00	\$55.00	\$4,400.00
PSYCH 1100 (Robinson)	1	36	\$95.00	\$40.00	\$55.00	\$1,980.00
PSYCH 1100H	6	145	\$259.99	\$35.00	\$224.99	\$32,623.55
PSYCH 1100H (Marion)	1	16	\$65.00	\$52.00	\$13.00	\$208.00
PSYCH 1100H (Miser)	1	20	\$95.00	\$40.00	\$55.00	\$1,100.00
PSYCH 2220	6	500	\$99.99	\$74.99	\$25.00	\$12,500.00
PSYCH 2220 (Newark)	1	16	\$75.99	\$56.99	\$19.00	\$304.00
PSYCH 2300	5	445	\$65.00	\$52.00	\$13.00	\$5,785.00
PSYCH 2367.01 (Marion)	1	16	\$80.00	\$64.00	\$16.00	\$256.00
PSYCH 2367.01 (Newark)	1	20	\$75.00	\$35.00	\$40.00	\$800.00
PSYCH 3310	1	30	\$110.00	\$61.88	\$48.12	\$1,443.60
PSYCH 3312	1	69	\$80.00	\$64.00	\$16.00	\$1,104.00
PSYCH 3312	2	145	\$25.00	\$20.00	\$5.00	\$725.00
PSYCH 3313	6	625	\$189.95	\$34.87	\$155.08	\$96,925.00
PSYCH 3331	6	410	\$85.57	\$39.99	\$45.58	\$18,687.80
PSYCH 3331 (Lima)	1	25	\$95.00	\$53.44	\$41.56	\$1,039.00
PSYCH 3331 (Newark)	1	30	\$90.00	\$50.00	\$40.00	\$1,200.00
PSYCH 3331H	1	25	\$85.57	\$39.99	\$45.58	\$1,139.50
PSYCH 3340 (Mansfield)	1	25	\$95.00	\$53.44	\$41.56	\$1,039.00
PSYCH 3340 (Newark)	1	28	\$150.00	\$60.00	\$90.00	\$2,520.00
PSYCH 3375	1	30	\$60.00	\$24.00	\$36.00	\$1,080.00
PSYCH 3513	1	100	\$65.00	\$52.00	\$13.00	\$1,300.00
PSYCH 3530	1	120	\$65.00	\$52.00	\$13.00	\$1,560.00
PSYCH 3550	1	20	\$246.65	\$39.99	\$206.66	\$4,133.20
PSYCH 4485 (Marion)	1	25	\$95.00	\$53.44	\$41.56	\$1,039.00
PSYCH 4531	1	30	\$70.00	\$35.00	\$35.00	\$1,050.00
SOCIOI 1101	2	64	\$85.00	\$34.00	\$51.00	\$3,264.00
SOCIOI 1101	1	415	\$103.00	\$40.00	\$63.00	\$26,145.00
SOCIOI 3463	3	140	\$100.00	\$40.00	\$60.00	\$8,400.00

Course Number	Number of Sections	Number of Students	List Price	Discounted Price (Course Fee)	Student Savings	Course Savings
SOCIO 3487	1	80	\$149.95	\$24.37	\$125.58	\$10,046.40
SOCWORK 1120	9	180	\$149.95	\$24.37	\$125.58	\$22,604.40
SOCWORK 1130	10	240	\$199.95	\$40.49	\$159.46	\$38,270.40
SOCWORK 1130H	1	20	\$199.95	\$40.49	\$159.46	\$3,189.20
SOCWORK 1140	4	100	\$73.33	\$31.99	\$41.34	\$4,134.00
SOCWORK 3101	10	260	\$149.95	\$27.36	\$122.59	\$31,873.40
SOCWORK 3301	7	180	\$233.32	\$39.99	\$193.33	\$34,799.40
SOCWORK 3401	11	280	\$100.00	\$40.00	\$60.00	\$16,800.00
SOCWORK 3401H	1	12	\$100.00	\$40.00	\$60.00	\$720.00
SOCWORK 3501	11	260	\$149.95	\$24.37	\$125.58	\$32,650.80
SOCWORK 3502	1	20	\$61.13	\$22.99	\$38.14	\$762.80
SOCWORK 3597	4	100	\$95.00	\$53.44	\$41.56	\$4,156.00
SOCWORK 3600	5	125	\$199.95	\$26.99	\$172.96	\$21,620.00
SOCWORK 4501	10	240	\$149.95	\$33.37	\$116.58	\$27,979.20
SOCWORK 4502	10	255	\$179.99	\$23.99	\$156.00	\$39,780.00
SOCWORK 4503	1	25	\$174.95	\$25.49	\$149.46	\$3,736.50
SOCWORK 5014	2	25	\$100.00	\$40.00	\$60.00	\$1,500.00
SOCWORK 5015	6	80	\$174.95	\$25.49	\$149.46	\$11,956.80
SOCWORK 5806	2	25	\$100.00	\$40.00	\$60.00	\$1,500.00
SOCWORK 6301	13	280	\$85.57	\$39.99	\$64.01	\$17,922.80
SOCWORK 7512	3	64	\$199.95	\$37.12	\$168.08	\$10,757.12
SOCWORK 7530	2	45	\$85.00	\$34.00	\$51.00	\$2,295.00
SOCWORK 7621	1	20	\$173.32	\$23.99	\$149.33	\$2,986.60
SOCWORK 7630	5	108	\$199.95	\$28.50	\$171.45	\$18,516.60
SPANISH 1101	15	325	\$99.99	\$38.99	\$61.00	\$19,825.00
SPANISH 1102	33	715	\$99.99	\$38.99	\$61.00	\$43,615.00
SPANISH 1103.01	35	755	\$99.99	\$38.99	\$61.00	\$46,055.00
SPANISH 1155	13	280	\$119.99	\$38.99	\$81.00	\$22,680.00
SPANISH 2202	8	175	\$99.99	\$79.99	\$20.00	\$3,500.00
SPANISH 3406	1	20	\$199.95	\$33.74	\$166.21	\$3,324.20
STAT 1350.01	8	140	\$89.99	\$67.49	\$22.50	\$3,150.00
STAT 1350.02	3	605	\$89.99	\$67.49	\$22.50	\$13,612.50
STAT 1430.01	4	100	\$99.99	\$55.00	\$44.99	\$4,499.00
STAT 1430.02	2	645	\$99.99	\$55.00	\$44.99	\$29,018.55
STAT 1450.01	4	80	\$99.99	\$74.99	\$25.00	\$2,000.00
STAT 1450.02	2	200	\$99.99	\$74.99	\$25.00	\$5,000.00
STAT 2450.02	2	145	\$89.99	\$67.49	\$22.50	\$3,262.50
STAT 2480.01	2	80	\$89.99	\$67.49	\$22.50	\$1,800.00
STAT 2480.02	1	140	\$89.99	\$67.49	\$22.50	\$3,150.00
STAT 3201	4	150	\$199.95	\$26.99	\$172.96	\$25,944.00
STAT 3450.02	1	280	\$100.00	\$60.00	\$40.00	\$11,200.00
STAT 3470.01	1	20	\$90.00	\$60.75	\$29.25	\$585.00
STAT 3470.02	1	640	\$90.00	\$60.75	\$29.25	\$18,720.00
STAT 4201	2	100	\$186.65	\$31.99	\$154.66	\$15,466.00
STAT 4202	2	250	\$186.65	\$31.99	\$154.66	\$38,665.00
STAT 5301	2	55	\$199.95	\$31.87	\$168.08	\$9,244.40
THEATRE 2100	2	480	\$65.00	\$31.69	\$33.31	\$15,988.80
THEATRE 2100H	4	80	\$65.00	\$31.69	\$33.31	\$2,664.80
889		50,639				\$3,298,499

APPENDIX XXVI

	Amount Establishing <u>Endowment*</u>	Total <u>Commitment</u>
<u>Establishment of Named Endowed Fund</u> <u>(University)</u>		
Stitzlein Family Endowed Scholarship Fund Established August 19, 2021, with gifts from Dr. Dorothy A. Stitzlein (BS 1962, MS 1967) and Kenneth E. Stitzlein (BS 1966) as well as additional Stitzlein family; used to provide scholarships to undergraduate students who are enrolled in the College of Food, Agricultural and Environmental Sciences. The donors desire that at least two scholarships be awarded annually: at least one for a student attending the Agricultural Technical Institute in Wooster and at least one for a student attending the Columbus campus.	\$101,406.35	\$101,406.35
The David B. Webber Fisher College of Business Scholarship Fund Established August 19, 2021, with gifts from friends and colleagues of David B. Webber (BS 1976); used to provide one or more scholarships to incoming Max M. Fisher College of Business students who demonstrate financial need.	\$100,075.00	\$100,075.00
Dr. Linda K. Lord Veterinary Student Leadership Scholarship Fund Established August 19, 2021, with gifts from friends, family, and colleagues of Linda Lord (MS 1999, DVM 1999, PhD 2006); used to provide one or more scholarships to students who are enrolled in the College of Veterinary Medicine. Preference will be given to students who have demonstrated leadership related to health and well-being, diversity and inclusion, community outreach, shelter medicine, organized veterinary medicine, and/or other student initiatives.	\$100,000.00	\$100,000.00
<u>Change in Name and Description of Named Endowed Fund</u> <u>(University)</u>		
From: The D. W. Miller, 1869-1947, Endowed Scholarship Fund To: The D.W. Miller, 1869-1947, Medical Student Support Fund		
<u>Change in Description of Named Endowed Fund</u> <u>(University)</u>		
The D. Lois Gilmore Memorial Award John Conrad Haaf Scholarship Fund		
<u>Establishment of Named Endowed Professorship</u> <u>(Foundation)</u>		
The Dr. H. Lee "Buck" Mathews Professorship in Marketing Established April 6, 2018, with a gift from Steven Trulaske (MA 1980, MBA 1982); used to support a distinguished teacher, researcher, and scholar in the Department of Marketing & Logistics. Revised and position established August 19, 2021.	\$1,044,448.98	\$1,044,448.98

Dr. Rattan Lal Endowed Professorship Established November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968); used to support a professorship position in the College of Food, Agricultural, and Environmental Sciences focused on sustainable management of soil resources for food, climate and environmental security. Revised and position established August 19, 2021.	\$1,027,195.06	\$1,027,195.06
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Establishment of Named Endowed Chair Fund
(Foundation)

Seth Andre Myers Chair Fund in Global Military History Established August 19, 2021, with gifts from Stephen Myers; used to support the faculty in the College of Arts and Sciences, Department of History. Should the gifted endowment principal balance reach \$3,500,000 for a chair position by September 30, 2026, the annual distribution from this fund shall be used to support a chair position in the Department of History focused on global military history. After September 30, 2026, the endowment may be revised when the gifted endowment principal reaches the minimum funding level required at that date for a chair position.	\$1,299,600.00	\$3,500,000.00
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Establishment of Named Endowed Fund
(Foundation)

Jennifer Hixon Mangino Ohio Staters Scholarship Endowed Fund Established August 19, 2021, with gifts from Michael J. Mangino (BS 2000, MBA 2004); used to provide one or more scholarships to students who are members of Ohio Staters, Inc. or its successor. If no students meet the selection criteria, the scholarship(s) will be open to all students. Recipients may be recommended by Ohio State Faculty/Staff Advisors of Ohio Staters, Inc.	\$250,000.00	250,000.00
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Behavioral Health Immediate Care (BHIC) and 33 Forever Endowed Fund Established August 19, 2021, with a gift from 33 Forever, Inc.; used to support the Department of Psychiatry and Behavioral Health and Ohio State Harding Hospital Behavioral Health Immediate Care programming which includes but is not limited to program costs: space, food, publicity, etc., education, training, stipends, and/or research awards.	\$153,035.74	\$153,035.74
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The Joseph L. Kenty Graduate Research Fund for Excellence in Materials Science and Engineering Established August 19, 2021, with gifts from Dr. Joseph Lee Kenty (PhD 1968); used to facilitate, advance and promote the research work of a PhD student enrolled in the College of Engineering at The Ohio State University. Candidates must be studying materials science and engineering and be from one of the following states: Ohio, Tennessee, Indiana, Michigan, Wisconsin, Pennsylvania, West Virginia, or Kentucky. It is the donor's desire to provide as significant financial support as possible to one eligible recipient per academic year.	\$132,191.65	\$132,191.65
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<p>Mittal Scholarship Fund</p> <p>Established August 19, 2021, with gifts from Dr. Samir Mittal (PhD 1999) and Ms. Shraddha Agrawal; used to support graduate students who are enrolled in the College of Engineering, majoring in mechanical engineering, and are members of the Women in Engineering program (or successor program). If no students meet the selection criteria, the scholarship(s) will be open to all graduate students who are enrolled in the college and are majoring in mechanical engineering. It is the donors' intent to provide significant financial support to the scholarship recipients, rather than provide smaller scholarships to several recipients.</p>	\$110,071.38	\$110,071.38
<p>The Rick Delaney Scholarship Fund</p> <p>Established August 19, 2021, with gifts from Dr. Carol Jean Greco Delaney (BS 1983, MD 1987) and Rick Allen Delaney (BS 1982); used to support undergraduate students who are enrolled in the College of Social Work and are judged by the scholarship selection committee as having both potential and commitment to make a significant impact in the field of child welfare. First preference shall be given to candidates who are currently in or who have aged out of foster care. Second preference will be given to candidates who were engaged in the child welfare system as children. If no students meet the selection criteria, support will be awarded to students who demonstrate a commitment to work in the foster care or child welfare field. Should a recipient(s) decide to pursue a master's degree in the college, support shall be continued as long as the recipient(s) is in good standing with the University and funds are available.</p>	\$103,705.52	\$103,705.52
<p>Elizabeth Williams Kastner Endowed Scholarship Fund</p> <p>Established August 19, 2021, with gifts from Paul V. Kastner; used to provides one or more scholarship(s) to students who are from the state of Ohio, enrolled in the College of Education and Human Ecology, and studying fashion and retail studies. If no students meet the selection criteria, the scholarship(s) will be open to all students who are from the state of Ohio and are enrolled in the college.</p>	\$102,674.00	\$102,674.00
<p>Brian Chiou & the Chiou Family Hope Fund</p> <p>Established August 19, 2021, with gifts from Sophia Chiou, family and friends; used to provide one or more scholarships for international students. The donor desires that when awarding this scholarship special consideration be given to students who have demonstrated knowledge of Taiwanese history or culture.</p>	\$100,150.00	\$100,150.00
<p>The Victor Yin Scholarship Fund</p> <p>Established August 19, 2021, with gifts from Victor Hao-En Yin (MS 1996); used to provide one or more scholarship(s) to first-generation students who are enrolled in the College of Engineering and are studying in the Department of Mechanical and Aerospace Engineering. Candidates must demonstrate financial need and have a minimum 3.0 grade point average. It is the donor's desire to provide significant financial support to two scholarship recipients, rather than provide smaller scholarships to several recipients. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college and are studying in the department.</p>	\$100,003.50	\$100,003.50

<p>The Tom and Becky Frigge Endowed Scholarship Fund Established August 19, 2021, with gifts from Thomas R. Frigge (BS 1977, MS 1981) and Rebecca J. Frigge; used to provide one or more scholarship(s) to students who are majoring in hospitality management and studying food and beverage management. Candidates must have a minimum 2.5 grade point average. Scholarship(s) are renewable as long as the recipient(s) remain in good academic standing. 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. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the College of Education and Human Ecology.</p>	\$100,000.00	\$100,000.00
<p>Nancy Byrd Johnson and Howard M. Johnson Endowed Fund Established August 19, 2021, with gifts from Dr. Howard Marcellus Johnson (BS 1958, MS 1959, PhD 1962); used to support biological science research being conducted by students. Research may be focused on, but not limited to, the fields of biophysics, molecular genetics, and gene activation. The donor desires such research is part of interdisciplinary studies, promotes diversity, and has potential to lead to new avenues of discovery.</p>	\$100,000.00	\$100,000.00
<p>Elizabeth Williams Kastner Endowed Experience Fund Established August 19, 2021, with gifts from Paul V. Kastner; used to provides support to students who are from the state of Ohio, enrolled in the College of Education and Human Ecology, and studying fashion and retail to travel and attend the annual National Retail Federation Conference in New York City or its successor. If no students are attending the conference, the annual distribution shall provide support for students who are from the state of Ohio, enrolled in the college, and studying fashion and retail to participate in professional development/extracurricular activities and/or study abroad programs related to fashion and retail studies.</p>	\$100,000.00	\$100,000.00
<p>Dr. John N. King Lectureship and Research Fund Established August 19, 2021, with gifts from Pauline G. King; used to support an annual lecture in John's memory on the topic of Medieval and Renaissance Studies. Any remaining funds may be used to support a University membership with The Folger Shakespeare Library at the discretion of the highest ranking official in the College of Arts and Sciences or his/her designee. If at any time the lecture ceases to exist/occur, the annual distribution shall support the Center for Medieval and Renaissance Studies. If at any time the Center for Medieval and Renaissance Studies ceases to exist, the annual distribution shall support the college.</p>	\$100,000.00	\$100,000.00

Dr. Joseph Rosenblatt and Dr. Gay Miller Scholarships for Mathematics Fund Established August 19, 2021, with gifts from Dr. Joseph M. Rosenblatt and Dr. Gay Y. Miller (BS 1977, DVM 1981, PhD 1991); used to support undergraduate or graduate students studying in the College of Arts and Sciences, Department of Mathematics who maintain a minimum 3.5 grade point average on a 4.0 scale. Candidates must be first-generation college students. If no students meet the selection criteria, support will be open to all students studying in the department.	\$100,000.00	\$100,000.00
John B. Roth, MD '70 Pediatric Prize Fund in Medicine Established August 19, 2021, with gifts from Dr. John B. Roth (MD 1970); used to provide one or more prizes to be given to graduating fourth-year medical students who have demonstrated outstanding performance in pediatrics and are pursuing a residency in pediatrics. It is the donor's desire to provide as significant financial support as possible to one eligible recipient.	\$100,000.00	\$100,000.00
Goerler Endowment for University Libraries Established August 19, 2021, with gifts from Dr. Raimund E. Goerler who is passionate about oral history; used at the discretion of the highest ranking official in the University Libraries or his/her designee. May be revised in the future when the gifted endowment principal reaches the minimum funding level required at that date for a restricted endowment. Thereafter, the annual distribution shall support oral history projects conducted by the University Archives.	\$55,600.00	\$55,600.00
The Dale Rasche Endowed Fund in Welding Engineering Established August 19, 2021, with gifts from Dale S. Rasche (BS 1981, MS 1982) and matching gifts from ConocoPhillips; used to provides scholarships to undergraduate students who are enrolled in the College of Engineering and majoring in welding engineering. Candidates must be non-traditional students with a technical background who are returning to college to pursue a new career and demonstrate financial need. The donor desires that when awarding this scholarship special consideration be given for students who have overcome educational or socioeconomic obstacles. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. The donor requests that scholarships be awarded in larger amounts to make a more significant impact.	\$51,463.70	\$51,463.70
The Arthur and Jewellean Mangaroo Doctoral Fellows Fund Established August 19, 2021, with gifts from Dr. Jewellean Mangaroo (PhD 1968); used to support doctoral candidates who are participating in the Bell Fellows program for doctoral students in the Todd Anthony Bell National Resource Center on the African American Male. The donor desires that special consideration be given for candidates who have experience living or working in diverse environments. If no candidates meet the selection criteria, the annual distribution shall support doctoral students served by the Office of Diversity and Inclusion.	\$50,000.00	\$50,000.00

The Markiewicz Oberrath (MO) Endowed Scholarship Fund Established August 19, 2021, with gifts from Joanne Markiewicz and Karen Oberrath (MA 1979); provide one or more scholarships to undergraduate students who are enrolled in the College of Education and Human Ecology who are majoring in exercise science education or physical education, sport and physical activity. Preference shall be given to candidates who attended The Ohio State University at Mansfield and have since transferred to the Columbus Campus. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college.	\$50,000.00	\$345,000.00
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Medical Class of 1993 Endowed Fund Established August 19, 2021, with gifts from the medical class of 1993 and friends; used at the discretion of the highest ranking official in the College of Medicine or his/her designee. If the gifted principal balance reaches the minimum funding level required at that date for a restricted endowment, the endowment shall be revised to provide scholarship support to students who are enrolled in the college, demonstrate financial need and are in good academic standing.	\$25,515.06	\$25,515.06
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Change in Name and Description of Named Endowed Fund (Foundation)

From: The Chick-fil-A Bowl Scholarship Fund
To: John Lewis Legacy of Courage Scholarship Fund Endowed by the Chick-fil-A Peach Bowl

From: The Shawn Springs Majority of One Scholarship Fund
To: The Shawn Springs Fund

Change in Description of Named Endowed Fund (Foundation)

The Portman Smith Family Endowed Scholarship Fund

Closure of Named Endowed Fund (Foundation)

Dr. William Davidson Undergraduate Scholarship Fund

Total \$5,557,135.94

*Amounts establishing endowments as of June 30, 2021, unless notated otherwise.
** Amount as of July 13, 2021

The Ohio State University
Board of Trustees

APPENDIX XXVII

August 19, 2021

BACKGROUND

TOPICS: Authorization for the issuance of general receipts obligations and authorization of multiyear debt issuance program II of the University.

CONTEXT: Pursuant to prior resolutions adopted by the Board of Trustees on June 5, 2015, on June 9, 2017, and on June 6, 2018 (collectively, the "Program Resolution"), the Board of Trustees authorized the issuance of The Ohio State University General Receipts Bonds and Commercial Paper Notes (the "Senior Obligations") and subordinated bonds and notes (the "Subordinated Obligations" and, together with the Senior Obligations, the "Obligations") in an aggregate principal amount not to exceed \$1 billion by no later than June 30, 2020. Under such Program Resolution, the Board of Trustees authorized the issuance of Obligations pursuant to the Amended and Restated Trust Indenture by the president and/or the senior vice president for business and finance after consultation with the chair of the Audit, Finance & Investment Committee and legal counsel over the time period of such resolution. The University issued \$600 million of obligations pursuant to such Program Resolution. On June 3, 2020, the Board of Trustees further extended the authorization of the remaining \$400 million unissued balance through June 30, 2023, to have been accomplished through the establishment of a multiyear debt issuance program II.

SUMMARY: The proposed resolution repeals the entirety of Resolution 2020-131. Under the proposed resolution, it is requested that the Board of Trustees authorize through June 30, 2025 the \$400 million of unused authorization provided in the Program Resolution, as well as an additional \$400 million, and authorize the establishment of a multiyear debt issuance program II. This resolution, like the prior Program Resolution, provides that the issuance limitation does not apply to Obligations issued to refund or retire any Outstanding Obligations or any capital lease or other type of indebtedness that does not constitute an Obligation as defined in the Amended and Restated Trust Indenture. This resolution, like the prior Program Resolution, also authorizes the President or Senior V.P. for Business and Finance to determine appropriate terms and conditions and negotiate and execute related transaction documents. It is in the best interest of the University that the University be authorized to issue up to \$800 million of obligations through June 30, 2025 to provide flexibility for the University to issue debt and enter into interest rate management or hedging contracts to take advantage of favorable interest rate environments and to be managed through a new multiyear debt issuance program II.

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