

**THURSDAY, DECEMBER 4, 2025
FULL-BOARD PUBLIC SESSION**

Longaberger Alumni House
2200 Olentangy River Road, Columbus, OH 43210
Or watch via livestream at: <https://vimeo.com/event/5545128/00d528fe67>

1:00 p.m. **Board Meeting Reconvenes**
Approval of August 2025 Meeting Minutes – Mr. John Zeiger
President’s Report – President Walter E. Carter Jr.

Consent Agenda

1. Resolutions in Memoriam
2. Approval of Personnel Actions
3. Revocation of Degree – Doctor of Philosophy
4. Revocation of Degree – Bachelor of Arts
5. Approval to Establish an Executive Master of Health Administration
6. Approval of the Report on Low Enrollment Courses and Duplicate Programs
7. Approval of Revisions to the Interim Policy on Faculty Appointments, Faculty Workload, Tenure, and Retrenchment
8. Amendments to the *Rules of the University Faculty*
9. Faculty Personnel Actions
10. Degrees and Certificates
11. Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts
12. Approval of the East Hospital Level III Trauma Center Verification
13. Approval of Amendments to the *Bylaws of the Medical Staff* – The Ohio State University Hospitals
14. Approval of Amendments to the *Bylaws of the Medical Staff* – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
15. Approval of Amendments to the *Medical Staff Rules and Regulations* – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
16. Approval for Acquisition of Real Property – 941 Chatham Lane
17. Approval of the FY25 Progress Report on the Ohio Task Force on Affordability and Efficiency in Higher Education Recommendations
18. Authorization to Approve Golf Course Dues and Fees
19. Approval of the University Foundation Report
20. Naming of the Herbert J. Block Memorial Tournament Patient Registration
21. Naming of the Harry T. Mangurian, Jr. Foundation Visitor Lounge
22. Naming of the James L. Prusa Turfgrass Innovation Lab
23. Naming of the Kimmet Family Capstone Room
24. Naming of the Minnie M. McGee Academic Success Hub
25. Naming of Internal Spaces – University Hospital
26. Naming of Internal Spaces – Multispecies Animal Learning Complex
27. Naming of Internal Spaces – Engineering Research and Education Laboratories
28. Naming of Engineering Research and Education Laboratories

June 4 – August 20, 2025, Board of Trustees meetings

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FIVE HUNDRED AND THIRTY-FIRST
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, June 4 – August 20, 2025

The Board of Trustees and its committees met in Columbus, Ohio, at Longaberger Alumni House, unless noted otherwise herein, and virtually over Zoom on June 4; July 2, 16 and 30; and August 13, 19 and 20, 2025, pursuant to adjournment.

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Minutes of the last meetings were approved.

LEGAL, AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

Committee Chair Elizabeth P. Kessler called the meeting of the Legal, Audit, Risk and Compliance Committee to order on Wednesday, June 4, 2025, at 2:00 p.m.

Members Present: Elizabeth P. Kessler, Bradley R. Kastan, Juan Jose Perez, Kendall C. Buchan, John W. Zeiger (ex officio)

Members Present via Zoom: Michael F. Kiggin, Amy Chronis

Members Absent: N/A

It was moved by Ms. Kessler and seconded by Mr. Kastan that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation; to consider business-sensitive trade secrets; 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 move into executive session with the following members present and voting: Ms. Kessler, Mr. Kastan, Mr. Kiggin, Mr. Perez, Dr. Buchan, Ms. Chronis and Mr. Zeiger.

The committee entered executive session at 2:09 p.m. The meeting adjourned at 5:24 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

TALENT, COMPENSATION AND GOVERNANCE COMMITTEE MEETING

Committee Chair Jeff Kaplan called the meeting of the Talent, Compensation and Governance Committee to order on Wednesday, July 2, 2025, at 2:00 p.m. The committee convened in Columbus, Ohio, in room 5000 of University Square South, and virtually over Zoom.

Members Present: Jeff M.S. Kaplan, Elizabeth P. Kessler, Reginald A. Wilkinson, Tomislav B. Mitevski, Juan Jose Perez, Kara J. Trott – arr. 2:11 p.m., John W. Zeiger (ex officio)

Members Present via Zoom: Gary R. Heminger – arr. 2:09 p.m.

Members Absent: N/A

It was moved by Mr. Kaplan and seconded by Mr. Perez that the committee recess into executive session to discuss business-sensitive trade secrets and personnel matters regarding the appointment, employment and compensation of public employees.

June 4 – August 20, 2025, Board of Trustees meetings

A roll-call vote was taken, and the committee voted to move into executive session with the following members present and voting: Mr. Kaplan, Ms. Kessler, Dr. Wilkinson, Mr. Mitevski, Mr. Perez and Mr. Zeiger. Mr. Heminger and Ms. Trott were not present for this vote.

The committee entered into executive session at 2:04 p.m. and adjourned at 5:14 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE MEETING

Committee Chair Reginald Wilkinson called the meeting of the Academic Affairs and Student Life Committee to order on Wednesday, July 16, 2025, at 2:00 p.m.

Members Present: Reginald A. Wilkinson, Elizabeth A. Harsh, Jeff M.S. Kaplan, Bradley R. Kastan, Kendall C. Buchan, Eric Bielefeld, John W. Zeiger (ex officio)

Members Present via Zoom: Michael F. Kiggin – arr. 2:40 p.m., Stefanie Sanford – arr. 2:05 p.m.

Members Absent: Elizabeth P. Kessler

It was moved by Dr. Wilkinson and seconded by Mr. Kaplan that the committee recess into executive session to discuss business-sensitive trade secrets and 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 committee voted to move into executive session with the following members present and voting: Dr. Wilkinson, Mrs. Harsh, Mr. Kaplan, Mr. Kastan, Dr. Buchan, Dr. Bielefeld and Mr. Zeiger. Mr. Kiggin and Dr. Sanford were not present for this vote.

The committee entered executive session at 2:02 p.m. and reconvened in public session at 4:07 p.m. The committee adjourned at 4:53 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

MASTER PLANNING AND FACILITIES COMMITTEE MEETING

Committee Chair John Perez called the meeting of the Master Planning and Facilities Committee to order on Wednesday, July 30, 2025, at 1:57 p.m.

Members Present: Juan Jose Perez, Reginald A. Wilkinson, Pierre Bigby, Bradley R. Kastan, Kendall C. Buchan, Robert H. Schottenstein, Keith Myers

Members Present via Zoom: George A. Skestos – arr. 1:59 p.m.

Members Absent: Elizabeth A. Harsh, John W. Zeiger (ex officio)

It was moved by Mr. Perez and seconded by Mr. Bigby that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation, to consider business-sensitive trade secrets and to discuss details relative to security arrangements and emergency response protocols.

It was moved by Mr. Perez and seconded by Dr. Wilkinson that the committee recess into executive session to consider business-sensitive trade secrets and to consult with legal counsel regarding pending litigation. A roll-call vote was taken, and the committee voted to move into executive session with the following members present and voting: Mr. Perez, Dr. Wilkinson, Mr. Bigby, Mr. Kastan, Dr. Buchan, Mr. Schottenstein and Mr. Myers. Mr. Skestos was not present for this vote.

The committee entered executive session at 1:59 p.m. and reconvened in public session at 4:24 p.m. The meeting adjourned at 4:31 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

FINANCE AND INVESTMENT COMMITTEE MEETING

Committee Chair Tomislav Mitevski called the meeting of the Finance and Investment Committee to order on Wednesday, August 13, 2025, at 9:30 a.m.

Members Present: Tomislav B. Mitevski, Pierre Bigby, Gary R. Heminger, George A. Skestos, John W. Zeiger (ex officio)

Members Present via Zoom: Michael F. Kiggin, Amy Chronis

Members Absent: Kent M. Stahl

It was moved by Mr. Mitevski and seconded by Mr. Bigby that the committee recess into executive session to consider business-sensitive trade secrets. A roll-call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Mitevski, Mr. Bigby, Mr. Kiggin, Mr. Skestos, Ms. Chronis and Mr. Zeiger. Mr. Heminger was not present for this vote.

The committee entered into executive session at 9:31 a.m. and reconvened in public session at 11:24 a.m. The meeting adjourned at 11:59 a.m.

(See Appendix X for Summary of Actions Taken, page XX)

TALENT, COMPENSATION AND GOVERNANCE COMMITTEE MEETING

June 4 – August 20, 2025, Board of Trustees meetings

Committee Chair Jeff Kaplan called the meeting of the Talent, Compensation and Governance Committee to order on Wednesday, August 13, 2025 at 1:00 p.m.

Members Present: Jeff M.S. Kaplan, Elizabeth P. Kessler, Gary R. Heminger, Reginald A. Wilkinson, Tomislav B. Mitevski, Juan Jose Perez, Kara J. Trott, John W. Zeiger (ex officio)

Members Present via Zoom: N/A

Members Absent: N/A

It was moved by Mr. Kaplan and seconded by Mr. Heminger that the committee recess into executive session to discuss business-sensitive trade secrets and personnel matters regarding the appointment, employment and compensation of public employees.

A roll-call vote was taken, and the committee voted to move into executive session with the following members present and voting: Mr. Kaplan, Ms. Kessler, Mr. Heminger, Dr. Wilkinson, Mr. Mitevski, Mr. Perez, Ms. Trott and Mr. Zeiger.

The committee entered into executive session at 1:05 p.m. and adjourned at 3:25 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

FULL-BOARD EXECUTIVE SESSION

Board Chair John W. Zeiger called the meeting of the Board of Trustees to order on Tuesday, August 19, 2025, at 9:28 a.m.

Members Present: John W. Zeiger, Elizabeth P. Kessler, Gary R. Heminger, Jeff M.S. Kaplan, Elizabeth A. Harsh, Reginald A. Wilkinson, Michael F. Kiggin, Tomislav B. Mitevski, Pierre Bigby, Juan Jose Perez, Bradley R. Kastan, George A. Skestos, Kara J. Trott, Patrick J. Tiberi

Members Present via Zoom: N/A

Members Absent: N/A

Mr. Zeiger:

Will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Mr. Zeiger:

June 4 – August 20, 2025, Board of Trustees meetings

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; 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. Zeiger, seconded by Mr. Perez, the Board of Trustees adopted the foregoing motion by unanimous roll-call vote, cast by trustees: Mr. Zeiger, Ms. Kessler, Mr. Heminger, Mr. Kaplan, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski, Mr. Bigby, Mr. Perez, Mr. Kastan, Mr. Skestos, Ms. Trott and Mr. Tiberi.

The meeting entered executive session at 9:29 a.m. and adjourned at 12:06 p.m.

WEXNER MEDICAL CENTER BOARD MEETING

Board Secretary Jessica A. Eveland called the meeting of the Wexner Medical Center Board to order on Tuesday, August 19, 2025, at 12:59 p.m.

Members Present: Gary R. Heminger, Tomislav B. Mitevski, Juan Jose Perez, George A. Skestos, Kara J. Trott, Robert H. Schottenstein, Cindy Hilsheimer, Amy Chronis, Hiroyuki Fujita, John W. Zeiger (ex officio), Walter E. Carter Jr. (ex officio), Ravi V. Bellamkonda (ex officio), John J. Warner (ex officio)

Members Present via Zoom: Stephen D. Steinour – arr. 1:03 p.m., Michael Papadakis (ex officio)

Members Absent: Leslie H. Wexner

It was moved by Mr. Schottenstein and seconded by Dr. Warner that the Wexner Medical Center Board recess into executive session to consider business-sensitive trade secrets and quality matters required to be kept confidential.

A roll-call vote was taken, and the Board voted to go into executive session with the following members present and voting: Mr. Heminger, Mr. Mitevski, Mr. Perez, Mr. Skestos, Ms. Trott, Mr. Schottenstein, Mr. Steinour, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Mr. Zeiger, President Carter, Dr. Bellamkonda, Mr. Papadakis and Dr. Warner.

The Wexner Medical Center Board entered executive session at 1:40 p.m. and adjourned at 4:21 p.m.

(See Appendix X for Summary of Actions Taken, page XX)

ATHLETICS COMMITTEE MEETING

June 4 – August 20, 2025, Board of Trustees meetings

Committee Chair Gary Heminger called the meeting of the Athletics Committee to order on Wednesday, August 20, 2025, at 7:59 a.m.

Members Present: Gary R. Heminger, Michael F. Kiggin, Elizabeth P. Kessler, Jeff M.S. Kaplan, Pierre Bigby, Bradley R. Kastan, George R. Skestos, Kendall C. Buchan, John W. Zeiger (ex officio)

Members Present via Zoom: N/A

Members Absent: N/A

It was moved by Mr. Heminger and seconded by Mr. Kaplan that the committee recess into executive session to discuss business-sensitive trade secrets and to discuss personnel matters involving the appointment, employment and compensation of public employees.

A roll-call vote was taken, and the committee voted to move into executive session with the following members present and voting: Mr. Heminger, Mr. Kiggin, Ms. Kessler, Mr. Kaplan, Mr. Bigby, Mr. Kastan, Mr. Skestos, Dr. Buchan and Mr. Zeiger.

The committee entered into executive session at 8:05 a.m., and the meeting adjourned at 9:48 a.m.

(See Appendix X for Summary of Actions Taken, page XX)

FULL-BOARD PUBLIC SESSION

Board Chair John W. Zeiger convened The Ohio State University Board of Trustees on Wednesday, August 20, 2025, at 10:03 a.m.

Members Present: John W. Zeiger, Elizabeth P. Kessler, Gary R. Heminger, Jeff M.S. Kaplan, Elizabeth A. Harsh, Reginald A. Wilkinson, Michael F. Kiggin, Tomislav B. Mitevski, Pierre Bigby, Juan Jose Perez, Bradley R. Kastan, George A. Skestos, Kara J. Trott

Members Present via Zoom: N/A

Members Absent: Patrick J. Tiberi

Mr. Zeiger:

Good morning and welcome to this session of the Board of Trustees meeting of The Ohio State University. Will the Secretary please advise when a quorum of trustees is present?

Ms. Eveland:

A quorum is present.

Mr. Zeiger:

Thank you. I would like to convene this meeting of the Board of Trustees and remind everyone with us today that this meeting is being recorded and livestreamed for the public by WOSU. I also ask that everyone with us this morning follow rules of decorum proper to the conducting of the business at hand.

I'd like to start the meeting this morning by welcoming our two newest members to this Board of Trustees — Trustee Pat Tiberi and Student Trustee Patrick Arp, both of whom have been appointed by Governor DeWine to the Board of Trustees since our last public meeting. Pat Tiberi has had a remarkable career as a public servant, having served — and served with distinction — in the Congress of the United States from the central Ohio area for many years. He's currently the CEO of the Ohio Business Roundtable. Patrick is a junior studying biomedical science and economics — to make sure that he has plenty of things to do — and has already impressed us as a very thoughtful and good contributor. So, we welcome both Pat and Patrick to this board and appreciate your service in this respect.

RECOGNITION OF DISTINGUISHED UNIVERSITY PROFESSORS

Mr. Zeiger:

We have a special event this morning. It focuses on the core mission of this university, which is the education and research that distinguish us from so many other universities. We have the privilege of honoring the newest Distinguished University Professors, each of whom is an accomplished faculty member known as an expert in their field both at the university and well beyond. Each is an outstanding scholar, mentor and educator.

Academic excellence is the highest priority of this Board of Trustees, as we have discussed at many of our meetings. And the accomplishments of these individuals add to the excellence and prestige of our university. So, we welcome our honorees this morning with great pride.

Provost Bellamkonda — if you would please introduce the newest Distinguished University Professors? Thank you.

Dr. Bellamkonda:

Thank you, Mr. Chairman.

Mr. Chairman and members of the board, it is my distinct honor to introduce to you The Ohio State University's Distinguished University Professors for 2025. Before I make the introductions, however, I'd like to explain what the title "Distinguished University Professor" means and what a significant recognition it represents.

This is the highest honor bestowed by Ohio State. Period. Since its creation more than 35 years ago, the Distinguished University Professor title has been awarded to a very limited group of exceptional faculty members each year. This

year, we are fortunate to have five. They hold the title in perpetuity. Nominations are put forward by our colleagues and, following an extremely rigorous review process, the candidates' records in teaching, research and scholarly activity, as well as creative work and service, are evaluated, and final recommendations are made by the members of the President and Provost's Advisory Committee, a committee of peers. Distinguished University Professors are awarded \$30,000 as a one-time grant to support their academic work. They also automatically become members of the President and Provost's Advisory Committee. That means that Ohio State can call on their expertise to advise us on how best to promote academic excellence at the university.

This year's Distinguished University Professors are: Dr. Patrick Green, College of Veterinary Medicine; Dr. Peter Hahn, College of Arts and Sciences; Dr. Anita Hopper, College of Arts and Sciences; Dr. Michael Lisa, College of Arts and Sciences; and Dr. Phil Popovich, College of Medicine.

Dr. Green is unable to join us today. However, with your permission, I will introduce Dr. Green as well.

Dr. Patrick Green is internationally recognized for his pioneering research that has significantly advanced the understanding of human T-cell leukemia viruses, or HTLV, and retroviruses. Widely regarded as the preeminent researcher and worldwide leader in the structure-function relationships of HTLV proteins and their role in disease, Dr. Green has not only improved our understanding of cancer-causing retroviruses, but is also applying his discoveries to the development of therapeutics and vaccines to address such conditions.

Dr. Green is the director of our Center for Retroviral Research and is a senior advisor at The Ohio State University Comprehensive Cancer Center. The relevance of Dr. Green's work to human health has been broad and significant, especially with respect to cancer, leading to a long list of prestigious awards and scientific recognitions. He's a Fellow of the American Association of the Advancement of Science, American Academy of Microbiology, American Cancer Society, Leukemia Society of America, amongst other honors. He's been recognized by the International Retrovirology Association for exceptional contributions to the field of HTLV and other related viruses. And, in 2019, he received the Dale McFarlin Award for outstanding service to the association. In 2009, he was named a University Distinguished Scholar, a recognition of outstanding scholarly activity, research or creative works. May we now see a video of Dr. Green.

[VIDEO PRESENTATION]

Dr. Bellamkonda:

Congratulations to Dr. Green, sir. Thanks.

It is now my pleasure to introduce Distinguished University Professor Peter Han. Peter Hahn is a prominent scholar recognized for his extensive contributions to the field of U.S. foreign policy, especially regarding the Middle East. His work has significantly shaped the understanding of U.S. diplomatic history and international relations, earning him a recognition as the leading expert in his field. He's authored eight books, co-edited a collection of articles and published nearly 100 scholarly reviews, essays and commentaries. His research has been supported by prestigious fellowships, including the National Endowment for the

Humanities, the Fulbright Scholar Program and the Office of the Secretary of Defense. In recognition of his research achievements, Dr. Hahn has received the Society for Historians of American Foreign Relations Distinguished Service Award in 2017 and the Stuart L. Bernath Lecture Prize in 1998.

In addition to his research during his over three-decade tenure at Ohio State, Dr. Hahn has exemplified excellence in teaching and mentorship. He has developed and taught courses on U.S. foreign policy, modern U.S. history, including a study abroad program focusing on World War II in Europe. I'd like to go on that program. Dr. Hahn has mentored nearly 40 PhD students and 34 master's students, many of whom have gone on to prestigious careers.

This spring, Dr. Hahn also retired from Ohio State after more than 30 years of service to the university. He now proudly bears the title of professor emeritus. May we now please see the video of Dr. Hahn.

[VIDEO PRESENTATION]

Dr. Bellamkonda:

Congratulations, Dr. Hahn. Would you like to say a couple words?

Dr. Hahn:

I would. Thank you for the opportunity to address the board briefly.

I'm deeply honored to accept this award of Distinguished University Professor. Ohio State University has been a remarkable place for me to pursue my professional aspirations. The Department of History boasts a dynamic cohort of scholars in diplomatic and military history — many of them here this morning — who have earned a reputation for comprising the nation's finest research and graduate education program in those fields. Department chairs, including the current one, Professor Scott Levi, have maintained standards of excellence and have carefully shepherded resources in support of scholarly achievements. The Mershon Center for International Security Studies has been a gateway for interdisciplinary perspectives and discussion that sharpened my scholarship.

To put it succinctly, it's hard to imagine a better environment for me as I analyzed the long and complicated history of U.S. foreign policy in the Middle East.

Ohio State's commitment to excellence among undergraduates has created fabulous opportunities for me to pursue my other passion, which is teaching. In partnership with colleagues David Steigerwald and Peter Mansoor, I learned that there is no better way to instruct students and alumni about the D-Day invasion except to walk with them on Omaha Beach.

I cherish the traditional classroom where I taught the intricacies of U.S. foreign policy to hundreds of undergraduates who were destined for careers in civil and military service, and also in medicine, business and engineering, among other professions — citizens all. Through their questions and comments, I learned how to articulate the narrative more cogently, more evenhandedly and more comprehensively. Semester after semester, they demonstrated the synergy generated by Ohio State's dual commitment to excellence in teaching and excellence in research. My students confirmed my principled view that

undergraduate instruction was our original purpose and remains our most important mission.

Thank you.

Dr. Bellamkonda:

Thank you, Dr. Hahn, for everything that you do.

Mr. Chairman, it's my pleasure now to introduce our Distinguished University Professor, Dr. Anita Hopper.

Dr. Anita Harper's groundbreaking research has significantly advanced the understanding of transfer RNA biogenesis and processing. She was the first to discover mutants that accumulate unspliced tRNAs, a finding that has paved the way for numerous biochemical assays in tRNA splicing. Her recent work has identified more than 140 novel proteins involved in tRNA intron turnover and nuclear-cytoplasmic bidirectional movement, providing new insights into tRNA biogenesis.

Throughout her career, Dr. Hopper has published more than 120 peer reviewed papers and has been continuously funded by the National Institutes of Health since 1976. Her exceptional contributions to science have been recognized by numerous awards, including the election to the National Academy of Sciences, the American Academy of Arts and Sciences, the American Academy of Microbiology, and the American Association for the Advancement of Science. She's received the Lifetime Achievements in Science Award from the RNA Society and has also received the Ohio State Distinguished Scholar Award in 2012. In addition to her research, Dr. Hopper is a dedicated educator, having mentored dozens of postdoctoral fellows, graduate and undergraduate and high school students.

Maybe now please see the video of Dr. Hopper.

[VIDEO PRESENTATION]

Dr. Bellamkonda:

Dr. Hopper, congratulations. We're proud of your work. Would you like to share a few words, please?

Dr. Hopper:

OK, most of what I would have liked to say is in that video.

I have three passions I might like to describe. The first is what I do: basic research — what I call discovery research. This is investigations into the unknown, and it is so important because without advances into the unknown, there's no application in medicine, health or the environment. And we do a very good job in basic sciences here at Ohio State.

The second passion is mentorship. So, as a first-generation college student, I would not be here at all if I hadn't had dedicated, supportive mentors who advised me all the way through. So, part of my mission here is payback, to have

the next generation of young scientists have the support that they need to pursue.

And then the third passion is state-supported schools. So, all my education and all my academic career has been in state-supported schools, and they are essential to the mission of this country and of our next generation. Ohio State is, I think, the best of the universities that I've been at because it is so crazy large, and we have everything here from sciences to engineering and physics all on one campus, which means we can interact in ways that would not be possible if we were dispersed in different groups. So, this has been a wonderful place for me to teach undergraduates, graduate students, postdocs; to conduct what I think is unique research; and to look forward to next generation of scientists.

Dr. Bellamkonda:

Thank you so much and congratulations.

We now switch gears to atomic physics, in a matter of sense. It is my pleasure to introduce you to Distinguished University Professor, Dr. Michael Lisa.

Dr. Michael Lisa's research bridges the boundary between the traditional fields of nuclear physics and high-energy particle physics. His experimental studies investigate collisions between very heavy atomic nuclei traveling at nearly the speed of light. His goal is to melt these nuclei into a hot stew of quarks, which are usually trapped within the protons, which constitute the nucleus. This phenomenon, known as the quark-gluon plasma, was last seen in nature only microseconds after the Big Bang — not the TV show.

Dr. Lisa's research is responsible for seminal breakthrough discoveries. His development of azimuthally sensitive femtoscopy is a touchstone in the field, allowing for precise measurements of the size and lifetime of the fireball created in nuclear collisions. More recently, his work has led to the exciting development of measuring the vorticity of the quark-gluon plasma, a way to quantify how fast this extreme fluid is swirling.

Widely recognized for his scientific contributions, Dr. Lisa received the Sambamurti Memorial Prize Lectureship from Brookhaven National Lab, where he was, and he was also a Fulbright Scholar. He's a Fellow of the American Association of the Advancement of Science and the American Physical Society. In 2020, he was named a University Distinguished Scholar.

May we now please see a video of Dr. Lisa.

[VIDEO PRESENTATION]

Dr. Bellamkonda:

Congratulations, Dr. Lisa. Would you like to share a few thoughts please?

Dr. Lisa:

Sure. Thank you. Thanks to the Board of Trustees and university. I'm very honored by this title.

It's been a pleasure to be at Ohio State. I bring international research from national labs, from international labs to Ohio State. We're working at scales 100,000 times smaller than a single atom, at very high energies, as was said. And this leads to new phenomenon never anticipated before. And there have been three discoveries — which I won't go into the details on — made here at Ohio State by students at Ohio State.

As I guess the video said, presenting very complex physical systems to bright young minds really can lead to surprising and fascinating results. It's been a pleasure to work with the students here. I'm always — well, I used to be very surprised by what they can do, and now I am no longer surprised. These young students, then, are leading to basically the intellectual infrastructure of our country. They enter the workforce with skills that they really could get nowhere else. I'll sort of echo the words said before that the size of this university allows me to access other scientific departments, the engineering department to promote my scientific research. And the support of the faculty has been tremendous in terms of sharing knowledge from atomic physics, quantum optics, etcetera, to sort of expand my own research. I'd say the collaborative culture of OSU is largely unique. I talked to colleagues at other universities, and this is not ubiquitous. It's something that is special here, and it's a culture that we strive for. I've noticed this, that we strive for this. It leads to excellence and sort of builds on itself, and that's something valuable that we need to keep in mind as we move forward.

The teaching aspect here is also very important. I found the culture very supportive of teaching. Teaching is a passion of mine. I was able to write a textbook on the physics of sports, as a matter of fact, and this actually has been quite popular. And I find that the passion for teaching is also reflected among my colleagues. Once again, this leads to a culture that supports instruction of our young people. I found Ohio State a fantastic place to work and unique place to develop the science and education I've been able to participate in. So, thank you.

Dr. Bellamkonda:

Thank you so much. You're an important part of creating that culture. Thank you.

Finally, it is my pleasure to introduce you to Distinguished University Professor, Dr. Phillip Popovich.

Dr. Phillip Popovich has conducted more than 20 years of groundbreaking research at Ohio State, leading to significant discoveries, including the crucial role of immune cells in regulating spinal-cord injury and repair processes.

Dr. Popovich serves as the chair of the Department of Neuroscience in the College of Medicine as well as the executive director of the Belford Center for Spinal Cord Injury and the director for the Center for Brain and Spinal Cord Repair. Many of you also know him as one of our faculty public members who offers his valuable perspectives and expertise this board.

Throughout his career, he has published more than 160 peer reviewed papers and has secured more than \$90 million in research funding. In recognition of his exceptional research achievements, Dr. Popovich has been honored with the university's Distinguished Scholar award in 2018. In addition to research, Dr.

Popovich has also demonstrated excellence in teaching, mentorship and service. Throughout his tenure, he has mentored more than 140 students, postdoctoral researchers and fellow faculty members. Dr Popovich has a long record of service to Ohio State and his broader field, serving on more than 60 Ohio State committees and over 35 national or international organizations.

May we please now see the video of Dr. Popovich.

[VIDEO PRESENTATION]

Dr. Bellamkonda:

Thank you so much. Would you like to share a few words, Dr. Popovich?

Dr. Popovich:

Sure. Thank you very much. Given the video and your comments, I'll be brief.

Even though I'm being honored with this award today, I think it's important to acknowledge that that my professional accomplishments were made possible because of Ohio State, to the many resources and investments they've made in my lab and in me in particular, but also to the exceptional trainees, colleagues and friends whose collaboration makes this really complex work that we do engaging and rewarding, and a lot of fun to do.

One of the advantages of being an academic scientist is being able to travel the world, and I've been fortunate to do that. I've given hundreds of lectures across the world and have visited many institutions that you often see in our aspirational list of places that we'd like to be like. And I can tell you that none of them surpass Ohio State in terms of quality of faculty, trainees and resources. So, I'm truly honored and proud to be part of this institution. And I again thank the board and my colleagues for nominating me and bestowing me with this honor.

Dr. Bellamkonda:

As your chief academic officer, I also want to convey my thanks to this board. We have incredible faculty, and the board and your focus on academic excellence is an asset to this university, and it gives me pleasure to support our faculty.

May I, at this time, invite Chairman Zeiger and President Carter to please step forward so we can present our faculty with some medallions?

[PRESENTATION OF MEDALLIONS]

Mr. Zeiger:

Wow.

Our board is very committed to academic excellence, and we've seen just an extraordinary display of Ohio State's greatest this morning, and we know there are many other faculty members who are following the same path. So, thank you for the commitment you've made to the university. We are so pleased to honor you for what has just been a tremendous contribution to the university and to the academic world. So, thank you so much.

I'd be remiss if we didn't say also a special thank you to Dr. Popovich, our friend. He has served with distinction as an advisor to, and participant in, a number of our university Board of Trustees committees. He is a respected voice who speaks on behalf of the faculty and gives us a perspective that is unique and important. So, Phil, thank you for that.

Dr. Popovich:

Thank you.

APPROVAL OF MINUTES

Mr. Zeiger:

Our next order of business this morning is the approval of the minutes from our May meeting of the Board of Trustees. They have been distributed to the trustees. Are there any additions or corrections to those minutes?

Hearing none, the minutes will be approved as distributed. (*Minutes were approved.*)

PRESIDENT'S REPORT

Mr. Zeiger:

I now invite President Carter to update us on the developments and give us his report. Ted?

Mr. Carter:

Thank you, Mr. Chairman. And I want to add my congratulations to our Distinguished University Professors. And, yes — you do not have to stay for the rest of the meetings. We've held you hostage enough already, so if you do want to depart — or if you do want to stay — you're welcome.

I want to join the chairman in welcoming our two new board members: Trustee Pat Tiberi and our new undergraduate student trustee, Patrick Arp. We are fortunate to be led by a board that cares about our mission and continually challenges us to think big and bold.

Trustee Tiberi couldn't be here today, but to him and Trustee Arp, I would say that we appreciate your service, and I look forward to working closely with you to build a strong future for Ohio State.

We have had a busy summer since this board last met. Of course, the highlight was a few weeks ago when we celebrated the Class of 2025 during our summer commencement ceremony. We awarded 1,769 degrees and certificates that day to the future leaders of Ohio.

I am proud to say that the total number of living Buckeye alumni is now over 629,000. That is an incredible network of leaders all around the world who represent the collective power of an Ohio State education.

As we send one class of graduates out into the world, we are excited to welcome the newest cohort of Buckeyes. As you all know, we are six days from the start of the fall semester, and I'm already feeling the energy and excitement as students and faculty return to campus. In fact, today is the first of the move-in days — the biggest move-in day. Forty-five hundred students moving in on campus just today.

As I've said to our university community, last year was an incredible year for us, in terms of student enrollment, success in the classroom, record research activity, record philanthropy and of course our historic run to the national championship. But I have every reason to believe we are going to raise the bar even higher this year.

I look at the quality of our faculty — which was just on display — the talents of our students, the partnerships we have across the community, the opportunities we have to invest in ourselves, and I am as optimistic as I have ever been about Ohio State's future.

So, we are excited to get the fall semester underway and continue our pursuit of excellence.

And when we say we want to compete with the best in everything we do, we mean it. We're looking forward to hosting the No. 1-ranked team in the country at the Horseshoe next week.

Maybe the most significant announcement we made this summer was the launch of Ohio State's new AI Fluency initiative. This is an effort to make sure every Ohio State student, beginning with the Class of 2029, is fluent in artificial intelligence, or AI, when they graduate.

This isn't limited to computer science and technology students; we will integrate AI into every program of study, whether it's agriculture, health care, the arts or accounting. That's because we recognize that AI is transforming just about every part of our lives. We want our students to be ready.

Our goal isn't to teach students how to use ChatGPT, it's about equipping students with the skills they need to use this technology to do good. And it's about preparing a tech-ready workforce for Ohio.

I just read a story that said 57 million people in this country are interested in learning AI, but higher education is only meeting a tiny fraction of that demand. I am proud that Ohio State is out in front.

Our teams have been working hard to implement the AI Fluency initiative in preparation for the fall semester. All undergraduates will be required to participate in a General Education Launch Seminar and GenAI workshops that will be integrated into the First Year Success series.

A new “Unlocking Generative AI” course will also be available to students in all majors. Students in the course will learn skills to interact with AI creatively and responsibly while exploring AI’s impact on society.

I want to thank Provost Bellamkonda, who has worked closely with our academic leadership to successfully move this effort forward. This work is key to our vision to define the future of higher education at Ohio State, and we expect that, ultimately, AI will touch almost every aspect of campus life.

We have made several new appointments, by the way, on our senior leadership team. On August 1, we welcomed Rob Lowden as our new vice president and chief information officer. Rob comes to us from Indiana University, where he served for 20 years, and we are pleased to have attracted someone with his experience and expertise to our university. I know he’s going to bring big thinking to our work in the technology space.

We also shared the bittersweet news that Elizabeth Parkinson has decided to retire as senior vice president for marketing and communications, effective next March. Elizabeth has capably led our marketing and communications teams for the past four years, and she has graciously given us a runway to prepare for the transition.

Beginning September 1, Mike Eicher will become senior vice president for external affairs and will assume leadership of marketing, as well as our government relations team, in addition to continuing to lead advancement and alumni relations. Senior Vice President for Administration and Planning Chris Kabourek will also become a senior advisor to me and oversee our communications team. I thank both Mike and Chris for taking on these expanded leadership roles.

We are also welcoming a familiar face back to campus — as you can see on the screen. President Emeritus E. Gordon Gee is returning to Ohio State for a one-year residency to consult on academic initiatives. President Emeritus Gee brings significant experience from his many years of leadership at Ohio State and across higher education, and I know we will benefit from his perspectives.

The last time we were together, I discussed our ongoing work to implement the provisions of Senate Bill 1, most of which took effect on June 27. It has been no small task to bring us into compliance with the legislation under a compressed timeline, and I want to again recognize Provost Bellamkonda, Anne Garcia and Stacy Rastauskas for their leadership.

As planned, we have launched a centralized website that covers the full details related to SB 1 and implementation guidance for our university community. We are also in regular communication with faculty and others across our campus as we prepare for a new academic year with the law in place. I’m pleased with our work and our continued commitment to providing all students, faculty and staff with the support they need to successfully learn, teach and do life-saving research.

I’ll conclude my report by saying that we have been hard at work building out the details of our Education for Citizenship 2035 strategic plan. I am grateful to this board and our entire campus community for the inputs and ideas they’ve shared with me about Ohio State’s future. And I am excited to share more details as our campus comes back together this fall.

I have said that I believe the future of higher education will run through America's great land-grant universities. And I think Americans are looking to places like Ohio State to lead the way forward. I've seen that recently as I have had opportunities to participate on *Face the Nation* and join the NCAA Board of Governors. Ohio State is driving the conversation forward, and we are very excited to keep that conversation going. There's more to come, very soon.

Mr. Chairman, that concludes my report. Thank you all.

Mr. Zeiger:

Thank you, President Carter.

An institution as large and prominent as Ohio State presents a wide array of pressing matters for our president to deal with on a daily basis. We've learned that it takes a leader who is also an optimist to recognize the abundance of opportunities these challenges present — opportunities in student academics, research, patient care and outreach throughout our state and beyond.

President Carter, the board continues to be impressed by your ability, with the help of your team, to manage the day-to-day complexities of the university while also developing, and now beginning to implement, a plan to enhance Ohio State's unique strengths and position. The board feels a momentum you are generating — changes that will enhance student preparation and academic excellence, grow our already tremendous research portfolio and set the standard for top-tier patient care. We are confident this momentum will continue and gain speed over the next year, benefiting every student and inspiring all who love Ohio State.

You are a fine ambassador to our community and to every constituency of this university. You connect well with students, faculty, staff, alumni and our partners on the Columbus campus, on our regional campuses, and with the leaders and students and citizens of our state.

It goes without saying that the board is deeply appreciative of the collaborative working relationship we have enjoyed with you. Without question, the alignment we have built and maintained over the past 20 months provides us an outstanding foundation for the university's future.

We are grateful for your leadership and your partnership, and we are excited that the future holds great things for Ohio State under your leadership.

CONSENT AGENDA

Mr. Zeiger:

We will now move to our consent agenda, the final item of business this morning.

I think it's important that the public understand that there are 35 items on this consent agenda list, but all of them have been reviewed by our committees, which have met on a regular basis since our last public meeting.

And I hold in my hand the materials that have resulted from these deliberations. For those who are listening but not seeing, this is about a four-inch thick set of resolutions for today, which reflect literally hours and hours and hours of not only administrative time, but time of this board.

Among these various proposals for consideration today are: measures that will approve the university's operating and capital budgets, which are reviewed in great detail by our board; proposals ratifying the policies and procedures for patient care and patient experience at the Wexner Medical Center; and some cleanup, adjusting some of the membership of our committees and some of the authority of our committees.

In addition to these items that have been thoroughly reviewed by our committees, we also have resolutions in memoriam, and we have two hand-carried resolutions that we will deal with this morning. The two hand carried resolutions — one on the board's assessment of President Carter's performance during fiscal year '25 and the related compensation adjustments, and the other identifying presidential goals for fiscal year '26 that the board has set — these both will be part of the materials that will be presented for action on the consent agenda. Copies of the hand-carried items are available from our media relations team for the public.

Two of the resolutions we deal with this morning implement the requirements of newly passed Senate Bill 1. One of those complies with the legislative mandate that we limit the voting privileges of our student trustees. The board has been and continues to be clear that we believe our student trustees add unique value and are important voices, and frankly, we're disappointed that they will not be voting members going forward. While the university will honor this legislative change, our trustees continue to believe that we have outstanding student trustees, both currently and in the past, and will remain most appreciative of their views as we have our committee meetings in which they will participate fully.

The second resolution this morning implements other provisions of Senate Bill 1. Those documents implementing those provisions reflect just a tremendous amount of work, commitment and focus by many across this university, since as President Carter mentioned, that law went into effect on June 27. On behalf of the trustees, I want to express appreciation to everyone who worked in this major undertaking, particularly since the approach was one of collaboration between diverse groups on this campus — students, faculty and administration all were in participation.

There are significant changes in those provisions that we implement today, but we need to be very, very clear on one fundamental point: These changes have not and will not alter the mission of the university. Ohio State is and will steadfastly remain committed to academic freedom, open inquiry, intellectual diversity and rigorous academic conversation and debate — just as it has been since its founding.

RESOLUTIONS IN MEMORIAM

Resolution No. 2026-15

CAROL A. BAKER

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death of Carol A. Baker, Professor Emeritus in the College of Nursing, on April 24, 2025. She was 88 years old.

Professor Baker received her BSN (1958) and MSN (1972) from The Ohio State University, and she earned her PhD from University of Illinois. Professor Baker became a Professor and Lecturer in 1972 until she retired in 1995 with emeritus status. She was a trailblazer as one of the first nursing faculty to hold a joint appointment at the College of Nursing and the Arthur G. James Cancer Hospital. She loved teaching students and staff nurses how to implement research into practice.

Professor Baker was a very active alumna of The Ohio State University and the College of Nursing, having served as President of the College of Nursing's Alumni Association Board for many years and dedicating time to raise money for student scholarships. She was part of a group of nursing alumni leaders — many of whom had been presidents of the alumni society — who saw a need for nursing student scholarships. They set an ambitious goal of raising \$1 million for scholarships by the College of Nursing's centennial year in 2014. They achieved that goal by organizing letter writing campaigns to nursing alumni, several golf outings, a chocolate fantasy dessert event and a wine tasting.

After retirement, Professor Baker learned how to play golf and discovered a hidden passion for downhill skiing, joining the Columbus and Cleveland Ski Clubs. She enjoyed both domestic and foreign travel with her husband and close friends. She became an avid gardener and always said to herself, "gardening is taking care of things. That's what nurses do."

Food carried special significance in Carol's life, both during her career and in her volunteerism. She focused on teaching her patients the importance of nutrition and their overall health. She loved caring for and providing service to others, which she continued after retirement as she coordinated and served "Monday Meals" to Friends of the Homeless, a support mission of First Community Church. She credited her organizational skills — attributes learned from teaching — for being able to feed so many people every Monday.

When Professor Baker was asked what she thought her greatest legacy will be, she answered that it was her love for nursing and her enthusiasm for the profession.

On behalf of the entire Ohio State community, the Board of Trustees expresses to the family and loved ones of Professor Carol A. Baker 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.

ROBERT A. BUERKI

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow upon the passing on June 7, 2025, of Robert A. Buerki, PhD, Professor Emeritus in the College of Pharmacy.

Professor Buerki received his BS in pharmacy from the St. Louis College of Pharmacy in 1963 and his MS in social studies of pharmacy in 1967 from the University of Wisconsin. He received his PhD in adult education and educational development, with a minor in history of science, in 1972 from The Ohio State University and his MA in public history in 1988 from Wright State University. A member of the faculty of The Ohio State University College of Pharmacy Division of Pharmacy Practice and Science since 1965, Dr. Buerki retired in June 2011. As Professor Emeritus, he continued to teach the history of pharmacy and professional ethics on a part-time basis. He served as Secretary-Treasurer, Chairman-Elect and Chairman of the American Association of Colleges of Pharmacy Section of Continuing Professional Education from 1970-1979; Secretary-Treasurer, Vice President and President of Rho Chi Pharmacy Honor Society from 1967-1978; and as Historian for both of these organizations. He also served as President-Elect, President and Secretary of the American Institute of the History of Pharmacy from 1981-1985.

During his 46-year career, Dr. Buerki authored over 80 articles, book chapters and books on various aspects of professional ethics and the history of pharmaceutical education. He received many awards, including the National Rho Chi Society Distinguished Service Award in 1972 and 1978, the Certificate of Commendation from the Academy of the History of Pharmacy in 1987 and the American Association of Colleges of Pharmacy Section of Continuing Professional Education's William L. Blockstein Award for sustained contributions to continuing pharmaceutical education in 2000. Dr. Buerki was inducted into the International Academy of the History of Pharmacy (AIHP) in 2003, received the AIHP's Edward Kremers Award for distinguished pharmaco-historical writing by an American in 2004 and received the Edmund D. Pellegrino Medal for his contributions to health care ethics in 2006.

On behalf of the university community, the Board of Trustees expresses to the family and loved ones of Professor Emeritus Robert Buerki its deepest sympathy 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 appreciation.

KONRAD DABROWSKI

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death of Konrad Dabrowski, Professor in the College of Food, Agricultural, and Environmental Sciences School of Environment and Natural Resources, on June 26, 2025.

Professor Dabrowski joined the faculty in 1989 and served for 36 years with distinction until 2025. Dr. Dabrowski earned his MS and PhD from Agriculture University, Olsztyn, Poland, and his DSc from Agricultural University, Szczecin, Poland. He focused his exemplary scholarly career on aquaculture and fish physiology. Recognized as a foundational figure in the field of aquaculture, Dr. Dabrowski made an indelible mark, becoming an internationally recognized expert in this field. His work sought to advance and broaden the understanding of linkages between nutrition and genetics, primarily in freshwater fish.

Professor Dabrowski has made a lasting scholarly impact on improvements in aquaculture and fish production in controlled environments. Dr. Dabrowski led international collaborations in Southeast Asia, Africa, the Middle East and Europe

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to advance the understanding of the biological value of fish diet formulations and reproduction, the role of nutrition of early life stages of aquaculture species, and their growth and survival.

Dr. Dabrowski held two patents — one on dietary formulations and one on methods of producing chimeric fish. He served the field of aquaculture and fish physiology generously as an active member of regional, national and international scientific and professional organizations and served on the editorial boards of more than 10 scientific journals. He was the author of more than 390 peer-reviewed publications, and his research shaped global thinking in fisheries science. Over 21,000 citations were credited to his work.

He expanded learning and development for both undergraduate and graduate students through exemplary research, guest lectures and teaching. He mentored generations of undergraduate and graduate students, Fulbright Scholars and visiting scholars from around the world. As an internationally recognized expert, he traveled extensively to present his research, teach, learn new methods and build scientific collaborations.

He facilitated academic and professional growth among students with enduring influence to study-controlled reproduction, early life history, maturation, sex reversal, and gynogenesis of several fish species. He encouraged student engagement in research and outreach communications, including presenting their work at Aquaculture America, and many of his mentees have gone on to careers in academia and government agencies and carry this work forward.

On behalf of the university community, the Board of Trustees expresses to the family and loved ones of Professor Konrad Dabrowski its deepest sympathy 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.

MELVIN N. GREENBALL

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 27, 2025, of Melvin N. Greenball, Professor Emeritus in the Department of Accounting Management Information Systems in Fisher College of Business. He was 87 years old.

Dr. Greenball received his BS with distinction in accounting and economics from Indiana University in 1958. He went on to earn an MBA with distinction in 1961 from the University of Michigan and his PhD from the University of Chicago in the fields of mathematical methods and computers, economics and accounting in 1966. He passed his CPA exam in Indiana in 1958 and in Ohio in 1987.

His first role in accounting was as an Auditor at Arthur Anderson from 1961-1962. After graduating with his PhD from the University of Chicago, he served as Assistant Professor of business administration at the University of California, Berkeley from 1966-1968.

In 1968, he joined The Ohio State University and became a Professor at the then-College of Administrative Science until 1982. With a brief break from 1982-1986, he would return to the school, now called the College of Business, in 1987. This

began his long, storied career as Professor of Accounting at Ohio State that would last until retirement.

Dr. Greenball taught a wide variety of classes, from undergraduate studies in personal individual taxation to macroeconomics. His course offerings included accounting theory and theory of finance seminars and workshops. One of Professor Greenball's unique innovations was his scientific and scholarly approach to teaching classical accounting theories of valuation and income measurement. He designed a set of unifying examples, which helped students develop intuition about the costs and benefits of the various theories. He was always happy to preside over dissertations of PhD candidates seeking to learn from him. Dedicated to his field, Professor Greenball could be found sharing wisdom on radio and television programs as well as consulting.

While he worked hard to be an excellent teacher, he never stopped learning or engaging in vigorous research. This is evidenced by his published texts and articles featured in publications such as the Journal of Accounting Research, Empirical Research in Accounting and others.

When Dr. Greenball was not teaching or writing, he was reviewing the work of others in his field. A theorist at heart, Professor Greenball examined and eloquently spoke about his proposal of a "flat tax system" based on his research on the disparities of tax rates based on income and marital status. This innovative thinking, combined with his love for the field, earned him numerous accolades throughout his career.

Perhaps the greatest compliment is that Dr. Greenball was known as a generous and conscientious instructor who managed to impart his passion for the science of accounting to all of his students. He was granted faculty emeritus status effective April 1, 1997.

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

JOHN F. GRIMES

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 16, 2025, of John F. Grimes, Associate Professor Emeritus with The Ohio State University in the College of Food, Agricultural, and Environmental Sciences (CFAES).

Mr. Grimes began working for Ohio State University Extension in Brown County in March 1986 as an Extension Associate focusing on agriculture. He became the county Extension Agent, focusing on agriculture, in Adams and Brown counties as of January 1990. From January 1994 to mid-February 1998, Mr. Grimes served as an agriculture Extension Agent in Brown County. He was promoted to Assistant Professor during this time. He served as the agriculture and natural resources Extension Educator in Highland County from February 1998 through December 2010. Mr. Grimes then served as the Extension State Beef Coordinator and an Associate Professor from 2011 until his retirement on May 1, 2019.

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Mr. Grimes was most recently recognized in 2025 as an inductee into the Animal Science Hall of Fame by the CFAES Department of Animal Sciences at Ohio State for his many years of leadership, research and service to Ohio's beef industry. He received the Industry Excellence Award from the Ohio Cattlemen's Association in 2022 and the Ohio Angus Association's Distinguished Service Award in 2015.

Mr. Grimes was known as an accomplished cattleman, as well as a mentor and a servant leader through his work in Extension and his contributions to many industry organizations. He held several leadership roles in the Ohio Cattlemen's Association, Ohio Beef Council, Ohio Angus Association, National Cattlemen's Beef Association, American Angus Association (board of directors member) and the Beef Improvement Federation. He also chaired the boards of Angus Genetics Inc. and Certified Angus Beef.

Mr. Grimes authored numerous educational publications and videos, and presented programs for beef producers locally and nationally, as well as his colleagues. He was well known for combining academic research and practical knowledge. He provided leadership on the Ohio State University Extension beef team, which provided research, programming and materials for the industry.

His research on early weaning of beef calves was recognized nationally and helped to inform producers nationwide with results of his study presented at meetings of the National Association of County Agricultural Agents, with cattlemen's organizations and in the Journal of Extension. He also conducted research on agronomic crop production, wrote beef resource and livestock judging educational materials for youth throughout the state, and presented educational clinics that addressed a variety of beef production and showmanship topics in multiple Ohio counties and several states.

Mr. Grimes earned his Bachelor's degree in animal science in 1983, and his Master's degree in animal science in 1988, both at The Ohio State University. After his college graduation, before joining Extension, Mr. Grimes returned home and founded Maplecrest Farms, a purebred Angus seedstock operation still in business today.

On behalf of the university community, the Board of Trustees expresses to the family and loved ones of John F. Grimes its deepest sympathy 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.

LOIS ANN HUNGATE

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 12, 2025, of Lois Ann Hungate, Professor Emeritus in the Department of Agricultural, Environmental, and Development Economics in the College of Food, Agricultural, and Environmental Sciences. She was 95.

Professor Hungate grew up on a vegetable farm and then received her Bachelor's degree, Master's degree and PhD from The Ohio State University. For 31 years, she taught at Ohio State, retiring as Associate Professor of Agricultural Economics. Lois was a member of the American Marketing Association and the American Agricultural Economics Association. She also served as a member of Ohio State's

American Agricultural Economics Club for several years and was a 10-year 4-H member.

Professor Hungate had a 100% extension appointment, working closely with food retail management teams during a time when many small grocers needed her expertise. The food retailers she worked with were able to improve the profitability of their stores and to grow their stores because of her extension education. She hosted a weekly radio show at Ohio State on food economics and was a co-author of a book named Food and Economics. She researched and wrote many Extension publications on key topics such as food marketing, consumer demand for different types of retail, and food price inflation.

Members of her department remember Professor Hungate as a wonderful colleague who was always ready to offer a young faculty member advice. She was the only female faculty member for many years and may have been the first woman faculty member in the department. She was a lovely soul who was fervent in her passion for Extension, endowing a graduate fellowship to provide ongoing support for graduate students in extension education.

Professor Hungate took a three-month sabbatical with Ohio State at the University of Hawaii (Oahu). That passion for travel and discovery continued through her life, and she traveled all over the world with the Ohio State Alumni Association. In retirement, she and her husband traveled extensively — including frequent bookings for transit on commercial ships — and shared tales and wisdom about their travels with others.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Lois Ann Hungate 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.

ANN LILLY

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 4, 2025, of Ann Lilly, Professor Emeritus in the Department of Dance in the College of Arts and Sciences. She was 95.

After graduating from West Virginia University, Ann accepted a teaching position at Marion-Franklin High School in Columbus. She rented a house on Beck Street in the early days of the German Village restoration movement, unknowingly landing across from a vacant lot that, within days, would become the site of a carnival. She spent the first months of her Columbus life urging her family not to visit, for fear they would take her back to West Virginia if they saw the camp of carnival employees she was now calling neighbors.

Instead, Ann met the moment — and made a life.

Encouraged to apply for a position at The Ohio State University, her experience as a swimming coach was an unexpected match for the needs of the synchronized swimming team. That was her first toe-dip into becoming a Buckeye, leading to decades of meaningful contributions, legendary tailgates and a Master of Arts degree in physical education in 1964. Her organizational strengths and calm authority led to her being recruited as stage manager for the very first dance

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performance in Mershon Auditorium in 1960. Ann continued providing occasional support until the Dance Department was formalized in 1968, when she was appointed Assistant to the founding Chair, Helen Alkire.

For nearly two decades, Ann helped orchestrate the rise of what became one of the premier academic dance programs in the country — not from the spotlight, but from the wings, where she made everything run smoother and everyone feel steadier. She later served as Assistant Dean of Curriculum and Advising in the former College of the Arts, helping students navigate their way through Ohio State. Ann had a way of gently pointing out true north that felt like more like remembering than being told.

Two former deans began their tributes with the same sentence: “Most of all, I loved her laugh.” That may say more than any title — or tribute — ever could.

While Ann's professional world flourished, she also became a steward of German Village's restoration and preservation movement. She joined the German Village Commission, eventually serving as its long-time Chair. Ann's leadership extended beyond policy into placemaking. She was instrumental in creating the Grace Highfield Garden in Schiller Park and quietly funded the flower beds at the park entrance and the plantings around the Umbrella Girl fountain. Ann helped establish the nonprofit status of Friends of Schiller Park and led the organization through important milestones as its President. Her leadership style was quiet but unmistakable. The German Village Society honored her with the Frank Fetch Award, the Caretakers of a Legacy President's Award, and, in 2024, recognized her as a German Village Legend. The awards that seemed to tickle her most were the record-breaking run of “Best in Show” from the Garden Club for her stunning window boxes.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Ann Lilly 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 and loved ones as an expression of the board's heartfelt sympathy and appreciation.

STEVEN M. STILL

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death, on July 10, 2025, of Steven M. Still, Professor Emeritus in the Department of Horticulture and Crop Science in the College of Food, Agricultural, and Environmental Sciences. He was 80.

Professor Still received his BS in soils, an MS in agriculture education and a PhD in horticulture from the University of Illinois. As a Teaching and Research Assistant at University of Illinois, he noted the need for a better textbook, leading him to write the Manual of Herbaceous Ornamental Plants, which was adopted by over 100 other colleges and universities. He joined the faculty at Kansas State in 1974, and his research into utilizing hardwood bark in potting media transformed greenhouse practices worldwide. He joined the faculty at The Ohio State University in 1979, and he remained there throughout the rest of his 30-year professorial career.

In 1983, Dr. Still organized the first symposium dedicated to growing perennials, sponsored by Ohio State. Following this initial meeting, Steven met with growers

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and, out of that meeting, the Perennial Plant Association (PPA) was formed. He remained its Executive Director until his retirement in 2017.

One year after joining the faculty at Ohio State, he was appointed as the inaugural Director of Chadwick Arboretum, developing the land into a premier facility to preserve trees, creating a living classroom for students in horticulture and other related areas, and a garden where all could relax and appreciate nature and plants. From this humble beginning, Chadwick Arboretum and Learning Gardens is now 60 acres of trees, shrubs, perennials and annuals. It also includes a 5,000 square foot garden dedicated to Dr. Still.

The Steven M. Still Perennial Garden was originally designed by renowned British designer Adrian Bloom and was dedicated in 2007. In 2024, the garden was completely redesigned and reinstalled in the original style but now includes updated cultivars, pathways and a patio for relaxation. Steven was able to attend the rededication in August 2024 with his family.

Dr. Still served on many boards including: President of the International Plant Propagator's Society and The American Horticultural Society, in addition to his work leading the PPA. He was an award-winning professor and received the Medal of Honor from the Garden Club of America, the LC Chadwick Education Award from the American Nursery and Landscape Association, and the Liberty Hyde Bailey Award from the American Horticultural Society. Trees have been planted in his honor in gardens and arboreta across the country.

Steven was a consummate gentleman, leading with actions, generosity and love for people, education and plants. He embodied all that is vital about horticulture and horticulture education — not just the plant itself, not just the student, but the nurturing of becoming, knowledge-sharing and community building. He inspired students, colleagues and gardeners to see beyond immediate tasks, to recognize the joy in discovery and the responsibility in stewardship. His passion for students, plants and education extended beyond the formal classroom with many memorable lessons taking place at the best public gardens, private landscapes leading production facilities around the state and across the country. His teaching and writing continue to guide professionals and hobbyists. The gardens he helped build survive as dynamic classrooms and tranquil spaces for thousands. His students now scatter worldwide, teaching and designing with the confidence and curiosity he instilled in them.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Steven M. Still its deepest sympathy 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.

PRESIDENTIAL REVIEW AND COMPENSATION

Resolution No. 2026-16

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 and 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 Carter's letter of offer, the president shall be entitled to annual increases in his base salary as determined by the Board of Trustees; and

WHEREAS under the terms of President Carter'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 and Governance Committee has reviewed the performance of the president for Fiscal Year 2025 and believes that President Carter has demonstrated strong leadership and progress with regard to the performance goals set forth by the president and the Board of Trustees last year; and

WHEREAS the Talent, Compensation and 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 \$51,233, which amounts to 4.5% of his base salary; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$398,475 for Fiscal Year 2025.

(See Appendix X for background information, page XX)

APPROVAL OF FISCAL YEAR 2026 PRESIDENTIAL GOALS

Resolution No. 2026-17

Synopsis: Approval of the attached presidential goals for Fiscal Year 2026, is proposed.

WHEREAS under the terms of President Carter'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 his review period:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals, which focus on 1) Academic Excellence, 2) Enterprise Artificial Intelligence, 3) Transformative Research and Innovation, 4) Operations, 5) Healthcare and 6) Talent and Culture.

(See Appendix X for background information, page XX)

APPROVAL TO ESTABLISH A MASTER OF SYSTEMS ENGINEERING

Resolution No. 2026-18

IN THE COLLEGE OF ENGINEERING

Synopsis: Approval to establish a Master of Systems Engineering degree program in the College of Engineering is proposed.

WHEREAS the proposed Master of Systems Engineering is a professional program aimed at practicing engineers seeking to increase their systems engineering modeling, planning, and decision-making skills; and

WHEREAS the proposed program would be technically based and education on concepts, principles, tools, and methods to model and manage systems engineering projects and programs across engineering settings and disciplines; and

WHEREAS the target audience for the program is engineers in business, industry, healthcare, and government who have worked in the field and are responsible for modeling, designing and deploying complex systems and may be employed in the public or private sectors; and

WHEREAS the curriculum is a minimum of 30 semester credit hours, will be delivered completely online, has well-developed learning outcomes, includes 15 required credit hours, 12 credit hours of electives and a three-credit hour capstone course, with content offered by faculty in the College of Engineering and the John Glenn College of Public Affairs; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on March 19, 2025; and

WHEREAS the University Senate approved this proposal on April 17, 2025:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish a Master of Systems Engineering degree program in the College of Engineering.

(See Appendix X for background information, page XX)

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 21, 2025, meeting of the board, including the following appointments, faculty awards, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: ROBERT BAKER
Title: Professor (The Phyllis and Richard Leet Endowed Chair in Chemistry)
College: Arts and Sciences
Term: August 15, 2025, through August 14, 2030

Name: GLEN BARBER
Title: Professor (The Klotz Chair in Cancer Research #2)
College: Medicine
Term: May 1, 2025, through June 30, 2029

Name: AMANDA BERRIAN
Title: Associate Professor (Dr. Tom Mack Endowed Chair in Global One Health)
College: College of Veterinary Medicine
Term: July 1, 2025, through June 30, 2030

Name: ARAVIND CHANDRASEKARAN
Title: Interim Dean (The John W. Berry, Sr. Chair in Business)
College: Fisher College of Business
Term: June 1, 2025, through June 30, 2027, or until a permanent dean is appointed

Name: WEI-LUN (HARRY) CHAO
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: August 15, 2025, through June 30, 2030

Name: DENNIS HIRSCH
Title: Professor (The Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman)
College: Law
Term: August 15, 2025, through August 15, 2030

Name: YUHENG HU
Title: Associate Professor (Fisher College of Business Distinguished Associate Professor)
College: Fisher College of Business
Term: August 15, 2025, through August 14, 2028

Name: JEN-YI HUANG*
Title: Professor (The Dale A. Seiberling Professorship in Food Engineering)
College: Food, Agricultural, and Environmental Sciences
Term: January 1, 2026, through December 31, 2031

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Name: KIM JORDAN
Title: Professor-Clinical (The Joseph S. Platt-Porter, Wright, Morris, & Arthur Professorship)
College: Law
Term: August 15, 2025, through August 15, 2030

Name: MARGARET KWOKA
Title: Professor (The Frank R. Strong Chair in Law)
College: Law
Term: August 15, 2025, through August 15, 2030

Name: GABRIEL LADE*
Title: Professor (The C. William Swank Chair in Rural and Urban Policy)
College: Food, Agricultural, and Environmental Sciences
Term: August 15, 2025, through August 14, 2030

Name: KRISTEN LINDQUIST*
Title: Professor (Robert K. and Dale J. Weary Chair in Social Psychology)
College: Arts and Sciences
Term: August 15, 2025, through June 30, 2030

Name: GREGORY NIXON
Title: Professor-Clinical (The Vision Service Plan (VSP) Chair for the Advancement of Professional Practice)
College: Optometry
Term: June 1, 2025, through June 30, 2026

Name: MASAKI OSHIKAWA*
Title: Professor (Ohio Eminent Scholar in Condensed Matter Theory)
College: Arts and Sciences
Term: January 1, 2026, through June 30, 2030

Name: MARC SPINDELMAN
Title: Professor (The Heck-Faust Memorial Chair in Constitutional Law)
College: Law
Term: August 15, 2025, through August 15, 2030

Name: JOHN STAFFORD*
Title: Professor (The Charles Austin Doan Chair of Medicine Funded by the Charles Austin Doan Fund)
College: Medicine
Term: August 1, 2025, through June 30, 2029

Name: TODD STARKER
Title: Professor-Clinical (Charles W. Ebersold and Florence Whitcomb Ebersold Professorship)
College: Law
Term: August 15, 2025, through August 15, 2030

Name: YU SU
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: August 15, 2025, through June 30, 2030

Name: SHIGEO TAMIYA

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Title: Associate Professor (The Dr. Frederick H. Davidorf Honorary Professorship Fund)
College: Medicine
Term: August 1, 2025, through June 30, 2029

Name: WEN TANG
Title: Associate Professor (Burghes Professorship in the College of Medicine)
College: Medicine
Term: August 1, 2025, through June 30, 2029

Name: JIN WANG
Title: Professor (Distinguished Professor of Engineering)
College: Engineering
Term: August 15, 2025, through June 30, 2030

Name: JENNIFER WOYACH
Title: Professor (The Bertha Bouroncle M.D. and Andrew Pereny Chair of Medicine)
College: Medicine
Term: July 1, 2025, through June 30, 2029

Reappointments

Name: GEORGIOS ANAGNOSTOU
Title: Professor (The Miltiadis Marinakis Endowed Professorship of Modern Greek Language and Culture)
College: Arts and Sciences
Term: July 1, 2025, through June 30, 2030

Name: MICHAEL BEVIS
Title: Professor (Ohio Eminent Scholar in Geodynamics)
College: Arts and Sciences
Term: June 1, 2022, through May 31, 2027

Name: STEVEN CLINTON
Title: Professor (The Robert A. and Martha O. Schoenlaub Cancer Research Chair)
College: Medicine
Term: July 1, 2025, through June 30, 2029

Name: SARAH COLE
Title: Professor (The Michael E. Mortiz Chair in Alternative Dispute Resolution)
College: Law
Term: June 1, 2025, through May 31, 2030

Name: VADIM FEDOROV
Title: Professor (Corrine Frick Research Chair in Heart Failure and Arrhythmia)
College: Medicine
Term: July 1, 2025, through June 30, 2029

Name: DATTA GAITONDE

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Title: Professor (The John Glenn Endowed Chair for Technology and Space Exploration and Ohio Research Scholar in Advanced Propulsion System Integration)

College: Engineering

Term: July 1, 2025, through June 30, 2030

Name: B. SCOTT GAUDI

Title: Professor (The Thomas Jefferson Chair for Discovery and Space Exploration)

College: Arts and Sciences

Term: September 1, 2024, through August 31, 2029

Name: ANDREW GLASSMAN

Title: Professor and Chair (The Frank J. Kloenne Chair in Orthopedic Surgery)

College: Medicine

Term: July 1, 2025, through June 30, 2026

Name: SUSAN OLESIK

Title: Divisional Dean for Natural and Mathematical Sciences

College: Arts and Sciences

Term: July 1, 2025, through June 30, 2027

Name: LISA PINKERTON

Title: Associate Professor–Clinical (The Marie Clay Endowed Chair in Reading Recovery and Early Literacy)

College: Education and Human Ecology

Term: August 15, 2025, through August 14, 2030

Name: FRANK SCHWARTZ

Title: Professor (Ohio Eminent Scholar in Hydrogeology)

College: Arts and Sciences

Term: June 1, 2022, through May 31, 2027

Name: JAMI SHAH

Title: Professor (Honda Designated Professorship in Engineering Design for Manufacturing)

College: Engineering

Term: July 1, 2025, through June 30, 2028

Name: LU ZHANG

Title: Professor (John W. Galbreath Chair in Real Estate)

College: Fisher College of Business

Term: October 1, 2025, through August 14, 2030

*New Hire

University Faculty Awards

Name: BRUCE ACKLEY

Title: Lecturer (Provost's Award for Distinguished Teaching by a Lecturer)

College: Food, Agricultural, and Environmental Sciences

Name: LAURA BOUCHER

Title: Associate Professor–Clinical (Alumni Award for Distinguished Teaching)

College: Medicine

Name: KELLEN CALINGER-YOAK
Title: Assistant Professor-Clinical (Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: MEOW GOH
Title: Associate Professor (Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: PETER HAHN
Title: Professor (Distinguished University Professor)
College: Arts and Sciences

Name: L. CAMILLE HÉBERT
Title: Professor (President and Provost's Award for Distinguished Faculty Service)
College: Law

Name: ANITA HOPPER
Title: Professor (Distinguished University Professor)
College: Arts and Sciences

Name: JEFFREY JOHNSTON
Title: Senior Lecturer (Provost's Award for Distinguished Teaching by a Lecturer)
College: Pharmacy

Name: SARA GOMBASH LAMPE
Title: Assistant Professor-Clinical (Alumni Award for Distinguished Teaching)
College: Medicine

Name: MITCHELL LERNER
Title: Professor (President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences, Newark

Name: ANDY MAY
Title: Associate Professor (Alumni Award for Distinguished Teaching)
College: Engineering

Name: LISA NGUYEN
Title: Lecturer (Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: TANYA NOCERA
Title: Professor-Clinical (Alumni Award for Distinguished Teaching)
College: Engineering

Name: NIKOLE PATSON
Title: Professor (Alumni Award for Distinguished Teaching)
College: Arts and Sciences, Marion

Name: KRISTIN PAULUS

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Title: Senior Lecturer (Provost's Award for Distinguished Teaching by a Lecturer)

College: Education and Human Ecology

Name: PHILLIP POPOVICH

Title: Professor and Chair (Distinguished University Professor)

College: Medicine

Name: COLLEEN SETTINERI

Title: Professor-Clinical (Alumni Award for Distinguished Teaching)

College: Law

Name: RUTH SMITH

Title: Assistant Professor-Clinical (Provost's Award for Distinguished Teaching by a Lecturer)

College: Arts and Sciences

Name: KRISTIN STOVER

Title: Assistant Professor-Clinical (Alumni Award for Distinguished Teaching)

College: Medicine

Name: SARA WATSON

Title: Associate Professor (President and Provost's Award for Distinguished Faculty Service)

College: Arts and Sciences

Name: LINDY WEAVER

Title: Associate Professor-Clinical (Alumni Award for Distinguished Teaching)

College: Medicine

Name: SHIRLEY YU

Title: Associate Professor (Alumni Award for Distinguished Teaching)

College: Education and Human Ecology

(See Appendix X for background information, page XX)

**ADOPTION OF REQUIRED POLICIES, RULES AND PLANS
PURSUANT TO OHIO SENATE BILL 1, THE ADVANCE OHIO HIGHER
EDUCATION ACT**

Resolution No. 2026-20

Synopsis: Adoption of policies and plans for which Board of Trustees approval is required under Ohio Senate Bill 1, the Advance Ohio Higher Education Act.

WHEREAS Ohio Senate Bill 1 (SB1), the Advance Higher Education Act, took effect on June 27, 2025; and

WHEREAS the university created an implementation committee to identify all applicable requirements in SB1, consult with key organizational constituencies about each such measure (including faculty, staff, and student representatives), and develop appropriate action steps to meet these requirements; and

WHEREAS SB1 requires the Board of Trustees to adopt a series of policies in accordance with statutory requirements, including those concerning diversity, equity, and inclusion (DEI), intellectual diversity, controversial beliefs, faculty annual reviews, post-tenure review, tenure, and retrenchment, and to submit those policies to the chancellor of higher education for review; and

WHEREAS SB1 further requires the Board of Trustees to identify a plan for developing and offering a course or courses on civic literacy, which shall be required for all students beginning with those graduating in the spring semester of the 2029-2030 academic year, and to submit that plan to the chancellor of higher education for approval; and

WHEREAS, to fulfill these requirements, the following policies, which are attached hereto, were revised in consultation with workgroups consisting of faculty, staff, and students from across the university:

- DEI, Intellectual Diversity, and Controversial Beliefs under the Advance Ohio Higher Education Act (as required by R.C. 3345.0217(B));
- Faculty Annual Review, Post-Tenure Review, and Reappointment (as required by R.C. 3345.452(B) and R.C. 3345.453(B)); and
- Faculty Appointments, Tenure, and Retrenchment (as required by R.C. 3345.454(B)); and

WHEREAS SB1 likewise required changes to Faculty Rules 3335-5-04, 3335-5-04.1, and 3335-5-04.4 to address new complaint processes and post-tenure review as set forth in these policies, and these changes were similarly developed in consultation with key university constituents, including Senate leadership, which are attached hereto; and

WHEREAS the university has likewise developed the American Civic Literacy Plan and Request for Approval for providing civic literacy courses pursuant to R.C. 3345.382(B), which is attached hereto; and

WHEREAS the Board supports each policy, rule, and plan developed to meet these requirements, and has an obligation to adopt these provisions directly and submit them to the chancellor of higher education:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the DEI, Intellectual Diversity, and Controversial Beliefs under the Advance Ohio Higher Education Act policy; the Faculty Annual Review, Post-Tenure Review, and Reappointment policy; the Faculty Appointments, Tenure, and Retrenchment policy; the revisions to Faculty Rules 3335-5-04, 3335-5-04.1, and 3335-5-04.5; and the American Civic Literacy Plan and Request for Approval, and directs the President to take all required steps to submit these policies, rules, and plan to the chancellor of higher education as required by law.

(See Appendix X for background information, page XX)

APPROVAL OF FISCAL YEAR 2026 CAPITAL INVESTMENT PLAN

Resolution No. 2026-21

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2026, as proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2026; 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 that Capital Investment Plan for the fiscal year ending June 30, 2026, 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 must be submitted individually by the university for approval by the Board of Trustees, as provided for by Board policy.

(See Appendix X for background information, page XX)

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

Resolution No. 2026-22

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

BLANKENSHIP HALL UPGRADES
BRAIN AND SPINE HOSPITAL – LOWER-LEVEL RENOVATION
DOAN HALL – PET/CT REPLACEMENT
OUTPATIENT CARE EAST – CLINIC RENOVATIONS & RELOCATIONS

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

EAST HOSPITAL – CHILLER & COOLING TOWER REPLACEMENT
HERRICK DRIVE REBUILD
1922 CLUB
POLARIS MEP UPDATES
600 ACKERMAN – SPECIALTY PHARMACY EXPANSION

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

TUNNEL REHABILITATION PHASE 1

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

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

	Prof. Serv. Approval Requested	Total Requested	
Blankenship Hall Upgrades	\$1.2M	\$1.2M	University funds
Brain and Spine Hospital – Lower-Level Renovation	\$0.3M	\$0.3M	Auxiliary funds
Doan Hall – PET/CT Replacement	\$0.4M	\$0.4M	Auxiliary funds
Outpatient Care East – Clinic Renovations & Relocations	\$1.1M	\$1.1M	Auxiliary funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
East Hospital – Chiller & Cooling Tower Replacement	\$1.2M	\$5.8M	\$7.0M	Auxiliary funds
Herrick Drive Rebuild	\$0.6M	\$3.4M	\$4.0M	University debt
1922 Club	\$0.2M	\$14.3M	\$14.5M	University debt Auxiliary funds
Polaris MEP Updates	\$0.8M	\$6.6M	\$7.4M	Auxiliary funds
600 Ackerman – Specialty Pharmacy Expansion	\$1.2M	\$14.0M	\$15.2M	Auxiliary funds

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

	Construction Approval Requested	Total Requested	
Tunnel Rehabilitation Phase 1	\$5.5M	\$5.5M	University debt University funds State funds Partner 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 Finance Committee has reviewed the projects listed above for alignment with the Capital Investment Plan and other applicable financial plans.

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the 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 X for background information, page XX)

**APPROVAL OF OHIO STATE ENERGY PARTNERS UTILITY SYSTEM
CAPITAL IMPROVEMENTS PLAN FOR FISCAL YEAR 2026**

Resolution No. 2026-23

Utility System Life-Cycle Renovation, Repair and Replacement Projects

Synopsis: Approval of the Ohio State Energy Partners LLC (“OSEP”) utility system capital improvements plan (“OSEP CIP”) for fiscal year 2026; authorization for OSEP to make such 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”).

WHEREAS the Agreement requires OSEP to annually submit an OSEP CIP for approval; and

WHEREAS the Board of Trustees approved an interim fiscal year 2026 OSEP CIP in May 2025, prior to the university’s finalization of its capital investment plan for fiscal year 2026; and

WHEREAS the university has now finalized its capital investment plan for fiscal year 2026; and

WHEREAS the fiscal year 2026 OSEP CIP includes the requests for approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2025; and

WHEREAS OSEP has provided detailed descriptions of the proposed capital improvement projects, including the construction schedules and 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, including the schedules as detailed in the project approval requests; and

WHEREAS these capital expenditures for the approved OSEP CIP utility system projects will be added to the utility fee pursuant to the Agreement and any associated university directives; and

WHEREAS the university has reviewed and considered the financial, technical, and operational aspects of the projects and the OSEP CIP 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 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 the fiscal year 2026 OSEP CIP; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these fiscal year 2026 capital improvements to the Utility System as outlined in the attached materials.

(See Appendix X for background information, page XX)

APPROVAL FOR DISPOSITION OF REAL PROPERTY

Resolution No. 2026-24

THAYER ROAD
BATH TOWNSHIP, ALLEN COUNTY, OHIO

Synopsis: Authorization to sell real property located along Thayer Road, Bath Township, Allen County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell 5.369 acres along Thayer Road, Bath Township, Ohio, identified as Allen County parcel number 37-3500-02-001.000, to Allen County so they may improve and widen Thayer Road; and

WHEREAS the sale of this property corresponds with the strategic investment and divestment of land assets in support of the university's current and future needs; and

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WHEREAS the administration has identified this site as excess and no longer aligning with current and future planned needs:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university and at a sale price at or above the appraised value.

(See Appendix X for background information, page XX)

APPROVAL OF FISCAL YEAR 2026 OPERATING BUDGET

Resolution No. 2026-25

Synopsis: Approval of the Operating Budget for the Fiscal Year ending June 30, 2026, is proposed.

WHEREAS The State of Ohio Biennial Budget for State Fiscal Years 2026 and 2027, including funding levels for State institutions of higher education, has been signed into law; and

WHEREAS Tuition and mandatory fee levels for the Columbus and Regional Campuses for the Academic Year 2025-2026 were proposed at the May 21, 2025, Board of Trustees meeting; and

WHEREAS The Administration now recommends approval of the Fiscal Year 2026 Operating Budget for the University for the Fiscal Year ending June 30, 2026.

NOW THEREFORE

BE IT RESOLVED, That the University's Operating Budget for the Fiscal Year ending June 30, 2026, as described in the accompanying Fiscal Year 2026 Operating Budget Book for the Fiscal Year ending June 30, 2026, be approved with authorization for the President to make expenditures within the projected income.

(See Appendix X for background information, page XX)

APPOINTMENT TO THE SELF-INSURANCE BOARD

Resolution No. 2026-26

Synopsis: Appointment of a member to the Self-Insurance Board is proposed.

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve that the following individual be appointed as a member of the Self-Insurance Board effective September 1, 2025 for the term specified below:

Christopher A. Cray, term ending June 30, 2027

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

UNIVERSITY FOUNDATION REPORT

Resolution No. 2026-27

Synopsis: Approval of the University Foundation Report as of June 30, 2025, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of two (2) endowed chairs: the Dr. Harold "Hal" Miller and Betty J. Miller Endowed Chair in Organic Chemistry and Biochemistry and the Endowed Chair in Integrative Health; five (5) endowed professorships: the Honda Endowed Professorship in Artificial Intelligence in Mechanics and Manufacturing, the Dr. John M. McGregor Department of Neurosurgery Professorship, the Jeffrey Professorship in Children, Young Adult and Family Psychiatry, The Leon M. McCorkle Jr. Professorship in Commercial Law, and the Colleen McMahon Professorship in Music; two (2) professorship funds: The Ernestine R. Lowrie Professorship Fund in Thoracic Surgery and the Wayne Urban Endowed Professorship Fund; one (1) scholarship as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; and twenty-one (21) additional named endowed funds; (ii) the revision of twenty-six (26) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2025.

(See Appendix X for background information, page XX)

NAMING OF INTERNAL SPACES

Resolution No. 2026-28

IN UNIVERSITY HOSPITAL

Synopsis: Approval for the naming of internal spaces in the University Hospital located at 650 W. 10th Avenue is proposed.

WHEREAS The Ohio State University is taking a major step forward with the development of the new University Hospital that, combined with modern educational space, will enhance a unified Ohio State Wexner Medical Center campus; and

WHEREAS the Ohio State Wexner Medical Center campus provides leading-edge research, outstanding clinical training and world-class patient care; and

WHEREAS the following donors have provided significant contributions to the Wexner Medical Center and University Hospital; and

- Stan and Jodi Ross
- Dr. Mark Landon
- Dawson Fund
- Cindy and Larry Hilsheimer

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 facility the aforementioned spaces be named the following:

- Stanley D. and Joan H. Ross Neurosciences Critical Care Unit (Floor 14)
- Mark B. Landon, MD and Jane Landon Visitor Lounge (Floor 23 Visitor Lounge)
- Janet and Elden Thomas Sanctuary (Room 2075)
- Cindy and Larry Hilsheimer Chairman's Conference Room (Room 0075)

NAMING OF INTERNAL SPACES

Resolution No. 2026-29

IN THE RIFFE BUILDING

Synopsis: Approval for the naming of the 2nd floor pharmacy classroom (classroom A) and the student lounge in the Riffe Building, located at 496 W. 12th Ave, is proposed.

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

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

WHEREAS the donors listed below have provided significant contributions to the Riffe Building renovations; and

- Dr. Robert Weber and Mrs. Barbara Weber
- Mrs. Ann M. Klein and Mr. Barry E. Klein

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 facility the aforementioned spaces be named the following:

- Dr. Robert J. and Barbara B. Weber Classroom
- Ann & Barry Klein Family Student Lounge

NAMING OF INTERNAL SPACES

Resolution No. 2026-30

IN MASON HALL

Synopsis: Approval for the naming of internal spaces in Mason Hall, located at 250 W. Woodruff Avenue, is proposed.

WHEREAS Mason Hall is currently undergoing renovations to accommodate the growing and changing needs of Max M. Fisher College of Business students, reinforcing the university's commitment to being a preeminent business school that creates transformational ideas and leaders; and

WHEREAS Mason Hall includes state-of-the-art spaces for active learning and research to the benefit of students and faculty; and

WHEREAS the donors listed below have provided significant contributions to Fisher College of Business and are currently recognized with spaces affected by the renovation; and

- Nu Chapter Delta Sigma Pi Corporation
- Kathryn Esselburn
- Charles and Lynne Klatskin

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 facility the spaces be named the following:

- Nu Chapter Delta Sigma Pi Corporation Room (room 133)
- Esselburn Breakout Room (room 140D)
- Neil M. Klatskin Conference Room and Neil M. Klatskin Collaborative and Learning Resource Corridor

NAMING OF INTERNAL SPACE

Resolution No. 2026-31

IN THE JAMES OUTPATIENT CARE

Synopsis: Approval for the naming of room 1234 in The Ohio State University Wexner Medical Center James Outpatient Care facility, located at 2121 Kenny Road, is proposed.

WHEREAS The James Outpatient Care facility provides convenient access to state-of-the-art health services for The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) patients; and

WHEREAS the facility includes a variety of services supporting the OSUCCC – James program; and

WHEREAS Albert & Karen Sheridan and Stephen Sheridan have provided significant contributions to the OSUCCC – James and the James Outpatient Care 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 the aforementioned donors' philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the internal space be named the following:

- Generous gift from the Metzger/Sheridan Family Fund (Room 1234)

NAMING OF INNOVATION DISTRICT AT OHIO STATE

Resolution No. 2026-32

Synopsis: Approval for the administrative renaming of the university's innovation community, currently known as Carmenton, is proposed.

WHEREAS the administrative naming of the university's innovation community was approved on May 19, 2022; and

WHEREAS upon further consideration with stakeholders as plans for the district have evolved, a new name is recommended that provides brand clarity and accurately conveys the district's purpose; and

WHEREAS this change does not affect the names of streets approved on May 19, 2022; and

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

NOW THEREFORE

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

NAMING OF THE WATERMAN – MULTISPECIES ANIMAL LEARNING COMPLEX

Resolution No. 2026-33

IN THE COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the naming of the Multispecies Animal Learning Complex, located at the northwest corner of Lane Avenue and Kenny Road, is proposed.

WHEREAS the new Multispecies Animal Learning Complex (MALC) is being constructed to meet the aims of the Waterman Agricultural and Natural Resources Laboratory to provide comprehensive agricultural education; and

WHEREAS the College of Food, Agricultural, and Environmental Sciences (CFAES) aims to maintain consistent nomenclature across Waterman Complex; and

WHEREAS CFAES recommends and Planning, Architecture and Real Estate reviewed this change; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Waterman—Multispecies Animal Learning Complex.

APPROVAL FOR A PERPETUAL GAS TRANSMISSION EASEMENT

Resolution No. 2026-34

IN THE WEXNER MEDICAL CENTER

Synopsis: Approval for the naming of the Powell outpatient care location (building #1046), located at 7171 Sawmill Parkway, is proposed.

WHEREAS the new Powell outpatient facility is part of the Wexner Medical Center's suburban outpatient care program, supporting growth in the region and excellence in academic health care; and

WHEREAS the facility will provide convenient access to comprehensive health care services to the Powell community; and

WHEREAS the Wexner Medical Center recommends and Planning, Architecture and Real Estate reviewed this change; and

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

NOW THEREFORE

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

NAMING OF COMMERCIAL VEHICLE INNOVATION LABORATORY

Resolution No. 2026-35

IN THE COLLEGE OF ENGINEERING

Synopsis: Approval for the administrative naming of the building located at 920 Kinner Road (building #1145) in the College of Engineering, is proposed.

WHEREAS the building being constructed at 920 Kinner Road will further the mission of the Center for Automotive Research; and

WHEREAS this facility name accurately reflects its purpose and current naming standards within the College of Engineering; and

WHEREAS the College of Engineering recommends and Planning, Architecture and Real Estate reviewed these changes; 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 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 Commercial Vehicle Innovation Laboratory.

AMENDMENT TO THE BYLAWS OF THE BOARD OF TRUSTEES

Resolution No. 2026-36

Synopsis: Amendment to the *Bylaws of the Board of Trustees* related to Ohio Senate Bill 1, the Advance Ohio Higher Education Act, and organizational changes to the Academic Affairs and Student Life Committee.

WHEREAS Ohio Senate Bill 1 (SB1), the Advance Higher Education Act, took effect on June 27, 2025; and

WHEREAS SB1 prohibits student trustees from serving as voting members on the full Board of Trustees and from attending Board executive sessions, but student trustees may continue to serve on Board committees, as their input and perspectives deepen the Board's understanding of the student experience; and

WHEREAS the university has reorganized research operations such that the Enterprise for Research, Innovation and Knowledge now reports to the Executive Vice President and Provost, such that all of these operations may be addressed by the Board's Academic Affairs and Student Life Committee, rather than in a separate Research, Innovation and Strategic Partnerships Committee; and

WHEREAS these developments require amending Board Bylaw 3335-1-02 to reflect the changes to student trustee authority and Board committee standing and authority:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the attached amendment to Board Bylaw 3335-1-02.

(See Appendix X for background information, page XX)

RATIFICATION OF COMMITTEE APPOINTMENTS FY2026

Resolution No. 2026-37

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2026 are as follows:

Academic Affairs & Student Life:

Reginald A. Wilkinson, Chair
Elizabeth A. Harsh, Vice Chair
Elizabeth P. Kessler
Jeff M.S. Kaplan
Michael F. Kiggin
Bradley R. Kastan

Kara J. Trott

Patrick C. Arp

Phillip Popovich (faculty member)

Eric Bielefeld (faculty member)
Stefanie Sanford
John W. Zeiger (ex officio)

Athletics:

Gary R. Heminger, Chair
Michael F. Kiggin, Vice Chair
Elizabeth P. Kessler
Jeff M.S. Kaplan
Pierre Bigby
Bradley R. Kastan
George A. Skestos
Patrick C. Arp
John W. Zeiger (ex officio)

Finance & Investment:

Tomislav B. Mitevski, Chair
Pierre Bigby, Vice Chair
Gary R. Heminger
Michael F. Kiggin
George A. Skestos
Kendall C. Buchan
Amy Chronis
Kent M. Stahl
John W. Zeiger (ex officio)

Legal, Audit, Risk & Compliance:

Elizabeth P. Kessler, Chair
Bradley R. Kastan, Vice Chair
Michael F. Kiggin
Juan Jose Perez
Patrick C. Arp
Amy Chronis
John W. Zeiger (ex officio)

Finance Committee, Wexner Medical Center:

Stephen D. Steinour, Chair
John W. Zeiger
Tomislav B. Mitevski
Juan Jose Perez
Pierre Bigby
George A. Skestos

Master Planning & Facilities:

Juan Jose Perez, Chair
George A. Skestos, Vice Chair
Elizabeth A. Harsh
Reginald A. Wilkinson
Pierre Bigby
Bradley R. Kastan
Kendall C. Buchan
Robert H. Schottenstein
Keith Myers
John W. Zeiger (ex officio)

Talent, Compensation & Governance:

Jeff M.S. Kaplan, Chair
Elizabeth P. Kessler, Vice Chair
Gary R. Heminger
Reginald A. Wilkinson
Tomislav B. Mitevski
Juan Jose Perez
John W. Zeiger (ex officio)

Wexner Medical Center:

Leslie H. Wexner, Chair
Gary R. Heminger
Tomislav B. Mitevski
Juan Jose Perez
George A. Skestos
Kara J. Trott
Kendall C. Buchan
Robert H. Schottenstein
Stephen D. Steinour
Cindy Hilsheimer
Amy Chronis
Hiroyuki Fujita
John W. Zeiger (ex officio, voting)
Walter E. Carter Jr (ex officio, voting)
Ravi V. Bellamkonda (ex officio, voting)
Michael Papadakis (ex officio, voting)
John J. Warner (ex officio, voting)

Quality & Professional Affairs Committee,

Wexner Medical Center:

Juan Jose Perez, Chair
George A. Skestos
Ravi V. Bellamkonda
Michael Papadakis
John J. Warner
Jay M. Anderson
Eric Bourekas
Carol R. Bradford
Stacy A. Brethauer

Amy Chronis
John J. Warner
Michael Papadakis

David E. Cohn
Scott A. Holliday
Kami J. Maddocks
Elizabeth Seely
Deana Sievert
Corrin Steinhauer
Andrew M. Thomas

Foundation Board Representative:

Pierre Bigby

Alumni Board Representative:

Elizabeth A. Harsh

BE IT FURTHER RESOLVED, That these appointments shall take effect at the adjournment of the meeting at which they are approved and remain in effect through the fiscal year ending June 30, 2026, or until they are superseded by a subsequent action of the board, whichever occurs first, so long as the persons appointed continue to be eligible to serve in such a capacity.

**THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER
CLINICAL QUALITY MANAGEMENT, PATIENT SAFETY AND PATIENT
EXPERIENCE PLAN**

Resolution No. 2026-38

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 Patient Experience Plan for FY26 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 Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the Clinical Quality Management, Patient Safety and Patient Experience Plan for FY26 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 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 Patient Experience Plan for FY26 was approved by the Quality Leadership Council on May 28, 2025; and

WHEREAS the annual review of the Clinical Quality Management, Patient Safety and Patient Experience Plan for FY26 was approved by the University Hospitals Medical Staff Administrative Committee on July 9, 2025; and

WHEREAS on July 22, 2025, 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 Patient Experience Plan for FY26:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the Clinical Quality Management, Patient Safety and Patient Experience Plan for FY26 for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital and Ohio State East Hospital as outlined in the attached document.

(See Appendix X for background information, page XX)

THE JAMES CANCER HOSPITAL QUALITY, SAFETY AND EXPERIENCE COUNCIL PLAN

Resolution No. 2026-39

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 James Quality, Safety and Experience Council Plan for FY26 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 Quality, Safety and Experience Council Plan for FY26 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 James Quality, Safety and Experience Council Plan for FY26 was approved by The James Quality, Patient Safety, and Reliability Committee on April 23, 2025; and

WHEREAS the annual review of The James Quality, Safety and Experience Council Plan for FY26 was approved by The James Medical Staff Administration Committee on May 16, 2025; and

WHEREAS on July 22, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of The James Quality, Safety and Experience Council Plan for FY26:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve The James Quality, Safety and Experience Council Plan for FY26 as outlined in the attached document.

(See Appendix X for background information, page XX)

PLAN FOR PATIENT CARE SERVICES

Resolution No. 2026-40

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 University Hospital Medical Staff Administrative Committee on May 14, 2025; and

WHEREAS on June 24, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and Board of Trustees hereby approve the plan for patient care services for the Ohio State University Hospitals, including University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital and Ohio State East Hospital as outlined in the attached Plan for Patient Care Services.

(See Appendix X for background information, page XX)

PLAN FOR PATIENT CARE SERVICES

Resolution No. 2026-41

**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 James Medical Staff Administrative Committee on April 18, 2025; and

WHEREAS on June 24, 2025 the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the plan for patient care services for The James as outlined in the attached Plan for Patient Care Services.

(See Appendix X for background information, page XX)

**SCOPE OF CARE
THE OHIO STATE UNIVERSITY AMBULATORY SURGERY CENTER
OUTPATIENT CARE NEW ALBANY**

Resolution No. 2026-42

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 ON June 24, 2025, 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

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BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the scope of care for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany.

(See Appendix X for background information, page XX)

**SCOPE OF CARE
THE OHIO STATE UNIVERSITY AMBULATORY SURGERY CENTER
OUTPATIENT CARE DUBLIN**

Resolution No. 2026-43

Synopsis: Approval of the annual review of the scope of patient care services for The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin, 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 Dublin; and

WHEREAS ON June 24, 2025, 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 Dublin:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the scope of care for The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin.

(See Appendix X for background information, page XX)

PATIENT COMPLAINT AND GRIEVANCE MANAGEMENT

Resolution No. 2026-44

**OHIO STATE UNIVERSITY HOSPITALS d/b/a OSU WEXNER MEDICAL
CENTER**

Synopsis: Approval of the review of the Patient Complaint and Grievance Management policy for FY26 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 Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

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WHEREAS in order to promote patient satisfaction, the Wexner Medical Center is committed to resolving any patient complaints and grievances that may arise in a timely and effective manner, and as set forth in the attached Patient Complaint and Grievance Management policy; and

WHEREAS the review of the Patient Complaint and Grievance Management policy was approved by the Ohio State University Hospitals Medical Staff Administrative Committee on June 11, 2025; and

WHEREAS on June 24, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the Patient Complaint and Grievance Management policy, including the delegation of the responsibility for reviewing and resolving grievances to the Ohio State University Hospitals Grievance Committee:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approves the Patient Complaint and Grievance Management policy for the OSU Wexner Medical Center, including delegation of the responsibility for reviewing and resolving grievances to the Ohio State University Hospitals Grievance Committee.

(See Appendix X for background information, page XX)

PATIENT COMPLAINT AND GRIEVANCE MANAGEMENT

Resolution No. 2026-45

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
THE ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the review of Patient Complaint and Grievance Management policy 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 in order to promote patient satisfaction, The James is committed to resolving any patient complaints and grievances that may arise in a timely and effective manner; and as set forth in the attached Patient Complaint and Grievance Management policy; and

WHEREAS the review of the Patient Complaint and Grievance Management policy was approved by The James Medical Staff Administrative Committee on June 20, 2025:

WHEREAS on June 24, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the Patient

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Complaint and Grievance Management policy, including delegation of the responsibility for reviewing and resolving grievances to The James Grievance Committee:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the Patient Complaint and Grievance Management policy, including delegation of the responsibility for reviewing and resolving grievances to The James Grievance Committee.

(See Appendix X for background information, page XX)

**DIRECT PATIENT CARE SERVICES CONTRACTS AND
PATIENT IMPACT SERVICE CONTRACTS EVALUATION**

Resolution No. 2026-46

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 Ohio State 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 Ohio State University Hospital Medical Staff Administrative Committee on June 11, 2025; and

WHEREAS on June 24, 2025, 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 and the Board of Trustees hereby 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 as

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outlined in the attached University Hospitals Contracted Services Annual Evaluation Report.

(See Appendix X for background information, page XX)

**DIRECT PATIENT CARE SERVICES CONTRACTS AND
PATIENT IMPACT SERVICE CONTRACTS EVALUATION**

Resolution No. 2026-47

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 James Medical Staff Administrative Committee on June 20, 2025; and

WHEREAS on June 24, 2025, 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 and the Board of Trustees hereby approve 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 Appendix X for background information, page XX)

**CONTRACTED SERVICES THE OHIO STATE UNIVERSITY AMBULATORY
SURGERY CENTER OUTPATIENT CARE NEW ALBANY**

Resolution No. 2026-48

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Synopsis: Approval of the annual review of the contracted 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 contracted services are evaluated annually to review the scope, nature, and quality of services provided to clinical departments and personnel who provide care and services for the mission of The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany; and

WHEREAS on June 24, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the contracted services for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the annual review of the contracted services for The Ohio State University Ambulatory Surgery Center — Outpatient Care New Albany.

(See Appendix X for background information, page XX)

CONTRACTED SERVICES THE OHIO STATE UNIVERSITY AMBULATORY SURGERY CENTER OUTPATIENT CARE DUBLIN

Resolution No. 2026-49

Synopsis: Approval of the annual review of the contracted services for The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin, 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 contracted services are evaluated annually to review the scope, nature, and quality of services provided to clinical departments and personnel who provide care and services for the mission of The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin; and

WHEREAS on June 24, 2025, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the contracted services for The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board and the Board of Trustees hereby approve the annual review of the contracted services for The Ohio State University Ambulatory Surgery Center — Outpatient Care Dublin.

(See Appendix X for background information, page XX)

Mr. Zeiger:

Given these consent agenda items, we will have two votes, each of which will be by roll call. First, we will vote on item No. 7 — Approval of the Fiscal Year 2026 Capital Investment Plan — and item No. 11, which is the Approval of the Fiscal Year 2026 Operating Budget.

Mr. Kaplan has been advised to abstain.

Upon the motion of Mr. Zeiger, seconded by Dr. Wilkinson, the Board of Trustees adopted the foregoing resolutions by unanimous roll-call vote, cast by the following trustees: Mr. Zeiger, Ms. Kessler, Mr. Heminger, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski, Mr. Bigby, Mr. Perez, Mr. Kastan, Mr. Skestos and Ms. Trott. Mr. Kaplan abstained.

Ms. Eveland:

Motion carries.

Mr. Zeiger:

Thank you. I will now move that the board approve the remaining items on the consent agenda.

Upon the motion of Mr. Zeiger, seconded by Mr. Heminger, the Board of Trustees adopted the foregoing resolutions by majority roll-call vote, cast by the following trustees: Mr. Zeiger, Ms. Kessler, Mr. Heminger, Mr. Kaplan, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski, Mr. Bigby, Mr. Perez, Mr. Kastan, Mr. Skestos and Ms. Trott.

Ms. Eveland:

Motion carries.

Mr. Zeiger:

Thank you again. Is there any further business to come before the board today?

Hearing none, this meeting will be adjourned. Thank you so much.

The meeting adjourned at 10:53 a.m.

Attest:

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John W. Zeiger
Chairman

Jessica A. Eveland
Secretary

DRAFT

RESOLUTIONS IN MEMORIAM

Synopsis: Approval of Resolutions in Memoriam is proposed.

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Ann D. Christy
Clyde C. Goad
William "Bill" E. Henderson
Paul R. Hothem
James "Jim" Gottling
Jacqueline E. LaMuth
Brian G. McHale
Helen Deacon Swank
Desh Pal Singh Verma
Thomas A. Willke

ANN D. CHRISTY

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 3, 2025, of Ann D. Christy, associate dean and professor in the Department of Food, Agricultural and Biological Engineering in the College of Food, Agricultural, and Environmental Sciences. She was 63.

Professor Christy received her BS (1983) in agricultural engineering and MS (1985) in biomedical engineering from Ohio State's College of Engineering, and she earned her PhD (1991) from Clemson University in environmental systems engineering. Following a short period as an engineer, she joined Ohio State in 1996 and served as a faculty member until her passing. Her research in bioenergy, environment and engineering education generated 145 publications, including more than 40 topics in teaching and learning. She was named a fellow of the American Society for Engineering Education (ASEE) and of the American Society of Agricultural and Biological Engineers (ASABE). Christy chaired ASEE's Biological and Agricultural Division and helped found and subsequently chaired ASABE's Education Division.

Her impact at The Ohio State University was significant, highlighted by her service as a faculty fellow in the Office of Academic Affairs during the semester conversion process and reviewing over 9,000 courses. She was interim associate dean for Undergraduate Education and Student Services in the College of Engineering, then served as the inaugural assistant dean for Teaching and Learning. After stepping down from this role, she was subsequently named associate dean and director for academic programs in the College of Food, Agricultural, and Environmental Sciences.

Everyone who knew Professor Christy was drawn to her warmth, light and enjoyment of each day as it came. Ann had an immense passion for higher learning and embracing her inner child. Through her kind-hearted and resolute leadership, Professor Christy fostered an atmosphere of collegiality and camaraderie among all members of the department, which fostered the professional development of graduate students. Professor Christy exemplified what the College of Food, Agricultural, and Environmental Sciences strongly values — putting students first and working collaboratively to sustain life.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Ann D. Christy 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.

CLYDE C. GOAD

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 21, 2025, of Clyde C. Goad, professor emeritus from the former Department of Geodetic Science and Surveying.

Professor Goad received his BS in applied mathematics (1969) from North Carolina State University, his MS in numerical science (1971) from Johns Hopkins University and his PhD in aeronautical engineering in 1977 from the Catholic University of America.

Until 1986, Clyde worked in the private sector and in the government, including for the National Oceanic and Atmospheric Administration. In 1986, Clyde was invited to join the Department of Geodetic Science and Surveying at The Ohio State University. Clyde's forte was associated with the theory and practical use of and exciting new technology — the global positioning system (GPS). Professor Goad developed and taught several courses in GPS methodology with specific emphasis on highly accurate positioning.

His knowledge and teaching skills soon attracted students from many countries and, in a few years, Ohio State became the educational magnet for individuals interested in high accuracy positioning. Nearly all his students have become highly successful and have responsible positions in their workplaces.

Professor Goad worked closely with the Center for Mapping at Ohio State and therefore became involved with the commercialization of GPS. The union of the private sector and the university fostered new avenues of applied and basic research.

An example of the result of the marriage of the academy and the private sector is the development of using GPS to obtain and display the movement of the blade of earth-moving equipment (e.g., bulldozer and implements for precision agriculture) to an accuracy of one quarter of an inch. Many other important research concepts and practical uses resulted from Professor Goad's brilliant and creative mind.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Clyde C. Goad 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.

JAMES “JIM” GOTTLING

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 29, 2025, of James “Jim” Gottling, professor emeritus in the Department of Electrical and Computer Engineering in the College of Engineering. He was 92.

Professor Gottling earned a Bachelor of Science in electrical engineering from Lehigh University in 1955 and completed his Doctor of Science in electrical engineering at the Massachusetts Institute of Technology in 1960. He joined the Ohio State University faculty that same year and served with distinction for three decades until his retirement.

A prolific educator and researcher, Professor Gottling authored notable works such as *Electronics: Models, Analysis, and Systems* (1982), *Matrix Analysis of Circuits Using Matlab* (1995) and *Hands on PSpice: Circuit Modeling and Analysis* (1995). His research contributions spanned circuit analysis, including works like “Node and Mesh Analysis by Inspection” (1995), and optical measurements, as seen in “Double-Layer Interference in Air-CdS Films” (1966).

Professor Gottling was recognized repeatedly for his excellence in teaching, receiving prestigious accolades such as The Ohio State University Alumni Award for Distinguished Teaching (1967), the Charles E. MacQuigg Outstanding Teaching Award (1994) and the Eta Kappa Nu Professor of the Year Award (1995). He was an active member of a faculty group that welcomed and supported international graduate students and their families as they acclimated to life at Ohio State. He belonged to numerous academic and professional societies and was deeply admired for his mentorship, dedication to students and commitment to fostering a collaborative academic environment.

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

WILLIAM "BILL" E. HENDERSON

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 13, 2024, of William "Bill" E. Henderson, associate professor emeritus with The Ohio State University in the College of Food, Agricultural, and Environmental Sciences.

Mr. Henderson began his career with Ohio State University Extension in 1971, serving as the 4-H educator in Allen County until 1990. He also served as county chair since 1983. During his county service, Mr. Henderson was promoted to Assistant Professor in July 1978 and then to associate professor in July 1989.

In April 1990, he became the Northwest District 4-H specialist and served in that role until his retirement in April 2002.

During his career, Mr. Henderson shared his expertise and developed meaningful 4-H experiences within the county, across county lines and with other educational partners.

He helped to develop the multi-county 4-H Space Camp, which was held at Ohio Northern University, and Teen Leadership Camp, which was held at The Ohio State University at Lima. He dedicated time to youth activities at the Ohio State Fair, serving as an assistant superintendent for the 4-H photography and woodworking days for nearly 20 years.

Mr. Henderson was a member of the Ohio Cooperative Extension Agents Association, the National Association of Extension 4-H Agents and Epsilon Sigma Phi national Extension honorary. He also served as a longtime member of the planning committee for the Buckeye Leadership Workshop, even during retirement.

Mr. Henderson was recognized as a 2008 inductee in the Ohio 4-H Hall of Fame, and he was a 2015 Walk of Honor inductee at the Allen County Fair.

Mr. Henderson earned his bachelor's degree in sociology in 1968 and his master's degree in sociology in 1976, both from Ohio University.

Before he joined OSU Extension, Mr. Henderson worked as a teaching assistant at Ohio University, a director for Head Start in Cambridge, a summer assistant for Extension and an inspector for the Ohio Department of Highways.

On behalf of the university community, the Ohio State Board of Trustees expresses to the family of William "Bill" E. Henderson its deepest sympathy and sense of understanding of their loss. It is directed that his 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.

PAUL R. HOTHM

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 7, 2025, of Paul R. Hothem, assistant professor emeritus with The Ohio State University in the College of Food, Agricultural, and Environmental Sciences.

Mr. Hothem began his career with Ohio State University Extension in March 1962 as an associate county agent for 4-H and home economics in Knox County. In July 1964, he became the 4-H agent in Knox County. Mr. Hothem was promoted to assistant professor in July 1974. He also served as office chair for 15 years until his retirement in December 1988.

Mr. Hothem won many local, state and national awards for his distinguished service and was known for his innovative programs. He created the first 4-H trapping club in the state and authored the *Muskrat Trapping Project* book, as well as a book on arrowheads.

Mr. Hothem was very active in on the 4-H Camp Ohio board. He also remained very active in the Knox County Fair for many years, including serving as the junior fair coordinator for five years after retirement. He was a member and coordinator for the fair's Agriculture Museum Committee. Mr. Hothem assisted the Ohio Division of Wildlife by serving as the county head instructor for hunter safety for 20 years and trapping education for 32 years. Many local boards and committees benefited from his expertise and experience.

Mr. Hothem earned his bachelor's degree in animal science in 1959 from The Ohio State University. After graduation, he worked briefly as a summer assistant in Coshocton County before serving in the U.S. Army until March 1962. He furthered his studies by earning a master's degree in agricultural education in 1971.

On behalf of the university community, the Ohio State Board of Trustees expresses to the family of Paul R. Hothem, 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.

JACQUELINE E. LAMUTH

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 28, 2025, of Jacqueline E. LaMuth, associate professor emeritus with The Ohio State University in the College of Food, Agricultural, and Environmental Sciences.

Dr. LaMuth began working for Ohio State University Extension in April 1971 as a county Extension agent for 4-H and home economics. She became an agent focusing on 4-H in Franklin County in December 1972. She was promoted to assistant professor in 1979 and then to associate professor in 1987. Dr. LaMuth also served as an acting chair in 1989 and became chair of the Franklin County office in September 1990.

Dr. LaMuth later served as the interim leader for evaluation, grantsmanship and product development, followed by interim leader, resource development. In October 2000, she was appointed as the leader, grants and contracts. She served in this role for several years, followed by leader, resource development and management, until her retirement on September 1, 2014.

Dr. LaMuth was a respected scholar and educator. She authored numerous educational publications and resources for colleagues and Extension clientele. She served on the Extension Grantsmanship Action Learning Team, coordinating resources and learning opportunities with several colleagues for the benefit of all Extension professionals.

Dr. LaMuth served as a counselor for Ohio 4-H Sea Camp at Kelleys Island for many years, where she embraced the opportunity to teach young people about aquatic science, sailing and other recreational watersports.

Dr. LaMuth gave back to her community by serving as board chair for the Solid Waste Authority of Central Ohio. She was well known for her horticultural and geological knowledge, which she shared enthusiastically with colleagues and friends. She was also a renowned local musician and enjoyed travelling with her fellow musicians.

Dr. LaMuth earned her bachelor's degree in 1971 and her master's degree in 1977, both in home economics education, as well as her doctoral degree in human and community resource development in 2006, all from The Ohio State University.

On behalf of the university community, the Ohio State Board of Trustees expresses to the family of Jaqueline E. LaMuth, 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.

BRIAN G. McHALE

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 27, 2025, of Brian Geoffrey McHale, professor emeritus in the Department of English in the College of Arts and Sciences. He died on his 73rd birthday.

Professor McHale received his BA from Brown University in 1974 and was awarded a Rhodes Scholarship that same year. He received his DPhil in English language and literature in 1977. Joining the Department of English at The Ohio State University as an Arts and Humanities Distinguished Professor in 2002, Professor McHale was a vital member of the department as a scholar, teacher, mentor and colleague even after his retirement in 2022.

One of the world's most influential scholars of postmodern literature and culture, and one of its leading narrative theorists, Professor McHale's first book, *Postmodernist Fiction* (1987), changed the conversation about the nature of postmodernism and its relation to modernism. In narrative theory, he did groundbreaking work on narrative discourse, narrative in poetry and science fiction. When he spoke or wrote, scholars around the world listened: His work was read and taught by literary scholars across six continents and representing a wide variety of literary periods, genres and methodologies. Professor McHale was the author of three other monographs and over 100 essays published in leading scholarly journals and edited collections. He co-edited five additional volumes.

He also served the global scholarly community as associate editor, co-editor and editor-in-chief of *Poetics Today* and as president of both the International Society for the Study of Narrative (ISSN) and the Association for the Study of the Arts of the Present. A co-founder of Ohio State's Project Narrative, his work helped define and shape the field. Fittingly, he received the ISSN's Wayne C. Booth Lifetime Achievement Award in 2025.

A beloved teacher and mentor, he brought his expertise and passion to his undergraduate and graduate students. Simultaneously generous and scrupulous in his criticism and advice, he always improved the research and writing of students and colleagues with whom he worked. In recognition of Brian's exemplary mentorship, the department named the award for Best Essay by a Graduate Student in Narrative Studies after him. In department meetings, he was the model of eloquence and good sense. He ceaselessly served the department, the university and the discipline of English studies.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Brian McHale 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 DEACON SWANK

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 6, 2025, of Helen Deacon Swank, professor emerita of voice in the School of Music in the College of Arts and Sciences. She was 93.

Professor Swank joined Ohio State's faculty in 1965 and served until her retirement in 1991, including service as area head of voice from 1977 to 1991. A visionary educator and mentor, she created the School of Music's nationally recognized graduate programs in voice pedagogy, among the first in the nation; these programs continue to flourish today.

Beyond campus, Professor Swank served the broader community as choir director at The Church of the Messiah in Westerville and nurtured a lifelong love of the arts through oil painting and writing. With her husband, C. William Swank, she was a steadfast supporter of Ohio State and endowed the Helen Swank Award recognizing outstanding graduate singers.

Professor Swank earned a BS in education and an MA in music from The Ohio State University. Her graduate work was an interdisciplinary course of study of her own design, integrating physics, speech and hearing science, and medicine. This holistic approach presaged and informs today's singing health work in the Helen Deacon Swank Voice Teaching and Research Laboratory in the School of Music. She received the Alumni Award for Distinguished Teaching in 1976 and 1987, and the School of Music Distinguished Service Award in 1997. In 2007, the trustees approved naming the Helen Deacon Swank Voice Teaching and Research Laboratory in her honor.

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

DESH PAL SINGH VERMA

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 10, 2025, of Dr. Desh Pal Singh Verma, professor emeritus in the Department of Molecular Genetics in the College of Arts and Sciences.

Dr. Verma earned a master's degree in botany from Agra University in 1964 and a PhD from the University of Western Ontario in 1970. After completing his postdoctoral research at the Fox Chase Cancer Center, he joined McGill University as an assistant professor in 1974. While at McGill, he was awarded the E.W.R. Steacie Memorial Fellowship by the National Research Council of Canada, was elected a Fellow of the Royal Society of Canada and became a member of the Canadian Academy of Sciences in 1986. In 1988, he joined the newly formed Department of Molecular Genetics at The Ohio State University as professor and associate director of the Biotechnology Center.

Dr. Verma's research contributions included the first isolation of the first plant mRNA (encoding soybean leghemoglobin) as well as the cloning of its encoding gene. He also led the identification of a novel class of genes referred to as "nodulins," which are involved in the development of Rhizobium-Legume symbiosis. During his career, Dr. Verma trained over 150 graduate students, postdoctoral fellows and visiting scientists; authored over 200 peer-reviewed research publications; and edited 11 academic books. Dr. Verma served as a senior editor for the International Society of Molecular Plant-Microbe Interactions (IS-MPMI), and as co-editor for its flagship journal *Molecular Plant-Microbe Interactions*. In 2003, he was elected a Fellow of The World Academy of Sciences. He also served as a consultant to several international companies and was an advisor to the Planning Commission of India (now NITI Aayog) on agricultural biotechnology from 2006-2011.

Dr. Verma was a valued colleague with a deep interest in all scientific areas, who always asked the most rigorous and thought-provoking questions. He will be deeply missed.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Desh Pal Singh Verma its deepest sympathy 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 appreciation.

THOMAS A. WILLKE

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 21, 2025, of Thomas A. Willke, founding member of the Department of Statistics in the College of Arts and Sciences. He was 93.

Professor Willke received his MA and PhD in mathematics from Ohio State under the guidance of Ransom Whitney. After a brief appointment as assistant professor of mathematics at the University of Maryland, Tom returned to Ohio with his wife, Gerry, and their young family to serve as an associate professor for Ohio State's Department of Mathematics in 1966.

Tom was one of the founding faculty to establish the Department of Statistics in 1970, and he was promoted to full professor of statistics in 1972. The department, which recently celebrated its 50th anniversary, was formalized in 1974, and Tom was one of only eight initial faculty members. As the department grew and celebrated new milestones, Tom was instrumental in recording aspects of its earliest history. In 2003, he conducted and transcribed an interview with the founding chair of the Department of Statistics, Ransom Whitney, which detailed its inaugural years.

Tom continued to serve the university with distinction as vice provost/dean of undergraduate studies for the College of the Arts and Sciences from 1973-1987, and as acting dean of University College from 1983-1985. After retiring from Ohio State in 1987 as emeritus dean of undergraduate studies and professor of statistics, he continued his academic career as chair of the Department of Mathematical Sciences at Otterbein College until 1997.

Throughout his distinguished career, Tom focused on service to others and touched the lives of countless students and colleagues. His legacy lives on, both through the department he helped to create and the many lives he influenced. Remarkably, Tom's personal dedication to academia and to the university has led to 31 degrees conferred by Ohio State to his family members. Within the Willke family, this tradition has also translated to at least 145 years in academic or service positions at the university.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Thomas A. Willke 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.

APPROVAL OF PERSONNEL ACTIONS

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the August 20, 2025, meeting of the Board, including the following appointments and contract amendments:

Appointment

Name: John Horack
Title: Vice President, Enterprise for Research, Innovation and Knowledge
Unit: Office of Academic Affairs
Term: October 1, 2025 – September 30, 2027

Name: Rob Lowden
Title: Vice President and Chief Information Officer
Unit: Administration and Planning
Term: August 1, 2025

Interim Appointment

Name: Erik Porfeli
Title: Interim Dean, College of Education and Human Ecology
Unit: Office of Academic Affairs
Term: January 1, 2026 – June 30, 2028

REVOCATION OF DEGREE

Synopsis: Revocation of a Doctor of Philosophy degree.

WHEREAS the committee on academic misconduct constituted according to rule 3335-5-48.7 of the administrative code requested that the Board of Trustees effectuate the revocation of the Doctor of Philosophy degree of Samantha Carter; and

WHEREAS the request was concurred with by the Executive Vice President and Provost; and

WHEREAS the request was further concurred with by the Academic Affairs and Student Life Committee; and

WHEREAS the appropriate bodies and administrative officer of the university have fully complied with applicable procedures and, in accordance with those procedures:

NOW THEREFORE

BE IT RESOLVED, That the Doctor of Philosophy degree, granted on August 4, 2024, pursuant to paragraph (E) of rule 3335-1-06 of the administrative code, is hereby revoked immediately.

REVOCATION OF DEGREE

Synopsis: Revocation of a Bachelor of Arts degree.

WHEREAS the university registrar and director of undergraduate admissions after utilization of rule 3335-9-20 requested that the Board of Trustees effectuate the revocation of the Bachelor of Arts degree of Ava Misseldine conferred under the name of Brie Bourgeois; and

WHEREAS the request was concurred with by the Executive Vice President and Provost; and

WHEREAS the request was further concurred with by the Academic Affairs and Student Life Committee; and

WHEREAS the appropriate bodies and administrative officer of the university have fully complied with applicable procedures and, in accordance with those procedures:

NOW THEREFORE

BE IT RESOLVED, That the Bachelor of Arts degree, granted on March 22, 2009, pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, is hereby revoked immediately.

APPROVAL TO ESTABLISH AN EXECUTIVE MASTER OF HEALTH ADMINISTRATION

IN THE COLLEGE OF PUBLIC HEALTH

Synopsis: Approval to establish an Executive Master of Health Administration degree program in the College of Public Health is proposed.

WHEREAS the proposed Executive Master of Health Administration program is an extension of the accredited full-time, residential, early career Master of Health Administration program and would extend the reach of the program to more experienced mid-career professionals; and

WHEREAS the program's mission is to provide students with an exceptional educational experience encompassing the organization, financing, delivery and improvement of health care services leading to rewarding careers in health services management and policy; and

WHEREAS the residential program has been a national leader in healthcare management for more than 50 years and is currently ranked No. 8 in *U.S. News & World Report*; and

WHEREAS the proposed executive program is 45 credits, over five semesters, is primarily online and cohort-based with 20-25 students per cohort expected; and

WHEREAS markets for enrollment include employees of local health systems, clinicians seeking to move into leadership roles and others working in the broader healthcare space; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on May 28, 2025; and

WHEREAS the University Senate approved this proposal on October 30, 2025:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish an Executive Master of Health Administration degree program in the College of Public Health.

Revised Proposal for Executive MHA Program Development College of Public Health, Division of Health Services Management and Policy

INTRODUCTION

The Ohio State University (OSU) College of Public Health (CPH) Health Services Management and Policy (HSMP) division has developed the attached proposal to develop an Executive Master of Health Administration (EMHA). This proposed program is designed as an extension of our Commission on Accreditation of Healthcare Management Education (CAHME) accredited Master of Health Administration (MHA) program.

The MHA program's mission is to *"provide early-to mid-careerists with an exceptional educational experience encompassing the organization, financing, delivery and improvement of health care services leading to rewarding careers in health services management and policy"* Currently, the MHA program is offered in a full-time residential format that primarily, and increasingly, attracts early careerists that are less than two years out of college. The proposed EMHA program will enable us to more completely fulfill this mission by extending our reach to a more experienced, mid-career professional.

Strategic Considerations

OSU's residential MHA program has been a national leader in healthcare management education for more than 50 years; for the last decade, we have consistently ranked in the US News and World Report (USNWR) top 10 (currently #8). Among our peers, we are one of only 5 in the USNWR top 20 that does not offer an executive, or mid-career, degree option for individuals who are already working in the field. More locally, lower ranked (Xavier) and recently accredited in AU23 (Ohio University, Cincinnati) universities are already operating executive MHA programs. Details about these programs are included in Appendix I (USNWR Top 20) and Appendix II (Ohio-based programs).

Given our program's reputation for quality education, graduate success, and enduring alumni network as well as our strong connections to health system leaders locally and nationally, we are well-positioned for success should we launch a well-designed, well-supported executive program. Considerations include:

- **Brand integrity.** Our greatest strength in launching this program is our well-established brand and reputation. As we develop and launch a new program it is crucial that we maintain the standards, e.g., quality faculty, strong curriculum and courses, high-touch professional/ leadership development, connection to practice and alumni, that potential students will expect.
- **Differentiated experience.** Mid-career learners have many options for graduate education, including some graduate education degree offerings that require fewer credits for completion, therefore it is imperative that our program offer a differentiated experience that clearly explains how the EMHA benefits students by requiring more credits and explaining that this approach is consistent with our established brand as described above. Leadership and management are high touch endeavors; possible ways to differentiate our program include offering structured leadership coaching and interactive experiences that build students' leadership competencies and support their career growth through exposure and networking.

Potential Risks

While the strong foundation and reputation of the current MHA program, as well as CPH and OSU more broadly, position the proposed program for success, we have identified potential risks that will need to be considered and mitigated as this program is developed. Identified risks and mitigation considerations are described in the table below.

Potential Risks	Mitigation Strategy
Highly competitive market, with well-established competition outside of Ohio and several-options within	Clarify brand and value-proposition for this program vis-à-vis competitors; incorporate into program design and marketing
Strong evidence of market need, but some challenges accurately estimating total demand for this degree program within specified target	Leverage existing MHA relationships and networks to reach unmet need among high potential candidates; collaborate with Office of Technology and Digital Innovation (OTDI) to define and effectively reach target market.
Need to clearly differentiate from other, similar CPH graduate programs, e.g. residential MHA, Master of Public Health Program for Experienced Professionals (MPH-PEP)	Collaborate with MHA, MPH-PEP, CPH Office of Academic Programs and Student Services and other CPH leaders to clearly define and differentiate target audience and educational goals and outcomes for this program.
Relatively high costs for program start-up relative to initial enrollment.	Seek economies of scale in program design by 1) building on existing MHA program structures/processes where possible, e.g., CAHME accreditation, and 2) adapting existing HSMP courses, e.g., MPH-PEP. Evaluate and modify as enrollment grows (if enrollment is limited initially, cohorts could be staggered every other year for almost all classes).

Data Sources

This proposal was developed based on a comprehensive review of the following data.

- Commission on Accreditation of Healthcare Management Education (CAHME) benchmark data for accredited graduate programs in healthcare management
- Qualitative interviews with program leaders at other top graduate programs in health care management regarding program format, target market, marketing/ recruitment, opportunities and challenges
- Initial review of current Ohio-based options for a “mid-careerist,” MHA degrees e.g. 4-5 years work/ clinical experience, interested in a graduate degree in health administration

PROPOSED PROGRAM

The proposed EMHA program will expand the current CAHME-accredited MHA program by adding an executive track. While the current residential program is designed for early careerists, many of whom have just graduated from college, the executive track will be designed for

individuals who have 4-5 years of healthcare administration and/or clinical experience. This program will use the OSU MHA program competency model and offer a similar curriculum that has been slightly modified as appropriate for a more experienced student population. The expected learning outcomes, mode of program delivery, and draft curriculum and assessment plan are detailed below.

Expected Learning Outcomes

The proposed EMHA program will use the same competency model as the current residential MHA program which is designed to develop learners’ competencies across five domains as outlined below and detailed in Attachment II:

Domains	Competencies
Management Functions	MHA 1: Organizational Management MHA 2: Organizational Structure and Governance MHA 3: Workforce and Organizational Development MHA 4: Operations Assessment and Improvement MHA 5: Clinical Quality Assessment and Improvement MHA 6: Information Technology Management and Assessment MHA 7: Strategic and Business Planning MHA 8: Financial Management
Health System and Policy	MHA 9: Economic Analysis MHA 10: Health Care Issues and Trends MHA 11: Health Policy MHA 12: Health Care Legal Principles MHA 13: Population Health
Leadership and Professionalism	MHA 14: Leadership and Change Management MHA 15: Impact and Influence MHA 16: Professional Development MHA 17: Collaboration and Working in Teams MHA 18: Personal and Professional Ethics MHA 19: Critical Thinking
Business and Analytic Skills	MHA 20: Written Communication MHA 21: Verbal Communication MHA 22: Quantitative Skills MHA 23: Project Management MHA 24: Performance Measurement MHA 25: Problem-Solving and Decision-Making

Mode of Program Delivery

Based on initial research and feedback from HSMP faculty, the initial proposal for this program is as follows though may be modified pending additional feedback from CPH leadership, OTDI, alumni, and practitioner stakeholders.

- 45 credits (median for top programs is 45, range is 37-57), 45 would be 5 semesters (including one summer between the first and second years) of 3 courses

- Mostly online, with limited in-person engagement (professional development, connection to practice, networking); the in-person component will be “voluntary” with high value-added components with a limited virtual option as feasible.
- Cohort-based – with a common start date, courses offered 1x per year and an emphasis on building community and network, another possible differentiator for this program.

Proposed Curriculum

The proposed curriculum for this program is based on the residential MHA, with appropriate modifications for the target learner who will have more grounding in health care organizations and management. A side-by-side comparison of the residential and proposed executive program curricula is included as Attachment 5. During the start-up period, the proposed curriculum will incorporate established distance-based courses, including PUBHHMP 6010 (Essentials of Public Health) and 5 Master of Public Health Program for Experienced Professionals (MPH-PEP) courses currently taught by HSMP faculty. Depending on enrollment sizes and learner needs, these courses may need to be slightly modified or supported for EMHA student. As the EMHA program grows, we expect to re-evaluate the need for dedicated courses.

The sample curriculum is the only possible pathway to this degree. There are currently no planned elective courses; all the classes are required. There are only two classes that are new classes that have been developed and approved—Executive Skills I and Executive Skills II.

Proposed Program Alignment and Plan

Table detailing alignment of program competencies, courses, assessment methods and standards across the curriculum TBD pending additional discussion.

Targeted Enrollment

In 2021-22, the median number of students enrolled in our CAHME peers’ (top 20 programs) executive programs was 45, though there is a considerable range (36-57), with a median of 27 new applicants, and 17 new enrollments. The numbers above are based on data during the height of the pandemic where health care administrators, clinicians, and other working leaders may have been disinclined to take on graduate school. Based on our conversations with program leaders in several programs, applications and enrollments have been on a general decline (possibly due to more competition).

We have had preliminary discussions with OTDI to refine our estimates of market demand, but based on what we know now we believe we could conservatively expect cohorts of 20-25 students. Potential markets for enrollment include:

- Employees of local health system employees seeking to advance their careers, e.g., move into management, go from manager to director. Consider: The Ohio State University Wexner Medical Center (OSUWMC), Nationwide Children’s Hospital (NCH), and OhioHealth, to start and then expand others in the state.
- Physicians, nurses, and other clinicians seeking to move into leadership roles
- Individuals working in the broader healthcare space, e.g., IT, medical devices, start-ups etc.
- OSU alumni, e.g., MHA alumni, others who went to OSU for undergrad, interested in MHA

Executive program leaders among our top-ranked peers indicate that the most successful marketing and outreach is based on established relationships and word of mouth, e.g.

organizations who always support a “slot,” alumni who refer colleagues. Therefore, a key role for program leaders/staff will be to develop relationships with health system administrative and clinical leaders, local health-related employers, key alumni who can serve as advocates for our program within their institutions. In addition, the program director will need to work closely with OTDI which has resources for web-based marketing that targets potential students based on google searches and/or LinkedIn profiles among other things.

RESOURCE NEEDS

Preliminary resource needs and (very high level) estimated costs are summarized in a table below. Pending additional discussion and approvals, we will work with CPH leaders to develop a more robust analysis of program costs. The estimates below assume (a) substituting CPH/MPH-PEP courses wherever appropriate, and (b) offering “new” courses every other year, at least during start up.

Resource Need	Estimated Cost/ Year 1	Estimated Cost Ongoing
Faculty Program Director (75% FTE to start/ launch program, 30-50% thereafter), will teach 2 courses after first year	\$95,000 (at 75%)	\$50,000 (at 40%)
Program Manager/Administrative/Coaching Support – 1-2 FTE (depending on model)	\$65,000 + benefits (1 FTE)	\$65,000 + benefits
Course faculty: 15 courses (8 using existing CPH/MPH-PEP courses), \$10,000 each; new courses offered every other year. Program director to teach 2 courses starting year 2	\$40,000, if offered every other year	\$20,000
Instructional design support, 0.5 FTE	\$25,000 + benefits	\$25,000
Total	\$225,000	\$160,000
Plus: OTDI Marketing	TBD	

TUITION CONSIDERATIONS

The table below summarizes available tuition data for executive programs among our USNWR Top 20 peers, CAHME-accredited online programs, and Ohio-based MHA and other similar programs that are likely to be our competitors. Over the next several months, we will work with CPH leaders, OTDI, and others at OSU to determine the tuition option(s) for this program. Tuition will be set to ensure that the program is both financially self-supporting and market competitive. An initial estimate would be about \$63,000, setting the instructional fee at \$1,575 per credit hour. That would put us around the median/average for the top 20.

Benchmark	Cost to Degree	Range
USNWR Top 20	\$61k (median)	\$43-90k
CAHME Online	\$32k (median)	\$28-40k
Ohio-based Programs	\$30k range for MHA programs, Master Nursing Innovation \$54k for MBOE (Master of Business Operational Excellence) (Fisher) \$77-115 for MBA	

Proposed Timeline for Program Approval and Implementation

Date	Key Steps
Fall/ Winter 2023 (Completed)	<ul style="list-style-type: none"> • Finalize program proposal based on input from CPH leadership, OTDI, HSMP faculty and other stakeholders, e.g. MHA Advisory • Explore program approval process • Explore tuition and fee options
Spring 2024	<ul style="list-style-type: none"> • Secure CPH Academic Studies Governance Committee (ASGC) approval • Submit for OSU Graduate School approval • Pursue additional OSU and/or State of Ohio Approvals
TBD	<ul style="list-style-type: none"> • Seek final approval from permanent CPH Dean to launch program
Timeline for Implementation, Pending	
Year 1: AY24-25* Implementation Planning and Program Set Up	<ul style="list-style-type: none"> • Identify/ hire program director to build relationships, focus marketing outreach, develop detailed program plans (in coordination with OAPSS, residential MHA director) • Initiate CAHME accreditation under “one program, two tracks” • Establish courses, e.g., names, titles • Secure teaching faculty, other resources e.g., coaching • Coordinate instructional design support for new/ adjunct faculty • Hire program manager • Begin marketing and outreach, launch admissions
Year 2: AY26-27*	<ul style="list-style-type: none"> • First class enrolled

*earliest possible implementation; pending multi-level review process and approvals

**USNWR Top 20 Program in Healthcare Management
Executive Program Data for AY2021-22**

Rank	Program	Residential	Executive	Format	Total Students	Complete applications	New Enrollments	Cost (in)	Cost (out)	\$/credit (instate)
1	UAB*	71	57	Hybrid	58	35	20	\$ 59,600	\$ 59,600	\$ 1,046
2	UMN	60	42	Hybrid	39	24	13	\$ 68,544	\$ 68,544	\$ 1,632
3	UNC	60	49	Hybrid	48	42	21	\$ 49,005	\$ 94,158	\$ 1,000
3	Michigan	60	40	Hybrid	16	10	0	\$ 50,308	\$ 82,816	\$ 1,258
5	Rush	58	52	Residential	13	23	13	\$ 63,232	\$ 63,232	\$ 1,216
5	VCU*	59	41	Hybrid	63	29	22	\$ 43,432	\$ 74,715	\$ 1,059
7	Ohio State	60								
8	Iowa	58	45	Residential	19	11	9	\$ 55,000	\$ 55,000	\$ 1,222
9	Cornell	64	36.5	Hybrid	87	67	48	\$ 81,776	\$ 81,776	\$ 2,240
9	Johns Hopkins	83								
12	George Washington	50	50	Hybrid	90	190	90	\$ 90,000	\$ 90,000	\$ 1,800
13	SLU	60	50	Hybrid	27	16	11	\$ 62,500	\$ 62,500	\$ 1,250
13	Trinity*	57	41	Hybrid	15	8	6	\$ 73,000	\$ 73,000	\$ 1,780
15	Columbia	55		Residential	197	81	26	\$ 49,785	\$ 49,785	
16	Washington	NA	NA	Hybrid	9	17	9	\$ 72,138	\$ 72,138	
17	Baylor	58								
17	Tulane	NA								
17	Pittsburgh	60								
	Average	61	46		52	43	22	\$ 62,948	\$ 71,328	\$ 1,409
	Median	60	45		44	27	17	\$ 61,050	\$ 70,772	\$ 1,250
	Min	50	36.5		13	8	0	43432	49785	\$ 1,000
	Max	83	57		197	190	90	90000	94158	\$ 2,240

Source: Commission on Accreditation of Health Management Education

MHA and other related graduate programs in Ohio

Program	Degree	CAHME?	Credits	Format	Notes	Cost (in)	\$ per credit
Master of Health Administration Programs							
Xavier Executive	MHSA	Yes	42	Online		\$ 28,164	\$ 671
Ohio University	MHA	Yes (as of Fall, 2023)	36	Online	Can be completed in 1 year. Specializations: Traditional, HC Leadership, Business Analytics, Project Management, Aging Studies, Quality Improvement		
University of Cincinnati Executive Program	MHA	Candidate	40	Online	Also offer certificates in HC Admin, Finance, Operations, Policy and Reg	\$ 30,160	\$ 754
Franklin University	MHA	No	36	Online			
Other Related Graduate Programs							
OSU - Fisher, Masters of Business in Operational Excellence	MBOE			Hybrid	13-month, 15-course executive (3 years exp) master's. Focus on operational excellence, data/decisions, change, impact	\$ 54,585	
OSU- Fisher, Working Professional	MBA		48	Hybrid	On campus or online (or hybrid), evenings weekends	\$ 80,114	
OSU- Fisher, Online Working Professional	MBA		48	Online	At least 30% synchronous	\$ 77,136	
OSU- Fisher, Executive	MBA			Online	For mid to senior-level; weekend program; 17 months (average 17 years experience); cohort	\$ 115,000	
OSU - Nursing, Masters in Health Care Innovation	MHI		31	Online	Synchronous/ Asynchronous, includes leadership, design thinking, policy, communication; also have a certificate in healthcare leadership and innovation	\$ 31,785	
Other??							

CAHME-accredited Executive Programs, fully online

Program	Resident	Executiv	Format	Total Studen	Complete applications	New Enrollments	Cost (in)	Cost (out)	\$ per credit
Des Moines	NA	48	Online	116	29	11	\$ 38,016	\$ 38,016	\$ 792
Ferris State	46	40	Online	185	129	90	\$ 40,500	\$ 40,500	\$ 1,013
George Mason	45	45	Online	26	0	0	\$ 28,440	\$ 28,440	\$ 632
UCF	51	NA	Online	27	51	27	\$ 33,998	\$ 33,998	NA
Louisville	57	57	Online	28	15	12	\$ 29,673	\$ 29,673	\$ 521
Memphis	53	45	Online	8	0	0	\$ 30,000	\$ 30,000	\$ 667
UNLV	45	40	Online	13	20	12	\$ 35,920	\$ 41,870	\$ 898
Xavier*	66	42	Online	115	36	14	\$ 28,164	\$ 28,164	\$ 671
average	52	45		65	35	21	\$ 33,089	\$ 33,833	\$ 742
median	51	45		28	25	12	\$ 31,999	\$ 31,999	\$ 671

MHA Competencies

Management Functions

MHA 1. Organizational Management. Assess opportunities to improve health services organizations through application of organizational theories and organization development principles.

MHA 2. Organizational Structure and Governance. Analyze how organizational and environmental factors shape the structure of health care organizations and the roles, responsibilities and influence of governing bodies.

MHA 3. Workforce and Organizational Development. Apply methods and techniques for organizational, employee, and professional staff development that ensure a diverse and high performing work force.

MHA 4. Operations Assessment and Improvement. Use systems-thinking and analytic methods to assess operations performance and improve organizational processes.

MHA 5. Clinical Quality Assessment and improvement. Apply principles of quality improvement in the context of clinical performance.

MHA 6. Information Technology Management and Assessment. Analyze the value, risks and opportunities of information technology and associated data for improving performance of health organizations and the broader health system.

MHA 7. Strategic and Business Planning. Perform environmental, market, and community needs analyses, develop strategic alternatives, formulate strategic goals, and develop programs, business plans, and implementation strategies to support goal achievement.

MHA 8. Financial Management. Explain financial and accounting information, prepare and manage budgets, and evaluate investment decisions.

Health Systems and Policy

MHA 9. Economic Analysis. Analyze and apply economic theory and concepts for decision-making.

MHA 10. Health Care Issues and Trends. Explain important issues in health care, including circumstances causing major changes and reform in U.S. health care delivery.

MHA 11. Health Policy. Describe the public policy process related to health care, including the creation and implementation of policy and the political aspects of policy and articulate the impact on the delivery of health services.

MHA 12. Health Care Legal Principles. Recognize legal issues that may arise in health care delivery and business settings and respond appropriately

MHA 13. Population Health. Describe how epidemiological, market, patient outcome, and organizational performance data are used to improve quality, and manage financial and other risks associated with defined populations.

Leadership and Professionalism

MHA 14. Leadership and Change Management. Develop effective leadership approaches to communicate a vision, motivate stakeholders, build consensus, and lead organizational change efforts.

MHA 15. Impact and Influence. Shape opinions, processes, or outcomes through example, persuasive communication, or use of informal power

MHA 16. Professional Development. Demonstrate a commitment to continuous learning and self-improvement through reflection, goal setting, self-assessment, and the cultivation of professional networks.

MHA 17. Collaboration and Working in Teams. Work cooperatively with others, create, participate on, and lead teams, including inter-professional.

MHA 18. Personal and Professional Ethics. Apply ethical principles, social and professional values to analyze managerial, organizational and policy situations demonstrate professional values and ethics.

MHA 19: Critical Thinking. Evaluate a situation, issue, or idea by understanding and challenging assumptions, considering competing points of view, and anticipating potential effects within and beyond the health care system.

Business and Analytic Skills

MHA 20. Written Communication. Write in a clear, logical manner and prepare effective business communications.

MHA 21. Verbal Communication. Demonstrate effective oral communication and presentation skills.

MHA 22. Quantitative Skills. Analyze data and interpret quantitative information for organization decision making.

MHA 23. Project Management. Design, plan, implement, and assess projects and develop appropriate timelines related to performance, structure and outcomes.

MHA 24. Performance Measurement. Identify and use data within organizations to improve performance.

MHA 25. Problem-Solving and Decision-Making. Use multiple methods and sources to seek comprehensive information, generate creative new solutions—or adapt previous solutions—and apply structured decision-making techniques and tools to address health care questions

Sample Curriculum

The proposed curriculum for this Executive MHA is summarized in the table below, comparing the total number of credits for the residential (60) and proposed Executive MHA (45). This proposed curriculum was developed using the residential MHA as the starting point with adjustments made to (a) reflect a more experienced learner, and (b) to substitute established PEP courses where appropriate. The table also summarizes the total number of courses being proposed for the program. **There are only two classes that are new classes that have been developed—Executive Skills I and Executive Skills II.**

Proposed Curriculum

Course Number (Residential MHA)	Course Name	Credits	Total Exec Program Courses	New Courses to Develop
Existing CPH Distance Learning Courses				
PUBHLTH 6010	Essentials of Public Health	3	1	0
PUBHHMP 6625	Leveraging Healthcare Data for Practice and Policy Change	3	1	0
PUBHHMP 7632	Strategic Change for PH and Population Health Management	3	1	0
PUBHHMP 7624	Health Economics for Experienced Professionals (PEP)	3	1	0
PUBHHMP 7632	HS Strategy and Marketing	3	1	0
PUBHHMP 7683	Operations Management and System Design (PEP)	3	1	0
PUBHHMP 6630	Project Management (PEP)	3	1	0
Existing Residential MHA Courses (to be adapted for Distance Learning)				
PUBHHMP 6611	Health and Healthcare in the US	3	1	0
PUBHHMP 7605	Introduction to Health Policy	3	1	0
PUBHHMP 7611	Health Law for Managers	3	1	0
PUBHHMP 6615	Public Health Leadership and Organizational Behavior			
PUBHHMP 7620	HS Finance I	3	1	0
PUBHHMP 7622	Health Services Financial Decision Making	3	1	0
PUBHHMP 7631	Strategic Management & Program Development (Capstone)	3	1	0
New courses				
PUBHHMP 7690	Executive Skills I	3	0	1
PUBHHMP 7691	Executive Skills II	3	2	1
Total		45	15	2

■ Denotes proposed substitution of MPH-PEP Course

APPROVAL OF THE REPORT ON LOW ENROLLMENT COURSES AND DUPLICATE PROGRAMS

Synopsis: Approval of the university's Report on Low Enrollment Courses and Duplicate Programs for submission to the Ohio Department of Higher Education is proposed.

WHEREAS Ohio Revised Code 3345.35 requires the governing boards of each state institution of higher education to evaluate courses and programs based on enrollments and duplication with other state institutions of higher education within a geographic region; and

WHEREAS the university currently adopts a minimum class size of 18 students, with exceptions for distinctive instructional settings; and

WHEREAS to prepare for this submission, the Office of Academic Affairs worked with the university's 15 academic colleges and four regional campuses to examine trend data and alignment of college enrollment policies; and

WHEREAS approximately 13,000 courses are offered at the university, with 409 identified as low enrolling; and

WHEREAS each college or regional campus has been directed to take appropriate action on its low enrollment courses; and

WHEREAS The Ohio State University has strong collaborations with two-year institutions and no significant program duplication with other institutions in the central Ohio region:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Report on Low Enrollment Courses and Duplicate Programs for submission to the Ohio Department of Higher Education.

Low Enrollment Courses and Program Duplication

The Ohio State University, October 2025

I. Low-enrollment Thresholds

IN COMPLIANCE WITH SECTION 3345.35 OF THE OHIO REVISED CODE, which mandates the evaluation of courses and programs based on enrollment, The Ohio State University, through the Office of Academic Affairs (OAA), submits this triennial report.

Course thresholds are specified and monitored through Faculty Rule 3335-8-16. This rule states that the chair of a department or director of an instructional unit may cancel any course that has not enrolled sufficient numbers of students, usually defined as **fewer than 15 students**, although courses enrolling fewer than 15 may be offered if sufficient resources and programmatic justifications exist. The University Registrar monitors the frequency of course offerings, identifying those that have not been offered for three consecutive years, and informs the relevant college where course offering decisions are made.

At the state level, the Chancellor permits a 20% variation above the institutional definition. Therefore, for the purpose of identifying low-enrollment courses for this report, **the university currently adopts a minimum class size of 18 students**. The Chancellor defines low-enrollment courses as course sections that fall below this institutionally defined threshold (18 students) over **two or more semesters**.

II. Low-enrollment Course Identification

Course enrollment levels are monitored and interpreted at the academic unit and institutional levels, driven by the university's mission as a public, land-grant, Research 1, urban, Carnegie "engaged" institution serving a large student population. Since 2005, the university has operated under a responsibility-centered management (RCM) budget model, ensuring that course and program enrollments are monitored closely by colleges and campuses, as budgets are influenced by credit hours delivered.

To prepare for the 2025 submission, OAA worked directly with the university's **15 academic colleges** in Columbus and the four regional campuses, addressing the alignment of college-specific enrollment policies with university policy. This process included:

1. Reviewing 3-year trend data for courses.
2. Identifying courses that had **fewer than 18 students** at least twice during the time frame.
3. Academic units removing those courses that could be justified based on established exceptions.

Established Exceptions

Consistent with previous submissions, the university maintains exceptions to the minimum class size policy for distinctive instructional settings, as these courses will not necessarily enroll 18 students at all times. These exceptions include:

- Graduate-level classes, particularly those with a strong research orientation
- Laboratories with space/equipment limits
- Studios with individual or small-group interactions.
- Special programmatic offerings (e.g., service learning, undergraduate research, study abroad, honors, clinical courses)
- Sequenced courses
- Internships, individual/group studies courses, and new courses in their early stages of offering
- Courses offered by faculty on overload to fill student demand
- Regional campus courses, reflecting their distinctive teaching environment

For the remaining courses identified as low enrollment, colleges were required to provide a statement on the course's future status — **withdrawn or kept** — along with a rationale for those being kept.

III. Low-enrollment Course Analysis of Course Enrollments and Recommended Actions (2025)

The subsequent analysis of low-enrolled courses across the colleges confirms that many courses were identified for elimination, phase-out or programmatic review.

Based on the course data reviewed for withdrawal status, a total of **409 unique course entries** were processed by the colleges.

The recommended actions for these 409 courses are summarized below, aligning the reported statuses (Withdraw, In Limbo, No Decision) with the required reporting categories:

Course Elimination or Alternate Offerings / Phase out	Follows enrollment monitoring at the college level, including: Old curriculum, Teach out, Program discontinuation, Curricular change, Low enrollment, Course content migration.	366	Withdraw
In Limbo / Programmatic Pause	Course is temporarily paused (e.g., “program paused”), pending future review or program restart.	18	In Limbo
Pending Review / No Final Action	Final determination (elimination or retention) still in discussion (e.g., “check with Grad School” or status blank).	25	No decision / Other status
Total Actions		409	

Details of Actions and Rationales

- **Course Elimination / Phase Out (366 courses):** These courses have been formally identified for withdrawal. Rationales include specific program discontinuations (e.g., UG Athletic Training program), courses being part of an **Old curriculum** (e.g., numerous Veterinary Medicine courses), and courses undergoing a **Teach out** process (e.g., Nursing courses).
- **In Limbo / Programmatic Pause (18 courses):** These courses are predominantly associated with the John Glenn College of Public Affairs (two courses) and the College of Nursing (16 courses), often due to a “program paused” rationale.
- **Pending Review / No Final Action (25 courses):** These include courses that were awaiting a decision from the Graduate School (Business courses), as well as courses where the status field was left blank in the documentation (Rural Sociology courses) and certain Nursing courses.

IV. Low-enrollment Program Analysis

The university has not had a minimum program size requirement. Individual colleges determine and review programs on a regular basis, including through a thorough program review process, and through the responsibility-based budget model with its strong enrollment component.

SB 1 required that programs with low numbers of graduates — fewer than five — be deactivated. During summer 2025, it was determined that eight such programs should be deactivated, and in September 2025, deactivation was approved at the state level.

- **College of Arts and Sciences**
 - Integrated Major in Mathematics and English (BS)
 - Medieval and Renaissance Studies (BA)
 - Music Theory (BM)
 - Musicology (BM)
- **College of Food, Agricultural, and Environmental Sciences**
 - Biochemical Science (AS)
 - Landscape Horticulture (AAS)
 - Sustainable Agriculture (AS)
 - Sustainable Agriculture (AAS)

Waivers were requested for 12 programs, and temporary waivers were requested for 20 programs. The university awaits action on those requests from ODHE.

V. Duplicate Program Analysis

There is no other public university in our central Ohio region for which there would be duplication.

Instead, we focus on collaborations.

The university has a special working relationship with Columbus State Community College (CSCC) in terms of both General Education course transfer and more than 70 2+2 pathways. It is now working on pathways directly related to workforce development in IT-Cybersecurity and in Construction Systems Management. In September 2025, the Buckeye Bridge program was established. With select stipulations, tuition and fees will be covered for all students who graduate with an associate degree from CSCC, starting with graduates of spring 2026, and come to the Columbus campus. This represents an important step forward for students in our evolving working relationship with CSCC.

Potential regional collaborations could extend to two-year public and four-year private institutions, particularly concerning online offerings in specialized fields like language

instruction. Furthermore, the review of duplicative programs requires the evaluation of the benefits of collaboration with other state institutions of higher education to deliver a program. Factors considered in determining collaboration feasibility include low-enrollment programs needing specialized faculty (BFA or MFA) or courses with specialized needs across the state (certain languages).

For our regional campuses, if there appears to be duplication in the General Studies associate degree programs, each serves a different purpose. The university's program is a step toward a bachelor's degree, whereas the co-located institution has a stand-alone degree. Enrollments reveal that they do compete for students — they have different audiences.

There are ongoing discussions, notably at Lima and Marion, about possible degree program alignment with the co-located campus, with workforce development being a key stimulus.

**APPROVAL OF REVISIONS TO THE INTERIM POLICY ON FACULTY APPOINTMENTS, FACULTY
WORKLOAD, TENURE, AND RETRENCHMENT**

Synopsis: Approval of revisions to the interim policy is requested to align with Senate Bill 1's faculty workload policy requirements found in Ohio Revised Code 3345.45.

WHEREAS Ohio Senate Bill 1 (SB1), the Advance Ohio Higher Education Act, took effect on June 27, 2025; and

WHEREAS SB1 requires the Board of Trustees to adopt a series of policies in accordance with statutory requirements, including those concerning faculty workload, and to submit those policies to the chancellor of higher education for review; and

WHEREAS the Board of Trustees approved an interim Faculty Appointments, Tenure, and Retrenchment Policy at its August 20, 2025, meeting to address SB1's requirements related to tenure and retrenchment; and

WHEREAS the proposed revisions expand that interim policy to address the required elements of faculty workload, including alignment with the Ohio Department of Higher Education (ODHE) Standards for Instructional Workloads issued by the chancellor of higher education in late October; and

WHEREAS a faculty workload policy consistent with the ODHE standards should be adopted by the board of trustees and submitted to ODHE by December 31, 2025, and every five years thereafter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves revisions to the renamed interim policy on Faculty Appointments, Faculty Workload, Tenure, and Retrenchment.

Applies to: Faculty

Responsible Office

Office of Academic Affairs

POLICY

Issued: 07/20/2004

Revised: 12/19/2025 (interim revision)

Appointment decisions for faculty positions must be based on criteria that reflect strong potential to advance through the faculty ranks, including attaining tenure, being promoted, and/or being reappointed.

Purpose of the Policy

To provide guidance for appointment decisions for each faculty type, set forth the university's **faculty workload** requirements as required by [Ohio Revised Code \(ORC\) 3345.45](#), and outline the university's governance documents on tenure and retrenchment as required by [ORC 3345.454](#).

Definitions

Term	Definition
Faculty workload	A faculty member's total work effort, in terms of full-time equivalency (FTE), is comprised of different proportions of core faculty duties (teaching, basic and applied research, scholarship, creative activities, extension programming, clinical patient practice, commercialization and entrepreneurship, librarianship, service, and administration) according to their faculty appointment. Each core faculty duty must be defined in terms of credit hours or credit-hour equivalencies as required by ORC 3345.45 . See the OAA Faculty Workload Standards and Guidelines [link] for more detailed information and examples.
Joint appointment	One in which a faculty member has a compensated full-time equivalent (FTE) appointment in two or more tenure-initiating units (TIUs).

Policy Details

- I. Tenure-track, Clinical/Teaching/Practice, and Research Faculty
 - A. Tenure
 1. Tenure may be earned by all tenure-track faculty members upon completion of all applicable university requirements as set forth in [Faculty Rule 3335-5-03](#), the [OAA Procedures and Guidelines Handbook](#), and applicable unit appointment, promotion, and tenure (APT) documents and may be achieved through multiple pathways.
 2. Tenured faculty must serve on appointments totaling fifty per cent or more service to the university to maintain tenure as set forth in [Faculty Rule 3335-5-19\(A\)](#).
 - B. Length of appointment
 1. Tenure-track, clinical/teaching/practice, and research faculty may be offered either a nine-month or a twelve-month appointment by the TIU. The most common schedule for a nine-month on-duty period under semesters is from August 15 to May 15, with compensation paid out over twelve months. Twelve-month appointments typically begin either July 1 or on the first day of autumn semester. Colleges with clinical practice for teaching and patient care have hiring dates throughout the year.
 2. In accordance with [Faculty Rule 3335-5-07](#), all full-time faculty members are to be on duty an average of 19 working days a month, with working days defined as weekdays that are not designated as university holidays.
 - a. Nine-month faculty members are commonly on duty for nineteen working days a month averaged over a nine-month period and do not accrue vacation. They are not expected to be on duty during



Applies to: Faculty

- breaks within a given semester, summer term, or session, nor any days between the end of the exam period and the beginning of the next semester or session.
- b. Twelve-month faculty members are on duty on all working days except for the days they accrue and designate as vacation days. See [Paid Time Off policy](#).
3. TIUs are to provide candidates for faculty appointments with an offer letter to sign containing, at the minimum, the proposed start date, faculty title, reappointment date, duties and responsibilities, and salary and compensation, including whether any compensation is subject to productivity expectations and requirements.
- C. Joint appointments
1. Appointing new faculty members to a **joint appointment**
 - a. TIUs considering making a joint appointment are to determine whether this is the most appropriate means of accomplishing a shared goal. Financial reasons (neither unit has the resources to make the appointment on its own) alone do not provide an optimal foundation for joint appointments. The Office of Academic Affairs (OAA) suggests not pursuing a joint appointment if there are other means (such as joint service on graduate studies committees) that will accomplish the shared goal.
 - b. TIUs making a joint appointment are to reach agreement on its terms before seeking an individual to fill the position so that these terms can be communicated clearly to candidates. These terms, modified as a consequence of negotiation with a particular candidate when appropriate, must be set forth in a memorandum of understanding (MOU) signed by the heads of the TIUs and the dean(s) of those TIUs.
 - c. Before being extended to candidates, offer letters involving joint appointments, along with the executed MOU, must be approved by OAA. A candidate must be provided with the terms of the MOU before being asked to decide on an offer. Items that must be included in the MOU include:
 - i. The TIU in which the candidate's tenure or other appointment will reside (see [Faculty Rule 3335-6-06](#)). This is the unit where the candidate will be a member of the eligible faculty for APT decisions. If it is possible for the TIU designation to be renegotiated at a subsequent time, the MOU should describe how such a negotiation would be initiated and concluded.
 - ii. What each unit will contribute to the appointment in terms of compensation; office; research space, equipment, and start-up funds; and any other relevant resources, as well as the process by which relative contributions could be changed over time.
 - iii. The defined workload associated with each part of the appointment; the process by which the defined workload associated with the different parts of the appointment can be changed; and the mechanism for resolving workload issues should it be alleged by either the joint appointee or one of the TIUs that one or both of the TIUs' expectations differ from those agreed to in the MOU.
 - iv. The annual salary decisions process and whether the TIUs agree to reach consensus on salary increases or each provide its own recommendation based on performance in areas relevant only to its part of the appointment.
 - v. In the case of an untenured faculty member, how annual reviews and the review for tenure will be conducted; whether both TIUs must agree on renewal of the appointment and ultimately on the award of tenure for the peer recommendation to be considered positive and if not, how a disagreement on renewal and tenure will be handled. If the TIUs cannot reach an agreement on this extremely important matter, then the hire is not to be made.
 - vi. In the case of a tenured faculty member, how annual reviews and reviews for promotion will be conducted and whether both TIUs must agree that promotion is warranted for the peer recommendation to be considered positive.
 - vii. The governance rights of the joint appointee in each of the TIUs sharing the joint appointee.
 2. Faculty transfer into a joint appointment
 - a. On occasion, a faculty member hired into a faculty position in a particular TIU seeks a joint appointment with another unit. In such cases, the two TIUs must enter into an MOU about the



Applies to: Faculty

appointment that includes the items set forth in Policy Details I.C.1.c, including which unit will serve as the TIU, with the MOU being signed by the heads of the TIUs and the dean(s) of those TIUs and OAA. In such circumstances, OAA recommends that the faculty member and the TIUs involved observe the following process:

- i. The faculty member consults with the head of the unit with which they want to establish a joint appointment and explain why such an appointment would benefit their academic career at the university.
- ii. The TIU head then makes a judgment about whether the joint appointment will benefit the mission of the unit as a whole and whether there are funds to cover the salary and benefits associated with the joint appointment. In making this judgment, the TIU head consults with the dean (if applicable) about the effect of this joint appointment, if any, on future hires in the unit.
- iii. If the TIU head ascertains that the transfer would benefit the unit, the TIU head consults with the dean about whether there are funds in place to support the joint appointment. At this point, the faculty member requesting the joint appointment writes a formal letter of application to the TIU head.
- iv. The receiving unit provides information about the faculty member to its tenured faculty and requests a vote, following hiring procedures laid out in the [Appointments, Reappointments, Promotion and Tenure web page](#), about whether the unit approves the joint appointment.
- v. The dean and TIU head of the receiving unit decide whether to approve the appointment.
- vi. Joint appointed faculty may vote on appointments, promotion, and tenure decisions only in the TIU where their tenure reside.

D. Academic appointments

1. Academic appointments have 0% FTE and occur when a tenure-track, clinical/teaching/practice, or research faculty member holds an appointment in one or more academic units outside the TIU.
2. TIUs must establish formal expectations for academic appointments. Academic appointments are to be discontinued when expectations are not met and when a faculty member retires from or otherwise terminates employment with the university.

E. Changes in appointment

1. Transfer of TIU
 - a. The concept of a TIU and the circumstances under which a tenure-track faculty member may be considered for transfer to a new TIU are described, along with the necessary approvals, in [Faculty Rule 3335-6-06](#).
 - b. Approval of the transfer by OAA is dependent on the establishment of mutually agreed upon arrangements between the administrators of the affected TIUs, including the deans(s), and the faculty member.
 - c. An MOU signed by all parties, including OAA, must describe in detail the arrangements of the transfer. Since normally the transferring faculty member will fill an existing vacancy in the receiving unit, the MOU will describe the resources supporting the position, including salary, provided by the receiving unit.
 - d. The review schedule of probationary tenure-track faculty is not altered by transferring to a new TIU. Requests for exceptions due to special circumstances must be submitted to OAA before the MOU is finalized.
2. Transfer from tenure-track to clinical/teaching/practice or research appointments
 - a. Tenure-track faculty members who transfer to clinical or research appointments are required to resign their tenure-track positions, relinquishing tenure if applicable.
 - b. Such transfers are initiated for consideration only upon the written request of the faculty member. Clear evidence must be offered of a change in the individual's career goals and expectations, duties, and activities.



Applies to: Faculty

- c. The following Faculty Rules describe the circumstances under which such a transfer may be considered and approved:
 - i. To clinical/teaching/practice, [Faculty Rule 3335-7-09](#).
 - ii. To research, [Faculty Rule 3335-7-38](#).
 - d. Transfer from a clinical/teaching/practice or research appointment to the tenure-track is not permitted (see [Faculty Rule 3335-7-10](#) and [Faculty Rule 3335-7-39](#) respectively). Clinical/teaching/practice or research faculty may apply for tenure-track positions and compete in regular national searches for such positions.
3. Reduction in FTE
- a. Involuntary reduction
 - i. Unless otherwise agreed upon by the TIU and faculty member or otherwise set forth under the faculty rules, the involuntary reduction of FTE must follow the process under [Faculty Rule 3335-5-04](#).
 - b. Tenure-track faculty
 - i. If a part-time appointment was not included in the terms of hire as stated in the offer letter, a tenure-track faculty member who desires a temporary FTE reduction or a permanent FTE reduction must consult with the TIU head.
 - ii. Tenure-track faculty are defined in [Faculty Rule 3335-5-19\(A\)](#) as holding an appointment of 50% FTE or greater. Persons with a tenure-track faculty title on an appointment of less than 50% FTE are associated faculty.
 - iii. Upon the faculty member's request, the TIU head, with the approval of the dean in colleges with TIUs, has the authority to grant a reduction in FTE.
 - c. Probationary tenure-track faculty
 - i. A reduction in FTE does not involve an automatic exclusion of time from the probationary period, even though the projected revised dates may be mentioned in the letter approving the reduction, as is often the case. Probationary tenure-track faculty whose appointment is less than full-time but not less than 50% may request an exclusion of time from the probationary period in accordance with [Faculty Rule 3335-6-03\(D\)\(1\)\(c\)](#).
 - ii. OAA does not approve exclusions of time in advance. Rather, during the second year of a faculty member's reduced appointment, OAA will approve an exclusion of time for one year. For example, a 50% FTE appointment will reflect one year of service within the probationary period upon working two academic years for a nine-month appointment or two full years for a twelve-month appointment. At the appropriate time, a letter requesting approval of the exclusion of time is forwarded by the TIU head to the dean and then OAA.
 - iii. For probationary faculty, the letter directed to the final level of approval is to include (in addition to the amount of the reduction, when it will take effect, and whether it is permanent or temporary) a projected revision of the review schedule and the projected year in which the adjusted Fourth-Year Review would fall (if the Fourth-Year Review has not already occurred).
 - d. Clinical/teaching/practice and research faculty
 - i. Clinical/teaching/practice and research faculty who wish to renegotiate their FTE during a contract period must consult with the TIU head to seek approval.
4. Twelve-month and nine-month appointment conversions
- a. Faculty will normally convert between a twelve-month and a nine-month appointment using a 12/9 or a 9/12 salary conversion ratio. Any other arrangement requires the approval of OAA.
 - b. See the [Faculty Compensation policy](#) for information regarding a faculty member with an administrative appointment.
5. Transfer of campus
- a. The circumstances under which a faculty member may be considered for a transfer from one campus to another are described in [Faculty Rule 3335-6-07](#).



Applies to: Faculty

- b. OAA's approval of the transfer is dependent on the establishment of a mutually agreed upon financial arrangement between administrators of the affected TIUs, including the dean(s).
- F. Endowed chairs or professorships
 1. Only the Board of Trustees (BOT) can establish an endowed chair or professorship and appoint an individual to hold that position. TIUs are to defer publicity regarding the establishment of an endowed chair/professorship or the appointment of an individual to that position until action has been taken by the BOT.
- G. College distinguished professors
 1. Colleges wishing to recognize distinguished faculty members may establish distinguished professorships, the titles of which must be (college name) distinguished professor.
 2. Criteria for review and procedures for awarding such distinctions must be included in the college Pattern of Administration.
- H. Emeritus faculty
 1. Tenure-track, clinical/teaching/practice, research, and associated faculty are eligible for consideration for emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service at the university (see [Faculty Rule 3335-5-19](#) and [Faculty Rule 3335-5-36](#)). The process for recommending emeritus status to the executive vice president and OAA is to be set forth in the TIU APT document and the Faculty Rules. Various offices within the university offer prerequisites to emeritus faculty, which are subject to modification and remain at the discretion of the applicable office.
 2. Graduate faculty status
 - a. See the [Graduate School Handbook](#) for details on graduate faculty status when a faculty member terminates employment with or retires from the university.
 3. Emeritus titles for endowed chairs/professorships
 - a. Faculty members who hold an endowed chair/professorship or an Ohio eminent professorship at the time of their retirement or resignation may continue to use the chair designation upon request by their TIU head with the approval of the dean, OAA, and Board of Trustees (BOT).
 - b. The request can only be made for a faculty member retiring from the university and from the chair/professorship, not for those who may have held the chair/professorship in the past or those simply ending a term holding the chair/professorship.
 - c. The request can only be for carrying the name of the chair/professorship with the "emeritus" designation preceding the name. No chair/professorship resources can be allocated to the individual carrying the emeritus designation.
 4. Title for members of the Emeritus Academy
 - a. A faculty member who has been granted emeritus academy status may use the title academy professor during the period that such faculty is an active member of the Emeritus Academy.
- I. Reemployment of retired faculty
 1. For eligibility requirements and guidelines on the rehiring of faculty who have retired from the university, see the [Reemployment of Faculty and Staff policy](#).
 2. Re-employment of retired faculty is not an entitlement and cannot be guaranteed. Note that faculty may be rehired into the same position at greater than 75% FTE only if the salary is not greater than 75% of the salary at the time of retirement, subject to the requirements under the [Reemployment of Faculty and Staff policy](#).
 3. Use the guidelines below in Section III.G.1-3 of this policy to determine appointment classification and FTE.
 4. Rehiring a retired faculty member requires approval of the TIU head, the college human resources business partner, the college dean (or campus dean/director), and OAA prior to extending an offer. Colleges must forward requests to hire a retired faculty member using the [Request to Rehire Retired Faculty/Staff Member Form](#).



Applies to: Faculty

- J. Reemployment of tenure-track faculty following nonrenewal of appointment or denial of tenure
 - 1. OAA must approve the rehire of a tenure-track faculty member denied reappointment or tenure. This requirement for approval applies to faculty members rehired within three years of the final day of their original tenure-track appointment. Approval will be based on the nature of the proposed appointment in relationship to the reasons for denial of reappointment or tenure.
 - 2. A proposal to rehire a faculty member to teach or to conduct research in some capacity when unacceptable teaching or research, respectively, was a factor in the denial of reappointment or tenure is unlikely to be approved.
 - 3. TIUs are to exercise sound judgment in considering the rehire of probationary tenure-track faculty who withdraw from a mandatory review and resign.
- K. Reemployment of tenure-track faculty who have resigned
 - 1. There may be rare circumstances when a unit is unable to retain a truly exceptional faculty member (e.g., a member of a national academy), and the unit and college wish to facilitate the faculty member's return to the university. The chair and dean may request approval from OAA, within two years of the faculty member's departure, to rehire the faculty member into a vacant position without a national search. The unit/college must not promise to rehire the faculty member in advance since intervening events could make it undesirable or not feasible to follow through on such a commitment.

II. Faculty Workload

- A. Each TIU, college, and regional campus must provide specific faculty workload guidance in their Pattern of Administration (POA), ensuring that every faculty member has duties commensurate with their respective appointment and that the overall unit workload is distributed fairly and equitably among its faculty.
- B. All POA faculty workload provisions must comply with the OAA Faculty Workload Standards and Guidelines [\[link\]](#) and [ORC 3345.45](#), which requires that all faculty duties be defined in terms of credit hours or credit-hour equivalencies.
- C. The university standard for faculty with a 100% teaching load consisting only of conventional class instruction (e.g., lecturers/senior lecturers) is 24 credit hours (eight three-credit courses, or other combination of credit hours) for nine-month contracts and 30 credits for 12-month contracts (ten three-credit courses, or other combination of credit hours).
 - 1. Credit hours are based on contact hours and not inclusive of the time required for course design and preparation, or extension travel (e.g., county to county).
 - 2. The university-wide baseline for autumn and spring semesters is that one three-credit course equates to 0.25 FTE for that semester. This translates into approximately 10 hours/week, or 3.33 hours/week/credit hour. This baseline can be used to calculate equivalencies of effort for courses that generate fewer or more than three credits.
 - 3. Only associated faculty members and some clinical/teaching/practice faculty can have their duties exclusively consisting of conventional class instruction. When this is the case, the FTE is determined by the number of credit hours assigned per term. Compensated associated faculty teaching fewer than 12 credit hours per long semester (autumn and spring) will have their FTE adjusted accordingly in that semester.
- D. In areas where faculty are not assigned to conventional class instruction (e.g., health sciences, extension, graduate and professional programs), TIUs must define in their POAs what constitutes "teaching" for the purposes of determining appropriate faculty workload and aligning that workload to effort distribution as identified in the OAA Faculty Workload Standards and Guidelines. [\[link\]](#)
- E. All POAs must be reviewed and approved by OAA.
- F. All faculty appointment letters must specify the faculty workload expectations of the appointment consistent with the TIU's POA and the OAA Faculty Workload Standards and Guidelines [\[link\]](#).
- G. Faculty workload expectations are to be reviewed by the TIU head or designee and affirmed or revised annually during the annual review process.



Applies to: Faculty

- H. All faculty, including those with tenure and those without, may be subject to disciplinary action for failing to meet faculty obligations pursuant to [Faculty Rule 3335-5-04](#).

III. Associated Faculty

- A. For definitions and rules regarding associated faculty, see [Faculty Rule 3335-5-19](#).
- B. Regardless of title, all associated appointments require an offer letter stating the start date and the end date, not to exceed a term of three years. Appointments carry no presumption of academic tenure or reappointment.
- C. Associated appointments do not typically require OAA approval except in instances when the individual does not have a degree beyond a baccalaureate degree (see section III.M below).
- D. All initial appointments at senior rank (including for associated faculty) require prior approval of the college dean and OAA.
- E. Renewal requires a new offer letter and a new action in the human resources (HR) system. Nonrenewal requires termination in the HR system effective on the end date as stated in the offer letter.
- F. Persons with tenure-track faculty titles employed at 50% FTE or greater, clinical/teaching/practice faculty, and research faculty cannot hold an associated faculty appointment.

G. General concerns

1. Appointment classification

- a. Temporary and Regular appointment status are determined by the length of the appointment. These appointments are renewable.
- b. Temporary:
- Appointment is for one semester or less.
 - While a faculty member may be appointed for back-to-back semesters, continuous consecutive back-to-back appointments should be reviewed annually to determine if a regular appointment would be more appropriate.
- c. Regular:
- Appointment is for a minimum of two semesters up to three years.
 - Faculty members with a multiple-year commitment to work for only part of the year, e.g., to be the instructor of record each fall for three years in a row, would only be appointed for the period they work.
- d. Benefit eligibility for multiple appointments will follow the principles in the Office of Human Resources [Staff Employment policy](#).

2. FTE in semesters

- a. Using the university teaching standard set forth in II.C above, a 100% FTE lecturer or other associated faculty nine-month appointment would be distributed by credit hour across two semesters as 12 credit hours for autumn semester and 12 credit hours for spring semester. Faculty teaching more than 12 credit hours (in any combination of courses) in a semester must be paid for this overload. No associated faculty member should teach more than 15 credit hours in a single semester.
- b. TIUs and regional campuses may develop formal guidelines (written into their POAs) for addressing types of courses that warrant a different credit-hour to FTE equivalency. This allows TIUs to address concerns about the differing amounts of time required for the preparation or evaluation of types of courses due to enrollment size, assistance from graduate teaching associates, studios, labs, one-on-one instruction, and so on, while at the same time providing a standard ensuring that all associated faculty members within a college or campus are treated equitably.
- c. In cases when associated faculty members have duties beyond conventional class instruction, the TIU head must adjust the FTE accordingly. For example, in a given semester a lecturer could teach nine credit hours and be assigned the remaining 25% FTE duties in other teaching areas, such as advising, guest lecturing, or developing curriculum.
- d. All appointment letters for associated faculty members must specify the FTE of the appointment.



Applies to: Faculty

3. FTE in summer term
 - a. For the full summer term, each three-credit course equates to 25% FTE. Associated faculty teaching three credits in one four-week session will be appointed at 100% FTE for the session, in one six-week session will be appointed at 75% FTE for the session, and in one eight-week session will be appointed at 50% FTE for the session. A summer course may be appended to a two-semester appointment.
4. Pay Period; Benefits
 - a. Associated faculty members on appointments 75% FTE or greater for two semesters or the nine month academic year will be paid out over twelve months as a 9/12 appointment. Such appointments will be eligible for benefits, subject to the terms and conditions of the applicable university employee benefit plan, program and/or policy, during the entire twelve-month appointment, from September-August.
- H. Professional titles if less than 50% FTE
 1. Individuals who perform across the full range of faculty duties and responsibilities (teaching, scholarship, and service) if less than 50% FTE are given tenure-track titles.
- I. Clinical practice faculty
 1. Clinical practice faculty appointments are limited to the health sciences.
 2. These appointments are appropriate for persons who provide significant service to the university such as:
 - a. Teaching the equivalent of one or more courses.
 - b. Advising graduate students or serving on graduate committees.
 - c. Serving as a co-investigator on a clinical trial or scholarly project that entails regular interaction with unit faculty and students as part of the collaboration.
 - d. Providing necessary university affiliation so that non-university health care providers may practice in university facilities and/or engage in teaching activities.
 3. Such individuals may be either non-university employees or university employees compensated on a non-instructional budget.
 4. Clinical practice faculty (compensated)
 - a. Clinical practice appointments are appropriate for persons who teach and provide patient care for compensation at an FTE ranging from 1% - 100%.
 5. Clinical practice faculty (uncompensated)
 - a. 0% FTE clinical practice appointments are made for the period in which the uncompensated service is provided, not to exceed three years.
 - b. TIUs may renew uncompensated clinical practice appointments only in cases when the purpose of the appointment continues to be met.
- J. Visiting faculty
 1. Visiting faculty (compensated)
 - a. Fiscal or programmatic circumstances may sometimes make it appropriate to hire faculty under time-limited contracts. Visiting faculty appointments may be renewed for up to three consecutive years or given a contract for up to three years at 100% FTE. Part-time appointments may be renewed until the equivalent of three years at 100% FTE is reached.
 - b. TIUs may also use the visiting faculty title for the temporary appointment of faculty members from other institutions and for foreign national faculty members who have been awarded tenure but do not have permanent residency status.
 - c. Only TIUs may make visiting faculty appointments for temporary duties. A non-TIU unit, such as a center that wishes to appoint persons, must use an appropriate non-faculty title.
 2. Visiting faculty (uncompensated)
 - a. TIUs may use the visiting faculty title for the temporary appointment of faculty from other institutions who are not compensated by Ohio State, typically when the faculty member is compensated by their home institution.



Applies to: Faculty

K. Adjunct faculty

1. These appointments are appropriate for persons who provide significant service to the university such as:
 - a. Teaching the equivalent of one or more course.
 - b. Advising graduate students or serving on graduate committees.
 - c. Serving as a co-investigator on a research project that entails regular interaction with unit faculty and students as part of the collaboration.
2. Such individuals may be either non-university employees or university employees compensated on a non-instructional budget.
3. APT documents, as well as offer letters to adjunct faculty, must clearly state that adjunct appointments are:
 - a. Recommended at the discretion of the unit;
 - b. Made for periods not to exceed three years; and
 - c. Entail no commitment to renew the appointment beyond that period.
4. Adjunct faculty (compensated)
 - a. Colleges may approve compensation for services provided by adjunct faculty in instances where such individual takes on exceptional responsibility.
5. Adjunct faculty (uncompensated)
 - a. Adjunct appointments are made for the period in which the uncompensated service is provided, not to exceed three years. Renewal is contingent upon continued significant contributions.

L. Lecturers

1. When part-time instructors are needed for teaching, other than graduate teaching associates, the appropriate appointment is lecturer or senior lecturer.
2. Colleges and the regional campuses must establish appropriate criteria and associated pay scales for differentiating lecturers from senior lecturers.

M. Qualifications for Appointment

1. While qualified faculty members are identified primarily by credentials, other factors, including but not limited to equivalent experience, may be considered by the university in determining whether a faculty member is qualified. To be a member of the faculty or be the instructor of record for college credit at the university, the faculty member must satisfy at least one of the following criteria:
 - a. Holds an academic degree that is relevant to what the faculty member is teaching and that is one level above the level at which the faculty member teaches. In terminal degree programs, faculty members possess the same level of degree.
 - b. Holds a master's degree or higher in the discipline or subfield (or if master's is in another discipline or subfield, has completed 18 graduate credit hours in the discipline or subfield in which the appointee teaches) when teaching general education courses, or other non-occupational courses.
2. Exceptions to the qualification requirements set forth in Section II.M.1. include the instructor of record who:
 - a. Has completed all requirements for the terminal degree with the exception of the dissertation, all but dissertation (ABD). This exception applies for a maximum of three years, after which time the faculty member must have completed the terminal degree;
 - b. Holds an academic degree that is not above the level at which they teach but possesses a minimum threshold of special competence, experience, and expertise that uniquely qualifies the individual in their discipline and is equivalent to the degree that is otherwise required for a faculty position, as documented through a review process as determined by the TIU or college. Qualifications must be documented and approved by the appropriate chair and dean; or
 - c. Is a graduate student supervised by university faculty.
3. For faculty holding less than a master's degree, the university defines the minimum threshold of equivalent experience generally as five years of professional experience or demonstrated skills in the same area in which the potential instructor of record will be teaching. Credentials will be the primary



Applies to: Faculty

determinant of minimal instructional qualifications but equivalent professional experience (having a breadth and depth of experience outside the classroom, in real-world situations relevant to what the faculty is teaching) and/or industry credentials are other possible determinants. OAA has final decision-making authority to determine whether the qualification of an instructor of record whose highest degree is less than a master's degree meets the minimum threshold. Such appointments should be rare and will only be approved if it is clear that the expertise of the faculty member fulfills a specific instructional need.

PROCEDURE

Issued: 07/20/2004

Revised: 12/19/2025 (interim revision)

- I. Appointing a Faculty Member to an Endowed Chair or Professorship
 - A. Once the BOT has approved the establishment of an endowed chair/professorship, the college is to transmit a draft offer letter to OAA for approval before extending an offer to the candidate. The letter must state the effective date and length of term, not to exceed five years, at which time the appointment will be up for renewal. After OAA returns the draft offer letter to the college, the unit may extend an offer to the candidate. The candidate must acknowledge acceptance of the position in writing.
 - B. The college must follow the requirements under the [Faculty Recruitment and Selection policy](#) for such appointments and include all required documentation with the draft offer letter when making an offer to an external candidate. OAA does not require a curriculum vitae (CV) for internal candidates.
 - C. The college sends to OAA a copy of the final offer on letterhead along with the candidate's acceptance, either as a signature on the offer letter or as a separate letter.
 - D. OAA forwards the offer letter with the candidate's acceptance to the BOT for final approval.
 - E. The appointment becomes official only upon approval by the BOT.
 - F. The dean must conduct a formal review prior to submitting an individual for reappointment to an endowed position.
 - G. Appointments to endowed chairs are ordinarily made at senior tenure rank and appointments to endowed professorships, when appropriate, can be made for early or mid-career faculty. Such endowments are to support the establishment of a new endowed position, and support the work of the faculty in terms of academic work and/or compensation as determined in consultation with OAA.
- II. Procedures for Faculty Emeritus Requests
 - A. Colleges are to forward written requests for faculty emeritus status to OAA using the [Request for Emeritus Status Form \(Form 207\)](#). TIUs are to follow the unit approval process set forth in their APT documents.
 - B. The title request is to be tied to final faculty status (e.g. associate professor emeritus). The process for using an emeritus title with an endowed chair, endowed professorship, or eminent scholar position is set forth in Policy Details I.H. The request for emeritus status must be received by the BOT prior to the date of retirement, if the prerequisites of emeritus status (see Policy Details I.H.) are to become effective by that date.
 - C. After the emeritus request is approved by the BOT, the unit and/or college enters the emeritus appointment into the HR system. A retirement action must be entered prior to entering the emeritus action, and the emeritus effective date in the HR system must correspond with the effective date of the BOT approval. The emeritus effective date does not affect the retirement effective date or access to approved prerequisites as determined by the TIU.
 - D. The process for recommending emeritus status to the executive vice president and provost must be set forth in the TIU APT document.
 - E. Emeritus status may be revoked in accordance with the Faculty Rules.



Applies to: Faculty

III. Procedures for Verifying Qualifications

- A. Each course instructor must provide a CV to their department or college. The current CV, along with all relevant documents, will be kept by each department, college, or program in accordance with the university's [General Records Retention Schedule](#).
- B. Any offer of employment to a prospective faculty member will be made contingent on verification of necessary academic credentials. The candidate must submit credentials to verify that they hold an appropriate degree and any other academic or professional credential and/or experience (e.g., license or certification) required for the position.
- C. TIUs are responsible for verifying that received credentials are appropriate to the faculty member's position and teaching assignments.

IV. Retrenchment

- A. Pursuant to [ORC 3345.454\(A\)\(2\) and \(B\)](#), the university must outline procedures for addressing faculty and program levels in the event of a reduction of the student population or overall funding, a change to institutional missions or programs, or other fiscal pressures or emergencies facing the institution.
- B. In the event of financial exigency as defined in [Faculty Rule 3335-5-02.1\(A\)](#), the president may initiate the process to address that situation as outlined in [Faculty Rule 3335-5-02.1](#). Tenured faculty are subject to the provisions outlined in [Faculty Rule 3335-5-02.2](#) during financial exigency, and tenured faculty have the appeal rights outlined in [Faculty Rule 3335-5-02.3](#) if their employment is terminated in accordance with those rules.
- C. In the event that a department, school, or college must be restructured, altered, or abolished due to financial exigency or any other reasons, the provisions in [Faculty Rule 3335-3-37](#) and [Faculty Rule 3335-6-06](#) will apply.
- D. Faculty may be subject to furloughs in accordance with [bylaw 3335-1-08\(E\)](#) of the Ohio Administrative Code and the procedure in the [Furloughs policy](#).
- E. Pursuant to [ORC 3345.454\(C\)](#), unless a waiver is granted by the Chancellor of the Ohio Department of Higher Education, the university must eliminate any undergraduate degree program that confers an average of fewer than five degrees annually over any three-year period, without counting any academic year prior to the first academic year in which an undergraduate degree is conferred. The Office of Academic Affairs is responsible for monitoring degree conferrals and working with impacted units to develop appropriate plans for addressing these requirements in accordance with applicable policies, rules, and laws.

Responsibilities

Position or Office	Responsibilities
Board of Trustees (BOT)	<ol style="list-style-type: none"> 1. Establish endowed chair or professorship and approve appointments. 2. Provide final approval for requests for endowed positions. 3. Review and approve requests for emeritus status.
Candidate	<ol style="list-style-type: none"> 1. Acknowledge acceptance of an endowed position in writing. 2. Verify credentials as set forth in the policy.
College	<ol style="list-style-type: none"> 1. Forward requests to hire retired faculty members using the Request to Rehire Retired Faculty/Staff Member Form. 2. Provide specific faculty workload guidance in POA in compliance with OAA Faculty Workload Standards and Guidelines and ORC 3345.45, which requires that all faculty duties be defined in terms of credit hours or credit-hour equivalencies. 3. Establish appropriate criteria and associated pay scales for differentiating lecturers from senior lecturers. 4. Extend offers of endowed positions as set forth in the policy. 5. Forward written requests for faculty emeritus status to OAA using Request for Emeritus Status Form and enter emeritus appointments into HR system. 6. Maintain course instructor CVs in accordance with the university's General Records Retention Schedule.
College dean	<ol style="list-style-type: none"> 1. Approve or deny requests for reduction in FTE prior to TIU head granting such requests.



Faculty Appointments, Faculty Workload, Tenure, and Retrenchment

Interim University Policy

Applies to: Faculty

Position or Office	Responsibilities
	<ol style="list-style-type: none"> 2. Approve or deny the rehire of retired faculty. 3. Approve or deny joint appointments of faculty as set forth in the policy. 4. Approve or deny initial appointments of all faculty at senior rank (including associated faculty). 5. Approve qualifications of instructor of record when such faculty holds an academic degree that is not above the level at which they teach but possesses a minimum threshold of special competence, experience, and expertise that uniquely qualifies the individual in their discipline. 6. Conduct a formal review prior to submitting an individual for reappointment to an endowed position.
Faculty	<ol style="list-style-type: none"> 1. Agree upon arrangements and sign MOU prior to transferring TIUs. 2. Consult with TIU head if wish to renegotiate FTE. 3. Serve in an appointment totaling fifty per cent or more service to the university to maintain tenure. 4. Provide a CV to department or college.
Office of Academic Affairs (OAA)	<ol style="list-style-type: none"> 1. Approve or disapprove offer letters and MOUs involving joint appointments and all faculty transfers into joint appointments. 2. Approve and sign MOUs of faculty transfers of TIUs, or deny such transfers. 3. Approve or deny exclusion time during a faculty member's reduced appointment as set forth in the policy. 4. Approve or deny campus transfers by faculty. 5. Approve or deny requests for use of chair designation for faculty who hold endowed chair/professorships or Ohio eminent professorships at the time of their retirement or resignation. 6. Approve or deny the rehire of retired faculty. 7. Approve or deny the rehire of tenured-track faculty denied reappointment or tenure into a different faculty title. 8. Review and approve/disapprove POAs, including faculty workload expectations. 9. Approve or disapprove initial appointments of all faculty at senior rank (including associated faculty). 10. Have final decision-making authority to determine whether the qualifications of a candidate whose highest degree is less than a master's degree meets the threshold of equivalent experience to be an instructor of record. 11. Approve or disapprove offer letters for appointments to endowed chairs or professorships and forward their accepted offer letters to the BOT for final approval. 12. Monitor undergraduate degree conferrals and work with impacted units as set forth in the policy.
Regional campus	<ol style="list-style-type: none"> 1. Provide specific faculty workload guidance in POA in compliance with OAA Faculty Workload Standards and Guidelines and ORC 3345.45, which requires that all faculty duties be defined in terms of credit hours or credit-hour equivalencies. 2. Establish appropriate criteria and associated pay scales for differentiating lecturers from senior lecturers.
Tenure initiating unit (TIU)	<ol style="list-style-type: none"> 1. Provide offer letters to candidates for faculty appointments as set forth in the policy. 2. Reach agreement with a partnering TIU on the terms, requirements, workload of a joint appointment before filling the position. 3. Establish formal expectations for academic appointments. 4. Provide specific faculty workload guidance in POA in compliance with OAA Faculty Workload Standards and Guidelines and ORC 3345.45, which requires that all faculty duties be defined in terms of credit hours or credit-hour equivalencies. 5. Define in POA what constitutes "teaching" for purposes of determining appropriate faculty workload in areas where faculty are not assigned to conventional class instruction. 6. Follow unit approval process set forth in their APT documents for requests for faculty emeritus status. 7. Verify that received credentials are appropriate to a faculty member's position and teaching assignments. 8. Annually review and affirm or revise faculty workload expectations during annual performance reviews.
TIU head	<ol style="list-style-type: none"> 1. Assign workload to individual faculty. 2. Sign joint appointment MOUs. 3. Approve or disapprove the rehire of retired faculty. 4. Consult on and grant or deny requested changes in FTE as set forth in the policy. 5. Adjust FTE as needed in cases when associated faculty members have duties beyond conventional class instruction. 6. Approve qualifications of instructor of record when such faculty holds an academic degree that is not above the level at which they teach but possesses a minimum threshold of special competence, experience, and expertise that uniquely qualifies the individual in their discipline.



Applies to: Faculty

Resources

Forms

- Reemployment after Retirement, hr.osu.edu/benefits/retirement/reemployment
- Request for Emeritus Status Form, Form 207, oaa.osu.edu/sites/default/files/documents/Form-207.pdf
- Request to Rehire Retired Faculty/Staff Member Form, hr.osu.edu/wp-content/uploads/form-rehire-retired-request.pdf

Governance Documents

- Advance Ohio Higher Education Act, ORC 3345.454, codes.ohio.gov/ohio-revised-code/section-3345.454
- OAA Faculty Workload Standards and Guidelines, [\[link\]](#)
- OAA Procedures and Guidelines Handbook, faculty.osu.edu/procedures-guidelines-handbook
- ODHE Standards for Instructional Workloads, dam.assets.ohio.gov/image/upload/highered.ohio.gov/sb1/Standards_for_Instructional_Workloads.pdf
- Rules of the University Faculty, trustees.osu.edu/bylaws-and-rules/university-faculty-rules

University Policies, policies.osu.edu

- Faculty Annual Review, Post-Tenure Review, and Reappointment, go.osu.edu/faculty-annual-review-policy
- Faculty Compensation, go.osu.edu/faculty-compensation-policy
- Faculty Recruitment and Selection, go.osu.edu/faculty-recruitment-selection-policy
- Furloughs, hr.osu.edu/wp-content/uploads/policy450.pdf
- Paid Time Off, hr.osu.edu/policy/policy627.pdf
- Reemployment of Faculty and Staff, hr.osu.edu/policy/policy425.pdf
- Staff Employment, hr.osu.edu/policy/policy420.pdf

Additional Guidance

- Faculty Rank Title Codes, bpb-us-w2.wpmucdn.com/u.osu.edu/dist/c/58333/files/2018/02/FacultyRankTitleCode-rj1af3.pdf
- Faculty Titles, Contracts and Renewals, faculty.osu.edu/faculty-titles-contracts-and-renewals
- Graduate School Handbook, gradsch.osu.edu/graduate-school-handbook-gsh
- Higher Learning Commission Criteria for Accreditation and Assumed Practices, download.hlcommission.org/FacultyGuidelines_OPB.pdf

Contacts

Subject	Office	Telephone	E-mail/URL
Policy questions	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Establishing an endowed chair or professorship Endowment approval schedule	University Advancement	614-292-2970	advancement.osu.edu
Graduate faculty status	Graduate School	614-292-6031	gradsch.osu.edu
Benefits	HR Connection	614-247-myHR (6947)	HRConnection@osu.edu

History

- Issued: 07/20/2004
- Edited: 04/28/2011
- Edited: 05/14/2012
- Revised: 05/19/2011
- Revised: 09/07/2012



Applies to: Faculty

Revised:	09/19/2013	
Revised:	04/04/2014	
Edited:	07/01/2014	
Edited:	10/13/2014	
Reviewed:	08/22/2016	
Revised:	08/01/2019	
Revised:	01/03/2021	Minor revision
Edited:	01/03/2024	
Revised:	04/02/2025	Minor revision
Interim Revised:	08/25/2025	Renamed Faculty Appointments, Tenure, and Retrenchment; Approved via interim university policy process and by BOT, 08/20/2025, Resolution #2026-20
Interim Revised:	12/19/2025	Renamed Faculty Appointments, Faculty Workload, Tenure, and Retrenchment; Approved via interim university policy process and by BOT, 12/04/2025, Resolution #2026-xx

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

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

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

WHEREAS rule 3335-5-04 outlines procedures for complaints of failure to meet academic responsibilities, post-tenure review, and misconduct made against faculty members, including different investigatory procedures for different cases depending on the subject matter at issue; and

WHEREAS, pursuant to rule 3335-5-04.2, the Research Integrity Standing Committee (RISC), which consists of faculty members with specific research expertise and training, performs investigations of complaints of research misconduct; and

WHEREAS all other research-related complaints are investigated by faculty members serving on college-level investigation committees; and

WHEREAS complaints relating to research compliance often involve complex research-related issues, such that the RISC committee's expertise would be beneficial in conducting those investigations; and

WHEREAS the proposed amendments would change the process for reviewing complaints pertaining to research compliance to assign such cases to RISC for investigation rather than college-level investigation committees; and

WHEREAS this change would ensure that faculty with relevant research experience perform these research compliance investigations; and

WHEREAS the proposed amendments were approved by the University Senate during its meeting on November 13, 2025:

NOW THEREFORE

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

3335-5-04.1 Procedures for complaints of failure to meet academic responsibilities.

...

(B) Initial proceedings:

1. A complaint may be filed by any student or university employee, including employees from administrative offices who are filing complaints arising out of investigations by those offices. Complaints may be filed with a chair, dean, associate dean, provost, vice provost for ~~academic policy and faculty resources~~ faculty affairs (hereinafter “vice provost”), or the president. All complaints must be referred to the vice provost for initial review in accordance with this rule.
2. The complaint shall be set forth in writing and shall state facts to support an allegation that a faculty member has failed to meet their academic responsibilities.
 - a. The vice provost shall review every complaint to determine whether the complaint presents an actionable violation and ~~that the complaint~~ is not clearly retaliatory or abusive in nature. Further, the vice provost shall determine whether the allegations in the complaint relate directly to research compliance and indicate this determination to the department chair conducting the probable cause review. Research compliance refers to the adherence to applicable laws, regulations, ethical standards, institutional policies, and sponsor requirements governing the responsible conduct of research activities. If the vice provost is named as a respondent, the provost shall identify a designee. If the vice provost determines that a complaint either does not allege a violation that can be addressed under this rule or was filed for clearly retaliatory or abusive purposes, the vice provost must consult with the complainant within seven days of filing to clarify the nature of the complaint. The vice provost may dismiss such a complaint within seven days of consulting with the complainant if it cannot be addressed under this rule or is clearly retaliatory or abusive in nature. This determination does not prohibit referral of a complaint filed under this rule to another applicable university process.
 - i. The complainant may appeal this dismissal in writing to the provost within seven days of this decision. Upon receiving such an appeal, the provost may either reinstate the complaint or dismiss it, and that decision is final. The provost must issue a decision within fourteen days of receiving such an appeal.
 - b. If the vice provost determines that the complaint should proceed or if the complaint is reinstated by the provost, the vice provost shall furnish a

copy of the complaint to the respondent and shall refer it to the respondent's department chair for a probable cause review in accordance with section (C) of this rule.

- i. If the faculty member's department chair is the complainant or respondent, the complaint shall be referred to the faculty member's dean for the initial probable cause review.
 - ii. For the purposes of this provision, the term "department chair" shall include school directors and deans of colleges without departments. For regional campus faculty, the campus dean ~~or~~ and director shall serve as the department chair for the probable cause review. If the complaint is filed by the regional campus dean or director, the college dean shall serve as the regional campus dean ~~or~~ and director for the probable cause review.
- c. Only allegations stated in the complaint shall be considered at the various stages of deliberation. However, additional facts relevant to the allegations set forth in the complaint may be presented throughout the process.

(C) Probable cause review-

1. The department chair shall review the allegations in the complaint and discuss the matter with the complainant and the respondent to determine whether there is probable cause to believe that the allegations are true. The department chair may have another administrator present in discussions with the complainant and respondent as they evaluate probable cause.
2. If the department chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint.
 - a. If the complaint is dismissed, the complainant may appeal the dismissal to the dean. The appeal must be in writing and filed with the dean within twenty-one days after the notice of the chair's decision was mailed. Upon receiving such an appeal, the dean may either reinstate the complaint and refer it ~~to the college investigation and sanctioning committee as described in 3335-5-04.1(C)(3)~~ or dismiss it, and such a dismissal is final. The dean must issue a decision within thirty days after receiving such an appeal.
3. If the department chair determines that there is probable cause to believe that the allegations are true, the department chair shall refer the matter ~~to the college investigation and sanctioning committee for an investigation~~ unless the department chair completes an informal resolution in accordance with rule

3335-5-04(E). If the vice provost determines that the allegations in the complaint relate directly to research compliance, the investigation shall be referred to the Research Integrity Standing Committee. This committee is described in rule 3335-5-04.2(C) and will serve to investigate the complaint in accordance with rule 3335-5-04.1(D). If the allegations do not relate directly to research compliance, the investigation shall be referred to the college investigation and sanctioning committee.

4. The department chair shall complete this process within fourteen days.

(D) ~~College investigation and sanctioning committee~~ Investigation and sanctioning-

(1) Each college shall appoint a college investigation and sanctioning committee, which shall fulfill the responsibilities set forth in this section. The college investigation and sanctioning committee shall be all tenured faculty or a majority of tenured faculty if including clinical/teaching/practice faculty who are non-probationary associate professors or professors. A college may include faculty members from other colleges on its committee. In instances in which the vice provost has determined that the allegations in the complaint relate directly to research compliance, the Research Integrity Standing Committee shall fulfill the responsibilities set forth in this section.

...

(E) Decision by the dean:

1. After reviewing the report and recommendation of the college investigation and sanctioning committee or the Research Integrity Standing Committee, the dean may:
 - a. Dismiss the complaint if the committee did not find a violation;
 - b. Impose the committee's proposed sanction;
 - c. Impose what would reasonably be interpreted as an equivalent or lesser sanction; or
 - d. Increase the sanction if the committee determined that the respondent engaged in a serious failure to meet faculty obligations
2. The dean shall make a decision in twenty-one days. The final investigation report ~~of the college investigation and sanctioning committee~~ and the dean's decision shall be sent to the complainant and the respondent.

....

3335-5-04.4 Procedures for complaints of misconduct and other violations of applicable law, university policies or rules, or governance documents made against faculty members.

...

(B) Initial proceedings:

1. A complaint may be filed by any student or university employee, including employees from administrative offices who are filing complaints arising out of investigations by those offices. Complaints may be filed with a chair, dean, associate dean, provost, vice provost for ~~academic policy and faculty resources~~ **faculty affairs** (hereinafter “vice provost”), or the president. All complaints must be referred to the vice provost for initial review in accordance with this rule.
2. The complaint shall be set forth in writing and shall state facts to support an allegation that a faculty member has engaged in misconduct or has otherwise violated applicable law, university policies or rules, or unit governance documents.
 - a. The vice provost shall review every complaint to determine whether the complaint presents an actionable violation and ~~that the complaint~~ is not clearly retaliatory or abusive in nature. Further, the vice provost shall determine whether the allegations in the complaint relate directly to research compliance and indicate this determination to the department chair conducting the probable cause review. Research compliance refers to the adherence to applicable laws, regulations, ethical standards, institutional policies, and sponsor requirements governing the responsible conduct of research activities. If the vice provost is named as a respondent, the provost shall identify a designee. If the vice provost determines that a complaint either does not allege a violation that can be addressed under this rule or was filed for clearly retaliatory or abusive purposes, the vice provost must consult with the complainant within seven days of filing to clarify the nature of the complaint. The vice provost may dismiss such a complaint within seven days of consulting with the complainant if it cannot be addressed under this rule or is clearly retaliatory or abusive in nature. This determination does not prohibit referral of a complaint filed under this rule to another applicable university process.

- i. The complainant may appeal this dismissal in writing to the provost within seven days of this decision. Upon receiving such an appeal, the provost may either reinstate the complaint or dismiss it, and that decision is final. The provost must issue a decision within fourteen days of receiving such an appeal.
 - b. If the vice provost determines that the complaint should proceed or if the complaint is reinstated by the provost, the vice provost shall furnish a copy of the complaint to the respondent and shall refer it to the respondent's department chair for a probable cause review in accordance with section (C) of this rule.
 - i. If the faculty member's department chair is the complainant or respondent, the complaint shall be referred to the faculty member's dean for the initial probable cause review.
 - ii. For the purposes of this provision, the term "department chair" includes school directors, deans of colleges without departments, and regional campus deans and directors. **For regional campus faculty, the campus dean and director shall serve as the department chair for the probable cause review. If the complaint is filed by the regional campus dean and director, the college dean shall serve as the regional campus dean and director for the probable cause review.**
3. Only allegations stated in the complaint shall be considered at the various stages of deliberation. However, additional facts relevant to the allegations set forth in the complaint may be presented throughout the process.

(C) Probable cause review:

1. The department chair shall review the allegations in the complaint and discuss the matter with the complainant and the respondent to determine whether there is probable cause to believe that the allegations are true.
2. If the department chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint.
 - (a) If the complaint is dismissed, the complainant may appeal the dismissal to the dean. The appeal must be in writing and filed with the dean within twenty-one days after the notice of the chair's decision was mailed. Upon receiving such an appeal, the dean may either reinstate the complaint and refer it as described in 3335-5-04.4(C)(3) **to the college investigation**

~~and sanctioning committee~~ or dismiss it, and such a dismissal is final. The dean must issue a decision within thirty days after receiving such an appeal.

3. If the department chair determines that there is probable cause to believe that the allegations are true, the department chair shall refer the matter to the college investigation and sanctioning committee for an investigation unless the department chair completes an informal resolution in accordance with rule 3335-5-04(E). If the vice provost determines that the allegations in the complaint relate directly to research compliance, the investigation shall be referred to the Research Integrity Standing Committee. This committee is described in rule 3335-5-04.2(C) and will serve to investigate the complaint in accordance with rule 3335-5-04.1(D). If the allegations do not relate directly to research compliance, the investigation shall be referred to the college investigation and sanctioning committee.
4. The department chair shall complete this process within fourteen days.

~~(D) College investigation and sanctioning committee~~ Investigation and sanctioning

1. Each college shall appoint a college investigation and sanctioning committee, which shall fulfill the responsibilities set forth in this section. The college investigation and sanctioning committee shall be all tenured faculty or a majority of tenured faculty if including clinical/teaching/practice faculty who are non-probationary associate professors or professors. A college may include faculty members from other colleges on its committee. In instances in which the vice provost has determined that the allegations in the complaint relate directly to research compliance, the Research Integrity Standing Committee shall fulfill the responsibilities set forth in this section.

...

(E) ~~Decision by the dean:~~

1. After reviewing the report and recommendation of the college investigation and sanctioning committee or the Research Integrity Standing Committee, the dean may:

...

2. The dean shall make a decision in twenty-one days. The final report ~~of the college investigation and sanctioning committee~~ and the dean's decision shall be sent to the complainant and the respondent.