

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FOUR HUNDRED AND SIXTY-NINTH
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, April 4 & 5, 2013

The Board of Trustees met Thursday, April 4, and Friday, April 5, 2013, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

April 5, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, April 4, 2013 at 8:38 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Evann K. Heidersbach, Benjamin T. Reinke, G. Gilbert Cloyd, and Corbett A. Price.
Late arrival: John C. Fisher

Mr. Schottenstein:

Good morning. I would like to convene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State statues and to discuss personnel matters regarding the appointment of public officials. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Gasser, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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Mr. Schottenstein:

Good morning everyone. I would like to reconvene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we ask that the ringers on all of your cell phones be turned off at this time and ask that everyone here observe proper rules of decorum so that we can conduct the business at hand.

The minutes of the February and March meetings of the Board of Trustees were distributed to all members of the Board, and if there are no additions or corrections, the minutes are approved as distributed.

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Now I would like to call on one of our Student Trustees, Ben Reinke for the Student Recognition Awards, Ben.

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STUDENT RECOGNITION AWARDS

Mr. Reinke:

Thank you Mr. Chairman.

Katie, could you come up?

Typically we have two students here and I am going to read two bios for you today and introduce two students. Unfortunately our first student is actually at a grad-student interview today so she couldn't join us. We are hoping she'll be here for the June meeting but it all depends on which grad school she gets in to. We are going to go ahead and introduce her today.

Our first student is Maegan Miller. She has been nominated by Divisional Dean Gifford Weary to represent the College of Arts and Sciences, Division of Social and Behavioral Sciences. Maegan unfortunately cannot be with us today.

She is an amazing undergraduate student at Ohio State, who will be graduating this spring with a Bachelor of Arts, with Honors and Research distinction, in Geography and with a minor in Political Science. She is completing her Honors Thesis with Dr. Matthew Coleman, Associate Professor of Geography, titled: "America's Nicest City? The contentious politics of care and punishment of the homeless in Columbus, OH." Maegan has completed a stunning portfolio inside and outside of the classroom in her four years at OSU. She has studied abroad in Indonesia, completed the Gerald Ford School of Public Policy Summer Fellowship at the University of Michigan, and interned over the summer at Kaleidoscope LGBTQ Youth Center and Community Refugee and Immigration Services. Maegan has also enriched her educational experience through research endeavors and through service on campus. She has been published in the *Journal of Politics and International Affairs* and has presented her research at two conferences on OSU's campus, including at the Denman undergraduate research forum, and has a paper presentation accepted at a graduate conference at the City University of New York. Maegan has served as president of the Geography Club; Editor of the Pulse, an independent student newspaper; served at the Girl's Circle Program; and at the Dowd Center of the Homeless Families Foundation. Maegan's accomplishments will serve her well in graduate school next year, and she is truly deserving of this recognition and we wish her the best at her interview today.

Our second student, Katie Howard, is another outstanding student from Ohio State. She has been nominated by Divisional Dean Mark Shanda from the College of Arts and Sciences Division of Arts and Humanities. Katie will be graduating this spring, Magna Cum Laude, with a Bachelor of Arts with a double major in Theatre and Journalism and a minor in Dance. Her extensive studies have included classroom courses within The College of the Arts and Sciences, as well as hands-on experiences within and outside of the University.

During her time at Ohio State, Katie has been involved in extra-curricular activities starting as an Undergraduate Student Government Intern in 2009 as a freshman. This is actually when Katie and I first met. She was an amazing contributor to the USG Intern class and worked to make our event "Hot Dogs with the Top Dogs" a great success. During the 2010-2011 academic year, Katie continued her student government involvement when she was elected as the College of the Arts and Sciences Senator, representing Arts and Sciences constituents and serving on USG

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committees. Katie continued her involvement on campus as an OSU Ambassador, leading prospective students and families on tours of campus. She has also enriched her experience in media on campus, in the Columbus community, and throughout the United States. Katie interned with the Columbus NBC-affiliate station, NBC4; wrote for the *The Lantern*; and assisted the BuckeyeTV Staff during spring 2010 and 2011 as a co-anchor and reporter. Her performance experiences within her theatre degree and dance minor have taken her beyond Ohio State. She has had many "Intensives" with the Radio City Rocketts at Radio City Music Hall, and participated in the Disney College Program representing Ohio State as a character performer at Walt Disney World in Orlando, Florida during fall quarter 2010. Most recently, Katie participated in the first College of the Arts and Sciences Los Angeles Experience. Over spring break, she traveled to Los Angeles, networking with directors, producers, and OSU alumni to gain insight into Hollywood and the Film/Television Industry.

Katie says that in the last four years at Ohio State she has met many people who have gone above and beyond to ensure her success. No matter where opportunities take Katie, she will always remember *But for Ohio State*, she wouldn't have had the educational, life-long learning opportunities that have enriched her life while being a student at The Ohio State University. Katie is anxiously waiting to hear about her employment this year through the Disney Company or connections she made on the LA Experience. Katie has been an incredibly impressive student at Ohio State and her great work at OSU over the past four years will serve her well in her budding performance career. Congratulations Katie.

Ms. Howard:

Thank you. Good morning. I would like to take this time to express my deep appreciation for receiving this award to the Board of Trustees, President Gee, and to the Deans of the College of Arts and Sciences. Exactly one month from today, I will officially graduate from The Ohio State University.

As I think back over the past four years over all of my opportunities and the people that I have met, each encounter has led to an amazing experience. Your trust in my future success is represented through this award.

Thank you and Go Bucks!

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Mr. Schottenstein:

Before I call on President Gee to give his report to the Board, I would like to make a comment. I think I speak on behalf of the entire Board in saying that at these Board meetings, we conduct a lot of business. Nothing is more impactful or inspirational than the Student Recognition Awards and hearing about the accomplishments of our students, which we do at every meeting. I mentioned yesterday, and I want to mention it again, the student accomplishments across this campus are unbelievable. In particular just this past week, and every year we do this and I had the privilege of attending, we had our recognition event for scholar student athletes at Ohio State. Other universities do it to but at Ohio State, we recognize all student athletes who maintain at least a 3.0 GPA in addition to their performance on the field, in the swimming pool, on the track, or whatever sport they participate in. The interesting thing about the event and one of the reasons I am mentioning it and our Athletic Director Gene Smith is sitting in the audience and could attest to this because no one was more proud that evening than him. You could not have held that event in this room. In fact, the only room on this campus that you could have had the event was the Archie Griffin Ballroom which is the largest room to hold any kind of meeting on the Ohio State campus. At this student athlete recognition event, over 500 of our

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student athletes had over a 3.0 GPA. I don't know if I am right about this but I don't think there is another public or private university in the country that could boast that accomplishment. We know how hard they work in training and participating in intercollegiate sports and so-forth, but every single sport was represented. All of the coaches for the men's and women's teams were there. It was a real prideful night for Ohio State and I am reminded of that with the wonderful accomplishments of the student who was recognized this morning.

With that, I would like to call on President Gee for your report.

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PRESIDENT'S REPORT

President Gee:

Thank you Mr. Chairman.

That really leads into my own thinking, spring is finally breaking, I hope. Walking across the Oval this week, I recalled the old saying that March comes in like a lion, unfortunately it has not left, we are hopeful for that. As we all know, it has been a remarkably brisk and busy spring.

We are a forward-thinking and continually-moving University. Our wingspan, literally, extends across the state and around the world. I just want to underscore that we are truly one of the most intellectually vibrant institutions in this country. To indicate the pulse of our campus, let me share a few highlights of the past few weeks.

The University hosted world-renowned conservationist Jane Goodall, Pulitzer Prize-winning author and energy expert Daniel Yergin and, on Sunday, we welcome back the extraordinary artist and architect Maya Lin to the Wexner Center where she is redoing her wonderful sculpture.

Last week, more than 700 of our undergraduates presented their research at our annual Denman Forum. This forum is in its 18th year and I can remember when it started. We held the first forum in a telephone booth. Now with 700 of our undergraduates, it is the largest of its kind in the country, and represents nearly every college and department on campus. It is a remarkable, remarkable undertaking.

Our students are studying everything from health care in Appalachia to tree growth in Ecuador. It is a remarkable showcase of the collective brainpower of our young scholars.

Next weekend, we will take our *But For Ohio State* campaign on the road to another great Ohio city, Cincinnati. That same day, we will play our Spring Game at Paul Brown Stadium and we are going to win. It's only fitting of course in Paul Brown Stadium since Paul Brown coached our football team from 1940 to 1943.

Ohio State serves and belongs to all Ohioans as we continue to remind ourselves and this campaign, which we will kick-off in Cincinnati, will enable our University to benefit citizens from all corners of our state for generations to come.

As you know, private giving has never been more critical to Ohio State's land-grant mission to transform lives. I want to take this opportunity to mention a very recent gift which just occurred yesterday from three generations of a Columbus-area family.

We announced a gift of \$13.5 million from the Crane family, which will establish the largest and most comprehensive sports medicine facility in the country. This is an

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extraordinary gesture from truly an extraordinary family, and publically and privately, we are so grateful to that family.

You know, in addition to private giving, we have been doing everything possible to provide the highest quality education at an affordable cost for our students. Our state government has given us a unique opportunity to partner with them as we move forward, to ensure that more students cross the finish line. But we know we must continue to do more and look for other ways to make Ohio State more affordable and more accessible. In that regard, you will hear about this in more depth. As we heard at our Board meeting yesterday Mr. Chairman, this is one of the premier issues of our time at this institution and you will hear from our Chief Financial Officer, Geoff Chatas, a little bit later.

The reason that we must do more for more students is readily apparent every day on our campuses. Last month, we learned that four of our students have been recognized as Goldwater Scholars; five Ohio State graduates have been awarded National Science Foundation Graduate Research Fellowships; and Henry Peller, a junior from Roseville, Ohio, has received a Udall Scholarship to fund a self-designed environmental major.

Before I move on, I also want to report some other great news about our faculty. Three faculty members in the Department of Computer Science and Engineering earned Faculty Early CAREER awards. To our Board, these are the most promising young scientists and engineers in the country and three of our faculty have earned that.

Theatre professor Ana Puga has been selected as a Fulbright Scholar and Joseph Heremans is the latest faculty member to join the National Academy of Engineering.

Our magnificent recreational facility has been listed among "The 25 Most Amazing Campus Student Recreation Centers" in the country, and Fisher College of Business made the largest advancement of any school in Bloomberg Business Week's 2013 report.

On a more somber note, I want to acknowledge the passing of Professor Emerita Donna Evans, a retired dean of Education at Ohio State, and, more recently, a trustee member at Central State University. Dr. Evans was a long-time teacher, administrator, and educational advocate, and we will more formally recognize her contributions to Ohio State and the wider community at a future meeting.

Looking ahead, the pace of our University continues with much pomp and circumstance. Early next month, Ohio State and The Columbus Association for the Performing Arts will present the Royal Shakespeare Company production of "Julius Caesar". The first time the company, even though we are their American home, is performing now Columbus. It is the South African version that they have brought, which has received international acclaim and we are so grateful to be able to have them come and be with us.

On May 5, we will celebrate the largest Commencement in University history with some 12,000 graduates in Ohio Stadium, and with the President of the United States to boot.

Finally, last week marked the second consecutive Elite Eight appearance of our men's basketball team, so I want to congratulate Coach Matta and his players on an exceptional season. They were a formidable force this year, and made us all proud.

What is even more impressive is the character of our student athletes off the court, as we have just heard from our Chairman. The fact is that more than 500 Buckeyes were named scholar athletes and our student athletes volunteered for nearly 5,000

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hours of community service.

Case in point, I want to share this letter to The Lantern by junior Deshaun Thomas. It was published this week and as you know, Deshaun was just selected as the John Wooden All-American. I will read just a bit of it, this is from Deshaun: "As a basketball player at Ohio State, I am both proud and honored that our University follows our sport the way they do. I know that athletes in other sports who do not get much press coverage are also winning championships. Logan Stieber won his second-consecutive national championship in wrestling. Senior Marco Canevari secured the gold medal in men's fencing. Gymnasts Sarah Miller and Aly Marohn captured the Big Ten Championship on the balance beam. All athletes at Ohio State work very hard at being the best they can be at their sport. They all deserve to be celebrated."

Now, I could not agree more with Deshaun. This letter represents just one more reminder why I believe that every day we are taught by our students, and why it is such a great privilege for me to serve this University.

Thank you. That is my report Mr. Chairman.

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Mr. Schottenstein:

Great report. Any questions or comments from members of the Board?

At this time I'd like to call on our Chief Financial Officer, Geoff Chatas, who will be making a presentation on one of the issues you outlined Dr. Gee; one of the most important issues of our day which is the ever challenging need to balance affordability, access, and tuition. With that, I will turn it over to you Mr. Chatas.

Mr. Chatas:

Thank you Mr. Schottenstein. Good morning everyone and thank you for giving me a few minutes to talk about a very important issue that President Gee eluded to, student affordability.

Over the last few years we have been engaged in a discussion about a strategic academic plan which involves reinvestment into our faculty and our students. Today I want to focus for a minute on the question of student affordability and resource generation. Over the coming months we will be engaging in a dialog about this topic and so today I want to sort of set the table and lay some parameters out that will allow us to have a very useful discussion and dialog about the future of ensuring that we have both access and excellence at Ohio State.

Powerpoint Presentation

Just a quick set of numbers, it's telling. This is a 25-year view and I graduated from college in 1985 interestingly and this tuition fee looks reasonably familiar: \$1,600 was our tuition in-state. At Ohio State we had 54,000 students enrolled. Our state support was about \$200 million and the University's budget in total including the Medical Center, was under \$500 million. Today, we have a few more students, 56,387, a few more faculty, and tuition this year is over \$10,000, \$10,037 to be exact. State support has gone up. I know people talk about the state not keeping pace but the fact is the actual dollars have gone up and so have our cost. In total, when you look across all of the support we get from the State of Ohio, its approaching \$500 million. Our budget this year exceeded \$5.2 billion. I put this up because there are two issues that I think are important to point out. The first is the growth in that tuition number has exceeded inflation. It would have been about

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\$4,800 if you'd taken just the rate of inflation from 1985 to 2013. Ask the question, what has happened in terms of our cost structure that has added that extra \$6,000. That will be an area of discussion. The second is, as you project this forward and as the Board knows a few years ago we did our first long-term strategic plan, we are now looking out 10 – 15 – 20 years, we want to make sure we have an ability to not see this same trend continue where that tuition rate would be something over \$100,000 and the debt burden would be something approaching \$250 million if you did nothing. Now remember those are in today's dollars so when you adjust them for inflation, it would come down but it's a trend that is not sustainable.

I mentioned that we have done much already on the affordability front. This is from the Center on Budget and Policy Priorities and it shows the percent change in tuition at public colleges and universities, adjusted for inflation from 2008 to 2013. You can see, when compared to other states in the nation, the State of Ohio has been able to keep tuition increases far lower than the national average over the last six years. You all recall we had a period where we had no increases for three years at our public university. At the same time, again from the Center on Budget and Policy Priorities, we can see how State support and funding cuts have impacted the universities and you can see some substantial numbers here in certain states. Ohio remains kind of in the middle of the pack. Even during a period of declining state funding, the state has done a reasonably good job of remaining a good partner to higher education.

What have we done in the past few years? This chart shows the \$213 million of scholarship and grant sources at the University, 60% which are institutionally funded. An important note, we have increased, we have tripled institutionally funded financial aid from \$42 million to \$129 million from 2003 to 2013.

Mr. Schottenstein:

Geoff, maybe you ought to explain with a little more clarity what you mean by institutionally funded.

Mr. Chatas:

Yes, I will, thank you. Institutionally funded financial aid is financial aid that we provide to students that does not involve dollars coming from an outside source, albeit a gift to the University or federal gift aid or income from an endowment. The term that many will use is that it is a reduction or discount to the tuition price that we charge our students that is then funded internally. That is important because the individual colleges then have to make up the cost of providing that discount to the students because as their costs grow over time and we reduced their funding by the \$87 million we added to the institutional aid; it creates challenges for the colleges.

That has led us to look at a number of strategies in three buckets that are important to securing the ability to both increase that financial aid and do it with true third-party dollars so that we can have a sustainable flow of money to fund those scholarships, including our development and advancement efforts, gifts to the University, and what we can do internally to generate new resources.

As we outlined in our strategic plan a few years ago, the three buckets of activity on the financial front remain consistent: new revenue generation; managing our expenses; and looking at the businesses we are in, and if they are not core to what we do, looking for an outside partner to manage those businesses and redeploy the assets. These are some of the examples over the last three years of what we have done and are doing to ensure we have adequate resources. We issued a half a billion dollars of century bonds which will be used to reinvest in our academic core over the coming century. We signed a first of its kind affinity agreement with Huntington Bank which provided \$25 million in the first year, a million dollars that we

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just received, all invested back into our students and our faculty. We leased our parking operations for \$483 million which has been placed back into the endowment and is on track to generate about \$50 million of income this year, some which will be placed back into the endowment for the future and about half of it will be spent on current initiatives. I will remind everyone that is for hiring new faculty in our Discovery Themes, for student scholarships including the Eminence Scholarships, for sustainability and for investment in the arts.

We also have seen robust growth, in percentage terms, in the revenues from our Technology Commercialization efforts. I would say it's in its early days and the absolute numbers are quite small but we are seeing significant improvement in taking the amazing ideas from our students and faculty and get them to market more quickly. And the ongoing piece, which will be a significant part of our discussion, is the focus on expenses which is how we procure things, how we buy things. We are on target this year to save \$30 million just through initial efforts such as procuring things like managing copying machines, certain janitorial services as well other categories, office supplies and more importantly our review of expenses is leading to a very thorough plan to look at how to drive down cost by driving efficiencies, in what I would term as some of the administrative things we do every day at Ohio State.

This is all important. I will remind everyone as we look at the quantum of debt our students have to take on to attend Ohio State, we are certainly not at the high end of the Big Ten, we are just below the average with four institutions having their students with less debt than we have. You can see the trend and the growth in numbers each year and if I were to take it back 10 years, you would see this growth in absolute terms. It is really the focus of the prior efforts we've talked about to generate the resources to ensure that we can work on strategies to get this number to go down in absolute terms over time so that our students can leave in a strong and healthy financial position as well as academic position.

I will end with what more can we do? Well, it really is focusing on these core financial strategies that will be the center of our discussions in the coming Board meetings; continuing to focus on growing revenues and reducing expenses with one simple goal, to reinvest in our academic core. Today I have been focusing purely on students but I remind the Board that it is also focused on our faculty and our facilities and making sure that we have the adequate resources to focus on both access and excellence. With that, I am happy to take any questions.

Mr. Schottenstein:

Great report. I want to say one thing and then invite comments from other Trustees.

A lot of people ask what does the Board do, what does the Board focus on, what happens at these Board meetings? One of the biggest answers is this, this exact issue; the need to balance affordability while pushing quality by being smart stewards, of how we manage our resources. I don't know if any trustees want to comment on this; Mr. Jurgensen who chairs our Finance Committee, Dr. Wadsworth who chairs Academic Affairs, or if anyone wants to make any comments.

Mr. Jurgensen:

If you come from the business world and you sit on a Board of a university, almost every time you are on campus, you get insight into why universities and companies are not the same. There are some very real and some very stark differences between a higher education institution and a big company. Having said that, there are also lots of examples where things that we have learned in business or have had to take on in the area of expense efficiencies, can apply very well in a university setting. Universities have some of the exact challenges with how they are organized and how they source things. One of the things I would say about Ohio State and it is

not unique to Ohio State but it's very real, we have been organized in a very independent way. That brings with it a level of redundancy across things which, one could argue, are not really mission critical to what we do. I think a number of people on the Board whose own companies have gone through similar kinds of exercises that Geoff is talking about can lend some insight on to how we can find some savings. I think across north of a \$5 billion budget, and this applies both to the academic part of the University as well as the Medical Center, we are literally talking about hundreds of millions of dollars. It's not at all insignificant, but it won't be easy either. The hard part is not so much identifying what the possibilities might be, the hard part is the behavioral change that needs to accompany those ideas. They will cause people to have to live their life differently. Probably the best manifestation of this for me is when Dr. Gee, some numbers of years ago, put us down the road to be "One University". On one level, as simple as that might sound, it's not simple at all. It speaks directly to this issue. It will provide the cultural context that will enable us to free up these financial resources. Then our responsibility is when we do free up these resources, we resist the temptation to go out and spend them on things. This model of putting money in to the endowment and creating financial resources to provide ongoing annual support works as long as you don't invade the principle. Sometimes there is a temptation when people see large endowments at the University, or they see a lot of cash on our balance sheet; somebody will come up with an idea for another building, another program, or another whatever. Not that they are not good ideas, but if we truly want to remain committed to investing into faculty and students, we are going to need to resist the temptation to spend it when we generate it; a lot of work but a lot of promise as well.

Mr. Schottenstein:

Does Jeff or any other Trustee want to comment on these issues; these are among the most pressing issues of the day.

Dr. Wadsworth:

I will just echo some of the things that Jerry said. I do believe that higher education is in a transition and that major changes are going to be happening in the next decade. I think we have done a good job of using innovative methods and resources to grow the revenue. I think that has been very impressive. We all go through it in business. You have got to have growth and you have got to cut costs. Hopefully if you do that and stay agile and alert, you can keep up with the ever changing economic times. Reducing expenses is tough; it's a tough thing to do. I think that is the next phase we need to get into. Chairing the Academic Affairs and Student Life Committee, I am constantly reminded of why we are here and education is so very important to make it affordable and high quality. That requires investment so we have to both cut costs and also invest. That is something everyone has to do and it is a very critical time to make sure we do it right.

Mr. Schottenstein:

Gil.

Dr. Cloyd:

Thank you Mr. Chairman. I would like to build off of the comments that Jerry and Jeff provided and come back to a comment that President Gee made in his report.

That is his strong personal desire to see this University really become the leader in defining how a major university can address the triad of high quality, access, and affordability that many people see as variables that you can't bring together and win on all three fronts. I don't think there is a more important mission in post-secondary, graduate, and professional education today than figuring out how to do that

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consistently. I think if we can look at the academic core and what it comes down to, one of the things I am encouraged by, and again President Gee I am encouraged by your leadership in this fashion when you said put students first the first day you walked back on this campus. So whether they are undergraduate, whether they are graduate, or they are professional students, if we keep that goal in our mind and define how we achieve that for the students, I think it will be very helpful with the perspectives and the cautions that you have provided Jerry, that the investments we make that we are always coming back and saying it is really targeted to that mission; whether it's an investment in faculty, whether it's an investment in facilities, or equipment and feeling very confident that that is what we are doing. I can't stop until I underscore the concern that Jerry raised which I think is very real. When you start having available cash it becomes very easy not to be as discriminating as you should be in defining how to invest it. I think that will be one of the challenges the University leadership is going to face and I think, as a Board, that we need to feel good about with the kinds of investments we are making.

Mr. Schottenstein:

Monte.

Judge Marbley:

I would like to add to what Gil said because our mandate has already been carefully defined for us. We are a land-grant university. Our mission is a bit more nuanced than it would be if we were a for-profit business or even if we were a private university. I think that one of the things of which I am most proud of serving on this Board is that we have been true to that mission through the leadership of Dr. Gee where we hold the line on tuition increases and the like because our charge is to provide the highest quality of education at the lowest cost. There is nothing more compelling than each year at graduation when Gordon talks about this being the "University of the American Dream" and when he indicates how many students are first time college graduates. That indicates that we have taken the step toward fulfilling our land-grant mission and so whenever we doubt why we have to do what Geoff is leading us in doing, all we have to do is go back to the Morrill Act and then we understand why. That's all I have Mr. Chairman.

Mr. Schottenstein:

Ben.

Mr. Reinke:

I want to reiterate what Dr. Cloyd said in the context of there is a very large discussion going on nationally about the value of higher education. I think that some of the things that have been said here indicate that we believe that the value of an Ohio State degree is very high and that we are trying to drive down the costs so that ratio of quality to cost of a degree is as large of a ratio as possible. Within that context, as Dr. Cloyd mentioned, there are these competing forces and the old paradigm is that you can choose one or the other; you can try to be low-cost or you can be high-quality. Part of the reason that I am very proud of what we are doing on the Board is that we are planning on taking a very long range look at this issue and continue to work on this with Geoff's leadership to find the most creative solution and do the right thing; to ensure that we are high quality and low cost and find the right path to increase that ratio by doing both things at the same time.

Mr. Schottenstein:

Alex.

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Mr. Shumate:

I would like to echo and support the comments that have been made. I do think that it is important to keep in mind that the University has been very focused on using the funds that we have been raising for our core mission and our core goals. You'll note that when we did receive the additional revenue recently for example with parking privatization that was focused on faculty, focused on students in terms of the use of those funds. I agree that we need to be forever vigilant but I also think it is important to recognize the fine job that the University has done in keeping the focus and providing the support that is necessary to achieve our core goals.

Mr. Schottenstein:

Any comments from other Trustees? I will just add this, because as others in this room constantly remind me, the job of this Board is not to manage the University but to see to it that the University is properly managed. As it relates to these issues, they are challenging, they are the issues of the day. But the great work, superb work, the exemplary work that Gordon, you and Geoff Chatas have spearheaded in this regard, we are up to the challenge. We will continue to focus on this. I can't thank you enough for putting us into a position where we can not only debate it but debate it with the confidence knowing that we have a team on the field that can execute.

President Gee:

Mr. Chairman, just a couple of points. First of all, thank you. This is the issue of the times. If we strip everything away, the issue of how one loses weight and gains muscle; this is it. We are very fortunate with our Provost, with Dr. Alutto and now Dr. Steinmetz and the great partnership that they have with Geoff is something that I am deeply appreciative of. The other point, and I want to come back to Alex's point, we have been doing this for some time. We are one of the first that has really talked about this. The second thing is, these I give great deference to, this Board and to the people of the State; many institutions are talking about doing this because they have to. We are talking about doing this because we want to and because it is the right thing to do. We come to it from a position of strength which means we can make good decisions; we don't have to make decisions of the moment. That is an extraordinary gift that we have so we do not want to lose that momentum nor that time nor that opportunity.

Mr. Jurgensen:

One thing that I am really encouraged about and it came out of a conversation I had the other day with Dr. Steinmetz. This notion of quality that Dr. Cloyd refers to is a term that gets used a lot. What's the market clearing definition of quality? How would I know if I got a quality education or one that didn't have high quality? What would I look to?

The reality in the market place today particularly in America is that simply having a college degree is necessary but not sufficient. It matters where you went to college, it matters what you studied there, what you majored in, and it really matters how well did you do. One of the things that I found very encouraging from Dr. Steinmetz was his belief and the notion that higher education needs to pay signification attention to outcomes, not just input. Not just what the average ACT of the incoming freshman class is, but what is happening to Ohio State graduates. He talked about requiring every Dean to know what has happened to everyone you've graduated over the last 10 years. Where are they today? Did they get a job? Are they pursuing the vocation and avocation that they came here to study and be prepared to do? What is happening to them? In one measure at least, that is the acid test of quality. When you walk out with \$24,000 in debt, the clock is ticking and that interest clock is ticking and you need to pay it back. The only way you are going to do that is if there is a

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high correlation between the quality of that preparation and what it is that you are able to do with it in the market.

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COMMITTEE REPORTS

Mr. Schottenstein:

That is a great report Geoff. This is a process and we are in the middle of this journey and it will continue and I appreciate all of the great work that you, Gordon, our Provost, and our Provost to be have done in support of these efforts.

With that, we will move into our committee reports. First, the Advancement Committee chaired by Linda Kass and Gil Cloyd.

Dr. Cloyd:

The Advancement Committee met yesterday. Our first item of business was to welcome a new non-trustee committee member to the Advancement Committee, Mr. Alan VanderMolen who is Vice Chairman of DJE Holdings and President and CEO of Edelman Global Practices. Obviously from the Edelman Association, Alan is deeply steeped in the kinds of experience and expertise that will be very helpful to our advancement work. Beyond that, he was also a very active participant in the development of our advancement framework planning report which is really the broad-brush outline of how we want to approach advancement. Even more importantly, he is a passionate Buckeye. He is a great addition to our committee and we are very pleased to have him agree to join us. Just as a kind of dedicated person he is, Alan stayed over so that he could see this meeting this morning to understand a little more about Ohio State. Alan, I would like for you to stand up because I don't know if all of the Board members have met you.

Mr. Eicher provided a report on our development activities and I would like to cover a few highlights. In terms of new fundraising activities through February of this year, we have achieved \$223 million versus our \$360 million goal, so we are very close. We are 63% achieved in 66% of the time. As they have taken an early look at the March results which we have not reported formally yet, we have positive trends there.

We also discussed the status of our development campaign, which as you know is to raise \$2.5 billion by June 2016. The campaign through February had raised \$1.46 billion. He got an early March look , it looks like we are up to \$1.49 billion, so we have got about a billion dollars to go and we are actually a little bit ahead of pace if you draw a linear line from when we started to what we need to complete the campaign. Good progress there.

We have two areas in our development activities that are getting particularly close attention at this point in time affecting both what we are doing during the year and as we look at the campaign in total. One is our private grants which are down somewhat this year. Mr. Eicher and Dr. Whitacre are taking deeper dives on that to understand exactly what is our status, what our realities are, and what we can do to enhance our results with the private grants.

The second one is our principle gifts. Principle gifts are vernacular; they are gifts of \$5 million or more. They are very important in our campaign activity because we have the model of what we want, what size of gifts we need to get to achieve our total campaign goal, and the principle gifts comprise 26% in our model of what we need to have to achieve the goal. We are a little bit behind right now. I wouldn't say significantly and we have received 26 such gifts to date but again this is going to be

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an area that we are going to give very close attention to and a very high priority to deliver those results.

Secondly as a part of Mr. Eicher's report, we have five namings on the consent agenda and this includes the gifts related to the marvelous gift from the Crane family that President Gee has already outlined: The Early Learning Research Collaborative, The Sports Medicine Institute, and the Advanced Language Institute. The foundation report and the five namings are on the consent agenda and the committee has recommended them for approval.

Mr. Eicher then provided an update on where we are in the Advancement scorecard and we are overall on track and I think doing well on the engagement and financial goals that we have. As we have talked in the past, the three awareness goals that we have were really new territory for us, we have been in the process of doing various studies and early measurements. We expect to have all of the data in hand from this to establish our baselines in May so the plan is for those three goals is to get a brief update at our June meeting and then plan to do a deep dive at the August meeting on these three goals. Since this is such new territory, the issue of how do we create the awareness with the stakeholders, we anticipate that some modifications and some adjustments are probably going to be needed once we have the information in hand.

Ms. Church provided an update on our visual identity work and there is really great progress here. This includes both our logo but also importantly a broadly based brand identity architecture all consistent to getting to the "One University". They have established a very large based brand identity guideline team that is working across the University, who in May will really develop architectural guidelines that will give guidance to all of the units. This will be online so that as people look at what they have done in the past, how they can see it integrated into the brand identity approach that we want to have for the university.

In addition to that, I really want to compliment Ms. Church and in particular Ms. Aberegg. The approach they have taken in working with the units; it's a very collegial interaction. Working with each individual unit with the materials they have today, understanding what we want to achieve so that all of the units can then develop an architecture that will be consistent with "One University" but allow them to have the best presentation of their unit to their particular stakeholders.

Finally, the other part to our identity work gets into the messaging that we will have coming back to what we have developed as the overall institutional positioning statement. That work will begin this summer. Anticipating the visual identity work should be all completed by the fall of 2014 consistent with the guidelines for the expectations we set out in the framework planning report and I think by the end of the year we will start to see really good progress on the messaging.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Great report. Any questions for Dr. Cloyd?

I have a comment I want to make on this. This has to do with understanding how well we are doing on our awareness goal and brand identity. This past week on the television show, *Jeopardy*, which I suspect everybody in this room is familiar with *Jeopardy*; one of their categories was Ohio History. The answer that came up had to do with the land-grant university. My son sent me this. The contestant said Ohio State and Alex Trebek said no, "The Ohio State University", but they still gave him credit. So, we are making progress.

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The next committee report, Alan Brass, Medical Affairs.

Mr. Brass:

Thank you Mr. Chairman. I will give a synopsis of what happened in Medical Affairs yesterday. I would like to ask Steve to come up and show a really quick video that hit NBC news nationally and I think the Board will find it intriguing.

Dr. Gabbe:

Thanks so much Mr. Brass. I think many of you saw the announcement that President Obama made that significant dollars will be spent on a project to map the human brain. There was coverage in the Dispatch by Misti Crane and Ali Rezaei who leads our Neuroscience Institute. It was featured and noted that he is already collaborating with the Ohio Supercomputer Center. Ali's work with Doug Scharre in treating early Alzheimer's disease with deep brain stimulation was covered by NBC both on *The Today Show* and *NBC Nightly News*. We want to show you that clip. I think it is very moving. Thank you.

Video Presentation

Dr. Gabbe:

So that's a first; we were the first to do that here at the Wexner Medical Center. Hopkins is now pursuing it. It's a very exciting opportunity. Thank you.

Mr. Brass:

Steve, do you want to make any additional comments or a couple opening comments and I will pick up from there.

Dr. Gabbe:

Sure. In line with the Neurosciences, we received notification that we are now one of the country's 25 comprehensive stroke centers. This is awarded by the Joint Commission, the American Heart Association and the American Stroke Association. That is a great recognition for Michel Torbey, Eric Sauvageau, and their team. We were also notified that we now have three Beacon Award Nursing Units. The Beacon Award is given to the outstanding critical care nursing units by the American Association of Critical Care Nursing. You know, of over 5,000 hospitals in the United States, only 20 have three or more Beacon units like us and that's a great credit to Dr. Mary Nash, Beth Steinberg, and their great teams.

We welcome this week Dr. Ryan Nash from the University of Alabama to be the first Hagop Mekhjian Chair in Medical Ethics and Professionalism and to direct the OSU Medical Center's Center for Bioethics. There are very few Medical Centers in the country that have an endowed chair or a Center for Bioethics as we do.

Finally, Becker's, which reviews hospitals around the country, named us one of the 100 great hospitals in the country. Probably not surprising since in the last few weeks they named Dr. Mekhjian as one of the 100 great Chief Medical Officers and Phyllis Teater as one of the 100 great Chief Informatics Officers but it's good company to be in.

President Gee:

Do they also name University Presidents in that?

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Dr. Gabbe:

I will check the list. If they do, I am sure you are on it.

Mr. Brass:

Thank you Steve.

I will pick up on a couple of other points and then we will move on. I thought I would cycle back on the practice plan. One of the biggest things we did was move our physicians into the practice plan and into our University Medical System. We now are at 93% of all the physicians in that new program and we anticipate we will be at 100% at the end of this year. I think that is going very well.

From a fundraising standpoint, we had a goal of \$75 million as related to the new building and I am happy to tell you we are now at \$13 million yet outstanding and we will in fact complete that goal by the time we open up that hospital. That being a specific goal related to that specific project but we are tracking it very carefully.

The financials, the best thing I can say on the financials, we are having the best year that the Medical Center has ever had. That is saying something as it relates to what's happening with health care and health care reform and all of the competitive programs and revenue reduction programs. We track EBIDA, we are ahead on budget. We track our days cash on hand, we track our debt to service coverage; all of it is looking very well. Our revenue over expenses bottom line net is up 16% over budget. We are having an outstanding year at the Medical Center as it relates to finances. That credit goes right back to the quality of our staff. The recruitment that Dr. Gabbe and our Medical School are doing; the nursing quality that we just heard about with Dr. Nash; and what others are achieving is driving our volumes and driving our entire enterprise.

I think the next thing we did was take a look at our construction program. I would like to start off by saying at this point, while we are sitting here, we are now 60% done with that project. By the end of the year we will be at 70% of that project. By the end of the year, we will have spent or contracted \$900 million of the \$1.1 billion project. In June, I anticipate that the Board will be asked for the balance of the money to continue the contract awards. That project is on schedule for a 2014 program to be opened. If you haven't looked at the building recently, I'd encourage you to take a little ride around. The outside is closed up. Our construction team is in the inside dry walling and starting the finish work of that building. The Cramblett Building in front has been taken down. That opens up the entire area in front of our new medical building. It's absolutely going to be gorgeous when it is finished because that will allow for the new entrance to the emergency rooms, new entrance to the main hospital, a lot of green space so that the campus itself will take on an entirely new look as part of our architectural framework plan. Our loading docks are going in and so-on.

Our big project at the Medical Center I think is moving along very well. Like I have said before, I have been involved with the construction of a lot of medical facilities and this one has gone as smoothly as any of them. Our contractors are doing a good job. Remember, we took on a new approach to this building with our state as it related to our bidding process. We started with a \$80 million contingency on this project. Immediately we were able to put \$25 million of that contingency back as it relates to "we just won't need it" because of the bidding process. Where we stand right now, that would give us a balance of \$55 million in contingency and when it is all said and done, I think we will in fact have contingency left over. This project has not used a lot of contingency funds. I think our overall program has gone very well.

The next item of importance is the Strategic Plan continues to move forward for the

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Medical Center. We are finishing up a six year plan that we are under now. We are moving to a 10-year horizon as it relates to a new Strategic Plan. We will in fact be testing that plan in a lot of different ways over the next couple months and we hope that at the August Board meeting, we will be able to take a look at ratifying that plan. Part of that is to take a look at our governance model as relates to the Medical Center system, its committees, its structure; both our Board of Trustee members should be on that as well as community individuals who have expertise in health care that can help us along as relates to strategic thinking. A big event about to happen which will be a new strategic plan for the Medical Center that will carry them for the next decade.

Mr. Chairman, there are two action items on the consent agenda today. The first is for an Expedited Credentialing process and the reason for that is the Board only meets every other month and there is a need for us to approve physicians and other Allied Health Professionals in between the cycle and then the Board will ratify it the following meeting. The last is the consent agenda item for a sublease at our new facility that is going to start construction next month. That is our New Albany Medical Center and the sublease is for our Integrated Wellness Partners that is part of that system as well.

Unless there are questions, that completes the Medical Affairs report.

Dr. Cloyd:

Alan, a question, and I know it's the governance structure and I know that is something that is being worked at this point in time, but when you talk about participants, are we going to be open to what I will call external people on the Governance Board that could be from anywhere in the nation who bring a level of expertise and experience? I am trying to think of the way this Board has taken the approach to Charter Trustees, will we look at it in that kind of perspective; high quality people that may not be in the state of Ohio but can bring help will also be possible members of the Governance Board?

Mr. Brass:

That's a really good question Gil. I think the short answer is yes. I think that could happen from one of two ways; one is, if we do bring a Charter member on this Board that has that type of expertise that we need, obviously we could ask him to serve on the new Health Center Board or whatever we end up calling it. We are thinking and looking at renaming that in light of its bigger approach. I would think that is one way in which we could bring that expertise. The second is if in fact when we are finished with this project review as it relates to governance, we could also have individuals, be that physicians, or executives, or other Board members from other big and large systems that could in fact bring some expertise and invite them to be a member of that Medical Center System.

Dr. Cloyd:

I think that is very good and I will say it this way, even beyond the expertise in a Governance Board like this, I think just as most public corporations have people that can come from many different perspectives. If they are not under the tent on every individual activity that is going on beyond their expertise and acumen they have, I think there is a benefit of a little more of an external view to provide input and oversight to the process.

Mr. Brass:

I agree Gil and I remind us all that the Medical Center's mission is a three part type mission, its patient care, its education, and its research. When we think about the

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Medical Center, we should not be just thinking clinical. We should be thinking who is there that can help us with our research or our education endeavors as well; maybe someone from NIH. Those are the ways we should be thinking.

Comments are good, thank you.

Mr. Schottenstein:

Any other questions for Alan?

That's a great report. Judge Marbley, Audit and Compliance.

Judge Marbley:

Thank you Mr. Chairman. The Audit and Compliance Committee met yesterday. We began with a presentation from Senior Vice President for Administration and Planning, Mr. Jay Kasey regarding the creation of a new affiliated entity; University Development Strategies, Inc. This affiliate will focus on providing support and expertise to the University in strategic planning on a broad array of real estate planning initiatives at the University and its surrounding neighborhoods consistent with President Gee's "One University" framework plan. The committee voted to recommend the approval of the creation of this affiliate and this is before us today on the consent agenda.

We next heard from Mr. Rick Stover, a partner with Pricewaterhouse Coopers (PWC), the University's external auditing firm, and he delivered the External Audit Plan for fiscal year 2013.

As part of PWC's responsibilities under generally accepted accounting standards, PWC is required to communicate with the members of the University's Audit and Compliance Committee on certain matters regarding the results and scope of the external audits.

Mr. Stover outlined the fiscal year 2013 External Audit Plan and identified the scope of the audit, new areas of focus for 2013 and significant risk and audit emphasis areas.

Among the new areas of examination during fiscal year 2013 will be the University's parking agreement and related party transactions to examine inner-University transactions. The areas of potential risk identified included the Universities healthcare components and a focus during the upcoming year will be on the examination and testing of healthcare component systems and assessing the controls that are currently in place.

An audit of the full set of financials for Athletics will also be performed in compliance with NCAA regulations agreed upon procedures of the NCAA Intercollegiate Athletics Program and Athletic Booster information will be examined.

A timeline for the planning and reporting and delivery of the external audit reports for the entirety of fiscal year 2013 was also presented to and reviewed by the committee.

Finally, we heard a presentation from Mr. Gates Garrity-Rokous, who is the Vice President and Chief Compliance Officer regarding the Office of Compliance and Integrity. He updated the committee on the status of his team and his focus on creating a team that will drive the centralized compliance process while ensuring independence of the office. As part of his compliance team, the committee welcomed Mr. Chris Glaros as the new Assistant Vice President and Compliance Operations Leader. He is basically going to be the COO of that office. Mr. Garrity-

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Rokous also provided an update on the creation of the new Public Records office and its processes and procedures that have been developed and employed to respond fully and timely to the various public records requests that come to the university. You will recall that we hired a person who was the Chief Public Records lawyer for Attorney General DeWine so we have a Public Records Office or segment that is second to none.

The records review process utilized by the Compliance Office will be empowered for future use with other compliance office issues response processes including investigations and regulatory contacts.

Mr. Chairman that concludes my summation.

Mr. Schottenstein:

Any questions? Yes, Gil.

Dr. Cloyd:

Yes, Judge Marbley, this past week there has been a lot of press for a variety of reasons of NCAA and their regulation book and I learned for the first time that it was over 700 pages and that there are a lot of changes that are going to be occurring this year. The question I have is; is there any anticipated change that is going to cause a major change we have to make in our compliance structure and approach from what we have talked in the past or is the structure and the approach that we have established in the past basically going to take care of any kind of significant changes that the NCAA makes this year in their regulations?

Judge Marbley:

I will give you a two-part answer Dr. Cloyd. First, one of the things that Gates has done, he has partnered with our Athletic Director Gene Smith who is here. Gene you can respond to that if you wish, and as a result of that partnership they have undertaken to make sure there is an educational component in place; not only for our student athletes, but also for our coaches, including the ones who are involved in recruiting. They will know all of the nuances of any change in regulations. They change their regulations annually or they add to them or modify them and so it is incumbent upon Gates' office in conjunction with Gene's office, the Department of Athletics, to make sure that all of our people are up to speed on any changes or new interpretations of the regulations. Gene, is there anything you wish to add to that?

Mr. Smith:

I will add that you are exactly right Judge Marbley. Actually, the changes that are occurring are a result of de-regulation. Hopefully those 700 plus pages will reduce to another number that is easier to manage. I think our structure that we have set up is a leading structure in the industry and will be able to respond to new legislation or any governance changes at the NCAA that emerges over the next few years so I think we are in good shape.

Dr. Cloyd:

Great, thank you very much.

Mr. Schottenstein:

I would like to say one other thing if I could Judge Marbley. I sat through the Audit and Compliance Committee meeting and listened to our new Chief Compliance Officer Gates Garrity-Rokous' report and frankly was very pleased at not just what

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appears to be a highly collaborative, and let's face it, it needs to be collaborative, way at which he is working across the entire span of the University. It appears to be a very thoughtful org chart to bring us to centralization and he has made a lot of progress. The tone and his demeanor, I think, is not just strong but it's balanced. It's one thing to create a structure; it's another thing to have people that can manage it. I think that we have made an enormous amount of progress in a short period of time on both fronts.

Judge Marbley:

Yes. He has done a wonderful job of identifying our risk areas, prioritizing them and then establishing a communications network within our various units. What you would be even more proud of and you don't get to see this but we talk every other week and he gives us an update. The various colleges and units within the university have been so collaborative and working with him to make sure we can be proactive as opposed to reactive to issues that arise in the compliance area.

Mr. Schottenstein:

Any other comments? Ok. Academic Affairs, Jeff Wadsworth.

Dr. Wadsworth:

Thank you Mr. Chairman. We began our meeting with the endorsement of the adoption of uniform statewide standards for remediation-free status. The second item was a revision to the university nonsmoking policy to a tobacco free policy. This actually approves the University developing such a policy with the intent of implementation on August 1st of this year. It has involved 26 work groups, 500 emails, so this isn't something that has been done in isolation. I would also note that the Wexner Medical Center adopted such a policy in 2006 and we at Battelle on the other side of King Avenue also have a tobacco free policy, implemented at about the same time as the Wexner Medical Center as a matter of fact.

We are putting in place assistance programs to help with cessation and the associated stress that comes with doing that. The University's overall wellness program is embracing this.

Next we endorsed various amendments to the Rules of the University Faculty, a number of routine personnel actions, approval of degrees and certificates for spring semester, and the awarding of Honorary Degrees to photojournalist Annie Leibowitz, vocalist Nancy Wilson, and President Gee, you will be pleased that we approved the third one which is to the other President, President Obama. You are in good company.

President Gee:

Thank you very much.

Dr. Wadsworth:

You are welcome.

President Gee:

He thanks you also.

Dr. Wadsworth:

I am sure he will.

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Mr. Schottenstein:

It was unanimous.

Dr. Wadsworth:

Certainly was.

Now for those of you who read the Dispatch this morning, there were a couple of interesting stories; I will focus on one of them. There was a very nice story about the ice-core work that was done by Professors Lonnie Thompson and Ellen Mosley-Thompson. They have dug up a new set of ice-cores that correlate in different geographical regions with previous work that really sets the standard for understanding global climate change. I want to take a moment to express my own immense... I am just truly in awe of the work they have done. In a sense, these ice-cores capture the history of the world. Some of those ice-cores come from regions that no longer have ice. So I keep asking about back-up generators; how many do we have because people could be coming a hundred years from today and studying because every year a layer of dust and then ice forms and various botanical material. You can go back in time and study. This work is not world class, its world leading. It is an absolutely world leading piece of work and it represents two careers. We were delighted to hear a resolution to award the Sullivant Medal, which is only given every five years, and I will give you a quote, it's for "recognition by means of a practically imperishable record, of an admittedly notable achievement on the part of a son or daughter of the University." This goes to Professors Lonnie Thompson and Ellen Mosley-Thompson and quite rightly so.

We had three brief discussions. The first was the College of Food, Agricultural and Environmental Sciences (FAES) by Dr. Bruce McPheron, our new Dean. He discussed the state of his College. This is a really important area, it has been historically, but it is into the future. One of the more well established databases is on human population and there is no doubt that over the next 40 years, the human population is going to increase rapidly from about seven to nine billion. That brings with it incredible stresses on the production of food which then causes incredible pressures on water and on energy, then there will be concomitant issues around national security and conflict. Solving the food problem through agricultural innovation as well as the bringing together of different sciences is key to not only the future of Ohio but of the world.

Talking of Ohio, one out of six Ohioans have been "food insecure" in the last year. We think of ourselves as being a pretty healthy state but actually one in six people are hungry. That is something we want to solve as well.

All of this works right at the heart of the discovery themes. We are confident we can make major advances. There are issues and Dean McPheron quite correctly brought these to the committee. I would like to quickly comment on them.

One is something that our President and our Provost to-be have struggled with which is bringing together distinct areas under one college. He wants to build a one college brand and mentality for the four distinct areas under the Dean's areas of responsibilities. The second is there is a lot of, quite frankly, 20th Century infrastructure in place that needs to be upgraded. We come back to our investment decisions and the tough ones we have to make, where are we going to invest? We need to think about that and there is work underway to plan and help us think about that.

In the budget model that depends on volatile state appropriations, we have got to make sure the college is financially able to participate and is adding value through extension. Extension programs reach a quarter of a million Ohio youth each year,

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which is fantastic; some very powerful things here.

We asked about the international dimension to the college and it's very strong. This college has an international reputation that is very powerful. I was pleased to note that 40% of their students graduating have had an international experience. They are heading up to 100% Gordon. 100% have had an internship, which we all think is very powerful in producing students that are ready for the work force. A very good review and we are going to be following up in a number of areas.

The next area was on our Second Year Transformational Experience Program or STEP; which I think we are all getting used to that acronym. It was presented by Dr. Javaune Adams-Gaston, who I think is in the audience, and her colleague Professor Leslie Alexander. We are very interested in following this program. This was approved as a pilot for the 2013-2014 academic year. The first question was how many people would sign up for it: how many second year students would sign up for it; how many faculty would? We are delighted to report that the 1,000 student slots were met by a request from 1,500 students and the number of faculty slots of 50 was exceeded also so we have a very vibrant energetic group of people wanting to take this pilot program on. We are seeing a very strong start.

One of the key aspects of the program is to facilitate faculty student interaction. Here is an interesting piece of data; a survey revealed that 50%, one out of two students nationwide had not had an interaction with a faculty member outside the classroom. This is a great shame, because for many of us, we reflect on our own backgrounds and it was a faculty member or two who had an influence on our choices and how we made decisions. Absent that, I think we are missing a piece of education. That is something that we are really focused on in this program.

There are six experiential education opportunities: studying abroad, internships, service learning, undergraduate research, leadership, and artistic creative endeavors. We are off and running and faculty involvement will be overseen by the usual committees. By 2016 all of Ohio State's second year students will be included in STEP.

The third and last area was a discussion by our Vice President of Research, Caroline Whitacre, and we asked her to come and tell us about the impact of sequestration the federal grant portfolio. Just a quick reminder, sequestration was designed to be such a bad idea that it would never be implemented; lets invent something that is so "dopey", no one will ever sign up and implement. But here we are; it's being implemented. As a result, it has a bunch of bad consequences because it basically does an across the Board cut instead of allowing people to select what is the most appropriate places.

It's a total of \$1.3 trillion over eight years. That translates to \$85 billion this year. We are half-way through this year so there are only six months left to make those cuts which means it doubles the impact.

That's the problem statement.

It turns out that we are going to lose about \$13-\$14 million out of a budget of about \$70-\$80 million which is actually less than we predicted. Some of the implementation steps haven't been put in place the way they were intended to be or reported to be. We have seen a 20% reduction in National Science Foundation grants this year in anticipation of the sequester and the National Institutes of Health has reduced the amount they will fund. It turns out, there are different ways of implementing the cuts but they are all pretty broad based. We are all holding our breath a little bit to hope that we don't see a major impact in the programs here. The fact is budgets are going down and we need to get ready.

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In that regard, I am pleased to say that we are working together between Battelle and Ohio State in developing a proposal center here at the university modeled on the ones we use to try to go after larger federal grants in a very systematic way and we are hoping to have success in that.

That's my report Mr. Chairman and all of those items I mentioned are on the consent agenda.

President Gee:

Can I just make one comment because I want to come back to something? First of all, we really blessed to have hired one of the most forward thinking leaders of agriculture and its related activities in the 21st century, Bruce McPheron. Jack was very instrumental in that hiring by the way and our partner in that regard. One of the things you mentioned and I want to combine this with the power of Ohio State that we have never really fully understood.

The Punjab Agricultural University was really established partly by Ohio State. Punjab Agricultural University, the premier of its kind in India, was central in the Green Revolution, which was the feeding of India. This revolution literally impacted a billion people. We went to Brazil and we went to ESALQ (Luiz de Queiroz College of Agriculture) which is the Premier Agricultural University in Brazil. About a third of their faculty are Ohio State graduates. We could have held a faculty meeting there. ESALQ has been instrumental in Brazil now and expects to move to the front ranks by the year 2020. Brazil will be feeding the world because of their tremendous agricultural activity. So the annotated consequences of the power of one college in terms of its worldwide impact is something that we need to cherish and understand.

Dr. Wadsworth:

Indeed.

Mr. Schottenstein:

Other comments? Dr. Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. I guess this is a comment because there is not an easy answer to a question you would make. In response to the challenge you had mentioned that Dean McPheron is taking on now with four colleges in FAES and how do you get the power of "One". We face it broadly as a University but getting the right balance of what's the power of the "One" versus the continued importance of individuality because we are so diverse and some of the subject matter is so different. This is a huge sociology challenge and I hope we are bringing the best thinking that you can capture at this University or elsewhere. As we go through that process to get to the right balance because in the end, we will have the power of the greater unit but we don't want to be homogenous. We have got to have the right diversity to really be the outstanding institution we want to be.

Dr. Wadsworth:

I think there are a couple of good models at Ohio State on how it's being done. The Dean, I think, is going to do a good job with it.

Mr. Schottenstein:

Yes, Jack.

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Mr. Fisher:

Thanks for your report Jeff. I would like to add the subject matter of water to this whole discussion. Right now at this point in time, unfortunately the State of Ohio is recognized nationally right now for what has been going on over the last couple of years in Grand Lake St. Marys relative to toxic algae growth. Now it has spread to the western part of the Lake Erie basin. We have a window of opportunity here in the next several years to enhance our overall research engagement. What we do at a land-grant university through our College of Food, Agricultural and Environmental Sciences but in collaboration with several disciplines to do a lot of great things in the water area. Ohio is blessed with an abundant supply of water. How we use it for transportation; for recreation; to fishing; to use in agriculture and manufacturing processes for food; all of these take a lot of water. We are now dealing with oil and gas in Eastern Ohio. Fracking takes a lot of water. Now is the time for us to step up and be fully engaged in dealing with our water resource.

Dr. Wadsworth:

I am pleased to tell you that a new company is being spun out called the Window Water Company to treat the water from fracking so that it can be appropriately reintroduced. There is some very powerful work going on in the state in that technology area. You are right. I think a lot of people who have studied the broad area all end up saying "it's all about water". Ultimately, it's all about water.

President Gee:

Mr. Chairman, if I can make one comment. I want to really come back to Dr. Cloyd's comment. I think that it is so critical. I think everyone around this table and certainly the Administration is committed to the power of "One University". If we turn it into the command and control system, if we crush creativity and individuality, then we have lost the very issue we are trying to create. I think that the line of differences, diversity and equations of brilliance being recognized at the same time using our power to bring that together; it's a sociological shift. It's also a cultural shift about how we think about ourselves. As you know, one of our major focuses is on talent and culture but trying to keep it within that boundary. There is a difference between being centrally centralized and centrally driven. We have to draw those lines very distinctively. The Board needs to really hold our feet to the fire on that one.

Mr. Schottenstein:

Any other comments on Jeff's report?

Mr. Jurgensen:

Last point. All of this is required in order to have an honest and continuous examination of what you value. It's easy to take the argument for and against decentralization to illogical extremes. Almost always, they get smoked out by identifying what people's assumptions are about what is most important and what is valued the most. This really lies as the heart of getting the University more efficient without becoming less effective and if we became homogeneous we would be less effective. You really need to come at this with how do we make it a win-win? Probably the central principle that people have to get comfortable with in this regard is how they can be held accountable but not responsible for every single thing that goes on. In other words, they have to rely on another part of the University. They have to rely on a matrix. If they can't rely on a matrix because there is a basic fracture in trust, then Gordon, you will never get there.

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President Gee:

You have said it exactly right.

Mr. Schottenstein:

Just one additional comment I would like to make. Underscoring what you said Gordon concerning our new Dean of FAES, Dean McPheron, and I think I speak for those at the Academic Affairs Committee yesterday who were there to hear his report. We talked earlier about the challenge we have in terms of tuition and affordability and how we manage our resources and as much as we would like to do everything, we can't. We have to make decisions on what we want to do just as much as make decisions on what maybe we shouldn't be doing. I do think that in terms of our history, our mission, our land-grant roots that have been mentioned earlier today, our awareness and also our opportunity, this Board, I believe as I said I speak for everyone, we are really impressed by and inspired by his presentation and his leadership. The challenge that he laid down with not just where we are with this in a really good place and historically where we have been but in terms of where we can go and where we can take this. Ohio State's leadership position in this area that is really, you could argue, is central to our core and almost any other part of this University. We are really lucky. I think we are in the right place in the right time with the right person. It's a very exciting time for that part our university on a lot of fronts. In a few moments, we will be paying tribute to some out-going Trustees. One of whom, Jack Fisher, has been pounding the drum as hard as any member of this Board on this issue for the last number of years and the Board gets it.

Ok. Jerry, the Finance Committee.

Mr. Jurgensen:

Thank you Mr. Chairman. Yesterday was a day of reviewing a lot of information about a lot of different things; a lot of financial scorecards and physical scorecards related to construction projects and what not.

Mr. Brass already discussed numbers relative to the Medical Center. On the academic side of the house, I would simple say that for the first seven months of the fiscal year, revenues are up about 7% and expenses are up about 7%. Both of those are consistent with how we planned the year to unfold so I have nothing exceptionally positive or negative to say about the numbers.

A normal reoccurring task for us is to consider the issue of waivers of competitive bidding. We have policies and procedures here about how we go to market to buy things. From time-to-time for appropriate reasons, we need waivers of those rules and procedures. We did that 16 times in this quarter. That's in line with our historical practice.

Ms. Ready presented the Project Status Report. The nice thing about Ohio State is it doesn't matter which direction you look; you will see a crane. Her department follows every one of those projects very closely. We have nothing that appears, at this moment in time, that would create a budget problem, timing problem, or anything of that like, so, all are on track.

Mr. Kasey presented an update on our Framework Plan which really takes the entirety of the Ohio State campus, breaks it into districts, and attempts to look out five to six years. We do this on a recurring basis so every year is an update, drop a year, add a year five out to try to get a handle on capital requirements and capital needs. We started the presentation having Mr. Chatas remind us of our overall financial position at the moment. I think the quick way for all of us to think about it is that no new requests for debt will come our way until one year after the new hospital

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is opened. That doesn't mean that we are absolutely, entirely, totally out of debt capacity, but where we are really is in a place and we have an understanding with the rating agencies that we will sit tight until we bring the major capital investment which is a billion dollar addition to the Medical Center online and get through that first year.

On the Physical Environment Scorecard, the noteworthy item there is that Mr. Kasey pointed out is that we continue to look very hard at the issue of energy utilization across the campus and continue to try to find ways to become more efficient in that regard. They have had a lot of success to date in that. Actually, I think this goes back to the Framework Plan in the beginning and the things that we talked about when that effort first unfolded. I think kudos to Mr. Ratner and that whole efforts because taking that total University approach to buildings and where things should be and how they should be located rather than our old model of letting everybody do their own thing wherever, whenever, is that enables you to look at the energy grid and things like that. It's going to translate into real money.

We went through six items for action, all of which Dr. Gee will go through on the consent agenda; they all looked fine to us.

That concludes my remarks.

Mr. Schottenstein:

Good report. Any questions, comments for Jerry? Thank you.

Lastly, our Governance Committee, Alex Shumate.

Mr. Shumate:

Mr. Chairman, we have two action items coming from our meeting yesterday on the consent agenda. Item three is the Ratification of Committee Appointments and it includes the appointment of Mr. VanderMolen as a member of our Advancement Committee. Also Mr. Chairman, part of our responsibility is the annual election of Officers of the Board consistent with our By-laws that specify that the officers of the Board shall be elected at either the February or April meeting. Specifically the rule that govern this provision reads as follows: "All officers shall take office at the adjournment of the April meeting of the Board or on April 1 if there is no April Board meeting, and shall hold their office through the following April meeting of the Board of trustees". The Governance Committee, in conjunction with the Board, established traits and qualities that we as a Board looked for in our Chair. The chair shall be elected to a one-year term, and if eligible under his or her term as trustee, may serve a second and a third year. As you know we identified last year the following traits and I want to emphasize that these are in addition to walking on water. The Chair of the Board must build consensus, be collaborative and inclusive and also be an effective communicator who advances good governance practices. We also emphasize that the Chair should be visible within the University community and advocate on behalf of the University.

I am very pleased to report after the committee review and analysis a determination was made unanimously that our current Chair not only met these expectations but indeed exceeded them.

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ELECTION OF OFFICERS

Resolution No. 2013-67

On behalf of the Governance Committee, I would like to place in nomination:

Robert H. Schottenstein as Chair of the Board

Also, I would like to place in nomination:

Alan W. Brass as Vice Chair of the Board, and

David G. Horn as Secretary of the Board

Upon motion of Mr. Shumate, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by a unanimous show of hands.

Mr. Schottenstein:

Thank you Mr. Shumate, appreciate it.

The consent agenda is now before the Board. I would like to call on our President to report it to the Board.

President Gee:

Thank you very much Mr. Chairman. First of all congratulations to you. I think that we all recognize this has been a superb year for the University. A University is only as good as its Board and we have a superb Board. Just hearing these reports today reminds me of that. It requires dedicated leadership and you have provided that and more. Bobby you are incredibly capable and have led us forward in ways that none of us could possibly imagine right now. I think that we want to acknowledge that.

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CONSENT AGENDA

Today, we have a total of 22 resolutions on the Consent Agenda. Therefore, we are seeking approval for the following:

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-68

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

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

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on January 10, 2013:

NOW THEREFORE

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

(See Appendix XXXIX for background information, page 791)

RESOLUTIONS IN MEMORIAM

Resolution No. 2013-69

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

S. Earl Brown

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 22, 2012, of S. Earl Brown, Professor Emeritus in the Department of Geography.

Professor Brown was a graduate of West Chester Pennsylvania State Teachers College and of the University of Wisconsin where he received a Master of Science and PhD Degree. He was a veteran of the European Theater in World War II. Professor Brown retired in 1989 from The Ohio State University where he was employed for 32 years serving as Professor in the Department of Geography. He was the recipient of the University's Distinguished Teaching Award in 1967. Many students who recall their education in the Department of Geography do so because of the inspiring and thoughtful lectures of Professor Brown. To this day his explanations on topics such as industrial location and economic geography are remembered and influential. Professor Brown later served as Acting Dean and Dean of the College of Social and Behavioral Sciences. He was a member of various University committees providing a steady hand and insightful comments to achieve the best outcome, both for the University and its students.

Prior to his service at Ohio State he was on the faculty at Indiana University. In 1967 he was a Visiting Professor at the University of Natal, Pietermaritzburg, South Africa.

Professor Brown especially liked a quote from Henry Adams, "A teacher affects eternity; he can never tell where his influence stops". Professor Brown was a truly gifted professor who exhibited great care and concern for all of his students. He is remembered fondly for his academic and personal mentoring as students pursued their degrees. Professor Brown's teaching, indeed his life, reflected a generous spirit, a loving kindness and a genuine concern for all of those who needed him. His thoughtfulness was legendary...thank you cards, birthday cards, congratulatory cards and an annual Christmas card list that extended back the full length of his career. He never forgot his students, colleagues, and friends and was grateful to them for their enduring friendships.

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

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Sidney Chafetz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 12, 2013, of Sidney Chafetz, Professor Emeritus of Art in the College of Arts and Sciences.

Professor Chafetz enrolled at the Rhode Island School of Design in 1940. He was drafted into the U.S. Army two years later and served until 1945. After being injured in the Battle of the Bulge as a soldier in the famed 99th Infantry Division, he returned to school and graduated in 1947. He then continued his professional training at L'Ecole Americaine des Beaux Arts in Fontainebleau and the Académie Julian in Paris. Professor Chafetz began teaching at The Ohio State University in 1948. He was instrumental in establishing and nurturing the printmaking program in the Department of Art. He retired in 1982 to concentrate on his own work. Countless friends and lifelong students knew him as encouraging, demanding, erudite, and witty.

Professor Chafetz was passionately interested in politics, justice, education, and literature and almost equally fond of puns, jokes, and bawdy humor. To him, being an artist meant "using satire to stab at pomposity, whether in my own field of academe or in our political world" and "honoring the great poets and writers who speak to the human condition". These beliefs permeated his art. Professor Chafetz believed his art should challenge viewers never to forget "the evil mere mortals can do when they abuse power".

He produced memorable images chronicling political foibles and outrages from the 1950s through the first decade of the 21st century; "academic satires" of life on a large Midwestern college campus; countless portraits of authors and poets as varied as Sholem Aleichem and Amy Lowell; and moving prints celebrating his immigrant ancestors and heritage as a Jewish American.

Professor Chafetz remained active as a working and exhibiting artist throughout his life, with ideas for new projects percolating even in his last days. His appreciation for literature sparked his longtime involvement with Ohio State's Logan Elm Press. His prints are held in private and corporate collections worldwide, and in such museums as the Cincinnati Art Museum, the Cleveland Museum of Art, the Library of Congress, the Museum of Modern Art, the New York Public Library, and the Columbus Museum of Art, a major repository of his work.

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

Mathew Herban III

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on Friday, February 16, 2013 of Mathew Herban III, Associate Professor Emeritus in the Department of History of Art.

Professor Herban held a Bachelor of Arts degree in English from American University and a Master of Arts degree from Boston University. He received his PhD in History of Art from the University of Pennsylvania in 1972 for a dissertation on the late 19th century French painter Maurice Denis. Professor Herban taught at the University of Maryland and Mary Washington College of the University of Virginia before coming to Ohio State in 1973. His teaching and scholarship interests focused on 19th and 20th century European art, with a special emphasis on the art of Paul Gauguin.

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Professor Herban taught at Ohio State for 25 years, during which time he supervised no fewer than ten doctoral theses and served as the primary advisor of nine masters students. He was also a popular teacher among undergraduates; in 1987 received the Arts and Sciences Student Council Award for Outstanding Achievement in Teaching. He developed a number of specialized courses during his long career at Ohio State, most notably "The Art of Paris", which featured a study-abroad component.

Mathew Herban was an active member of the University community and served on numerous department, college, and University committees, including the University Senate, the International Studies Advisory Committee, the University Gallery Advisory Committee, and the Graduate Council. He was also an impassioned proponent for the arts in the community at large; serving along with his wife Tricia, as art columnist for the Columbus Citizen-Journal from 1979 to 1985.

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

Thorvald Kristoffersen

The Board of Trustees of the Ohio State University expresses its sorrow upon the death on January 25, 2013, of Thorvald (Kris) Kristoffersen, Professor Emeritus of the Department of Food Science and Technology in the College of Food, Agricultural and Environmental Sciences.

Professor Kristoffersen held a Bachelor of Science degree from the Royal Veterinary and Agricultural College, Copenhagen, Denmark and his Master of Science and Doctor of Philosophy degrees from Iowa State University. He joined the faculty of the Ohio State University in 1955, where he taught and conducted scholarship for over 27 years. Professor Kristoffersen was a Professor of Dairy Technology from 1955 to 1970. He oversaw the formation and growth of the Department of Food Science and Nutrition from 1970 to 1984. His teaching and scholarship were in the field of the science and technology of cultured dairy products and food lipids. He retired from the University in 1984 as a Professor Emeritus.

He was an internationally recognized authority on the chemistry of cheese ripening and received the Lewis-Pfiser Award in recognition of outstanding cheese research. He served for over twenty years as a member of the Board of Directors of the Swiss Cheese Association. Professor Kristoffersen was also active in a number of professional organizations, including the American Dairy Science Association where he served on the Editorial Board of the Journal of Dairy Science, as Chair of the Dairy Food Division, and on a variety of sub-committees. He was also active in the Institute of Food Technologists, and the International Association of Milk, Food and Environmental Sanitarians.

Kris was a very active member of the University community, and served on numerous departmental, college and University committees, including the College of Food, Agricultural and Environmental Sciences instruction committee, the University Conference Committee of the Teaching Staff, the Graduate Council, as Chair of the University's Distinguished Teaching Awards Committee, three years on University Senate and three years on the Council of Student Affairs.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Thorvald Kristoffersen its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed in the minutes of the Board of

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Trustees and that a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Richard R. Lanese

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 23, 2012, of Richard R. Lanese, Professor Emeritus of Epidemiology and Public Health in the Colleges of Public Health.

After serving in the US Marine corps, Professor Lanese received his PhD in psychology. He was a full professor at The Ohio State University College of Medicine in the Department of Preventive Medicine, which evolved into what is now the College of Public Health. His areas of expertise were epidemiology and public health. He retired in 1995 as Professor Emeritus.

During his time at Ohio State Professor Lanese was dedicated to serving the academic community. Included in his leadership roles were terms as president of Ohio State's Faculty Club, Chair of the University Senate Steering Committee, and Chair of the University Athletic Council. Professor Lanese influenced his students in their understanding of how to approach a problem and think critically towards its resolution. A strong supporter of ethics in research, he was an early member of the University's Institutional Review Board to ensure ethics in human research within the biomedical sciences. Externally, Professor Lanese served in community leadership roles, consulting with nonprofit organizations, private businesses and government agencies on health-related matters.

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

Leopold Liss

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 1, 2013, of Leopold Liss, Professor Emeritus in the Department of Pathology.

Dr. Liss received his Baccalaureate in Humanities in Lwow, Poland, 1941; and his Doctorate of Medicine from Ruperta Carola University, Heidelberg, Germany, 1950. He was Professor Emeritus in the Department of Pathology and served as a Professor in the Departments of Pathology, Neurology, Psychiatry, Veterinary Medicine and Faculty of the Graduate School. Dr. Liss also served as the Former Director of the Division of Neuropathology, Director of the OSU Cognitive Disorders Clinic, and Co-Director of the Office of Gerontology at Ohio State. Dr. Liss was an established authority on dementia and as such organized symposia and authored hundreds of publications. He was a co-founder of the National Association of the Alzheimer's Disease and Related Disorders Association, Vice-President of the American Association of Neuropathologists and co-founder of the Columbus Alzheimer's Association. He also served on the State of Ohio Governor's Task Force on Alzheimer's disease. For the past 21 years, Dr. Liss provided distinguished service as the Medical Director of the Columbus Alzheimer Care Center.

His passion and dedication were honored with numerous awards including the Genesis Award from the National Alzheimer's Association; Educator of the Year from the Ohio Network of Educational Consultants; Distinguished Research Leadership Award from

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the Ohio Research Council on Aging; and Humanitarian Award from the Alzheimer's Disease Association, Miami Valley Chapter.

On behalf of the University community, the Board of Trustees expresses to the family of Dr. Leopold Liss its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

James Pantalos

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 11, 2013, of James Pantalos, Professor Emeritus in the College of Social Work.

Professor Pantalos served in the 15th Air Force in North Africa and in Southern Italy during WWII. Following his service he earned a Bachelor of Social Work degree from Miami University in Oxford, Ohio, and a Master of Social Work from Carnegie Tech in Pittsburgh. He worked at Columbus State Hospital and the Columbus City Health Department before joining the faculty of the School of Social Work at The Ohio State University in 1963.

Professor Pantalos was an enthusiastic and dedicated teacher who was devoted to his students. As a social work faculty member, Professor Pantalos trained a generation of social work practitioners with rigorous expectations and an enduring commitment to the most vulnerable members of society. Countless social work students considered him both a friend and a mentor. The entire community benefitted from services provided by Professor Pantalos's students.

Professor Pantalos was well respected by many students, faculty, staff, and the community. Social work alumni have commented on his enthusiasm, his vision, and his commitment to each of his students. Many of them attribute their professional success to Professor Pantalos.

Professor Pantalos retired in 1985; however he continued to serve students as the faculty advisor to Alpha Phi Omega well beyond his retirement. Professor Pantalos served his community throughout his life. He was an adult volunteer at COSI for many years and a member of the Annunciation Greek Orthodox Cathedral.

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

Charles O. Ross

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 12, 2013, of Charles O. Ross, Associate Professor Emeritus in the College of Social Work.

Professor Ross earned a BA in English from Stillman College and an MA in Social Work from the University of Chicago. Prior to his arrival in Columbus Professor Ross worked as a case worker and community advocate in Indiana, served as the director of community participation for the Welfare Council of Metropolitan Chicago, and as a faculty member at the University of Chicago. A highly sought political advisor, Professor

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Ross was involved in the campaigns of the first African American mayors to be elected in both Gary, Indiana and Chicago.

Professor Ross joined the faculty at The Ohio State University in 1970 as the first chairperson of the Black Studies Department. He was a fierce advocate for greater opportunity for African American students, faculty, and staff at the University and led a number of protest meetings to call attention to inequities. Although Professor Ross was removed from this position after his first year, he remained a faculty member in the College of Social Work until his retirement in 2005.

Professor Ross taught his students the importance of advocacy and activism on behalf of disenfranchised groups. His students became engaged in important community issues, and understood from Professor Ross the importance of grass roots politics in achieving change on behalf of oppressed groups. Professor Ross was a champion of the minority and low-income student. He also set very high expectations for those students and held them accountable for achieving personal and professional advancement. Professor Ross was honored by social work students as a recipient of the outstanding faculty member award.

On behalf of the University community, The Board of Trustees expresses to the family of Professor Charles O. Ross its deepest sympathy and sense of understanding of their loss. It was 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 sympathy.

John C. Rule

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 12, 2013, of John C. Rule, Professor Emeritus of History.

Professor Rule held graduate degrees from Stanford University and Harvard University. While working on his PhD at Harvard, he held a Fulbright fellowship in Paris from 1953-1954, and a Sheldon Traveling Fellowship in 1957. During this time, he worked in the Bibliothèque Nationale and the Archives Nationales and began the continuing archival work that was the basis of his scholarship for the rest of his career.

Following a stint as an instructor at Northeastern University, he was appointed an Instructor in history at The Ohio State University in 1958. Two years later, he was put on the tenure track and rose from Assistant Professor to Professor in 1968. He served Ohio State until his retirement in 1995. He was one of our outstanding teachers, remembered warmly by generations of students, both undergraduate and graduate. He was also one of the pillars of the University as a committee member and as a faculty member who socialized and moved across disciplinary lines, for years holding a joint appointment in the French Department and serving on the editorial board of The Ohio State University Press.

Professor Rule was one of the leading historians of seventeenth and eighteenth-century French history and was recognized as a leader of the American School of Louis XIV studies. His publications on the Old Regime in France were prolific, from his edited work, *Louis XIV and the Craft of Kingship* (1970), to *Bureaucracy Under Louis XIV: The Department of Colbert de Torcy*, his final work, co-authored with Ben Trotter, that connects modern ideas of bureaucracy to the institutions and precedents set up by Louis XIV. His scholarship was recognized over the years by grants from the American Philosophical Society, the National Science Foundation, the National Endowment for the Humanities, the Newberry Library, and the Folger Library.

Professor Rule served the scholarly community in many ways. He was active in national and regional associations, and he presented papers all over Europe, the

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United States, and Australia. From 1963 to 1969, he was national secretary of the Society for French Historical Studies, which he also served as co-president in 1990. In 1974 he served as president of the American Society for Eighteenth Century Studies, Midwest Section and he served on numerous editorial boards. From 1975 to 1986 he was associate editor of French Historical Studies.

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

Robert F. Schwartz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 23, 2013, of Robert F. Schwartz, Professor Emeritus of Art in the College of Arts and Sciences.

Professor Schwartz attended the Columbus Art School on scholarship from 1956-57. He held a BFA degree in painting and graphics and an MA degree in painting, with minors in graphics and motion picture photography both from Ohio State.

Professor Schwartz came to the Columbus campus in 1971, following three years at the Newark Campus, where he established art and history of art programs. As a faculty member of what is now the Department of Art, he served students in the painting and drawing area. He was a devoted teacher and valued colleague.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Robert F. Schwartz its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed in the minutes of the Board of Trustees and that a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Alfred E. Stockum

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 8, 2013, of Alfred E. Stockum, Associate Professor Emeritus of Radiology in the College of Medicine.

Alfred E. Stockum was born on July 31, 1928 in New Concord, Ohio. After high school he enlisted in the Air Force for two years, becoming a Staff Sergeant and radar repair instructor, thereby earning the money for higher education. Following his discharge, he enrolled in Mount Union College, completing two years and then transferring to The Ohio State University where he received a BS degree in 1953 and a Medical Degree from the College of Medicine in 1958. Upon graduation he began a pediatric internship and residency at St. Luke's Hospital in Cleveland, Ohio where he met his wife Mary Ann who was an Emergency Room nurse. He completed a residency in Radiology at Ohio State from 1961 to 1964 and then a Fellowship in Pediatric Radiology at Los Angeles Children's Hospital.

Al joined the faculty at The Ohio State University Hospital and became an attending radiologist from 1965-1995 where he advanced to the rank of Associate Professor. It was during this time that he developed his expertise in the evolving forefront field of Interventional Radiology. His calm demeanor, positive attitude, and quiet, caring nature was a great asset for a specialty that was dealing with high risk and difficult patients. He was kind and well-liked by all. His advice was eagerly sought after by attendings of other specialties and the medical students, technologists, and staff alike. His

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contribution to the education of young students was recognized with many awards not only from the Department of Radiology, but also from residents of other departments such as Surgery and Medicine. In spite of his busy schedule, Dr. Stockum led the corporate affairs of the Department of Radiology as the President of University Radiologists, Inc. Upon his retirement he was awarded the title of Associate Professor Emeritus for his many contributions to The Ohio State University and its Medical Center. Dr. Stockum held many roles in his church, Boulevard Presbyterian, where the congregation and Pastor held a beautiful and fitting Memorial, which many friends and colleagues gave testimony to his life well lived.

He and his wife of fifty-three years Mary Ann established The Dr. Alfred and Mary Ann Stockum Medical Student Scholarship Fund (666865) to support the education of worthy medical students. Contributions can be made c/o Office of Development and Alumni Affairs, The Ohio State University, 660 Ackerman Road, P.O. Box 183112 Columbus, Ohio 43218-3112.

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

Ann M. Sullivan

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 11, 2013 of Ann M. Sullivan, Instructor Emeritus in the University Libraries.

Instructor Sullivan was born on July 24, 1923, in Columbus, Ohio. She received a Bachelor of Arts degree in sociology from the College of Saint Mary of the Springs, Columbus, Ohio, in 1944 and a Master of Arts degree in Library Science from Marywood College (now Marywood University), Scranton, Pennsylvania in 1952. She was the recipient of a scholarship to Marywood College in support of her graduate studies. Prior to her appointment in October 1953 by The Ohio State University Libraries, she served as a branch assistant at the Columbus Public Library and as a cataloger and reference librarian at the College of Saint Mary of the Springs. She retired from Ohio State in December 1979, after serving for twenty six years with the Libraries, and was awarded emeritus status in January 1980.

Instructor Sullivan served meritoriously as a cataloger of monographs and serials at The Ohio State University Libraries, with special proficiency in foreign language materials published in French, Spanish, and Portuguese. William Studer, Director of University Libraries, noted her outstanding contributions to the work of University Libraries. He commended her for using her expertise to create easy access to library materials for patrons, for her active involvement in her profession and continuous efforts to develop new professional skills. Throughout her career, Instructor Sullivan maintained involvement with key professional associations: the American Library Association, the Ohio Library Association, and the Catholic Library Association. She served her local community through involvement in the Clintonville Women's Club and the Immaculate Conception Catholic Church.

On behalf of the University Community, the Board of Trustees expresses to the family of Instructor Ann M. Sullivan its deepest sympathy and sense of understanding of their loss. It was 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.

RATIFICATION OF COMMITTEE APPOINTMENTS 2012-2013

Resolution No. 2013-70

BE IT RESOLVED, That the ratification of committee appointments for 2012-2013 are as follows:

Academic Affairs and Student Life Committee:

Jeffrey Wadsworth, Chair
John C. Fisher, Vice Chair
Algenon L. Marbley
Linda S. Kass
Janet B. Reid
Clark C. Kellogg
Timothy P. Smucker
Cheryl L. Krueger
Benjamin T. Reinke
Kevin G. Boyle (Faculty Member)
Robert H. Schottenstein (ex officio)

Advancement Committee

G. Gilbert Cloyd, Co-Chair (Charter Trustee)
Linda S. Kass, Co-Chair
John C. Fisher
Clark C. Kellogg
Timothy P. Smucker
Michael J. Gasser
Benjamin T. Reinke
John W. Kessler
Nancy Kramer
ALAN VANDERMOLEN
Christopher A. Ito (Alumni Assn Member)
Larry Moore (Alumni Assn Member)
John B. Gerlach (Foundation Brd Member)
David T. Kollat (Foundation Brd Member)
Robert H. Schottenstein (ex officio)

Audit and Compliance Committee:

Algenon L. Marbley, Chair
John C. Fisher, Vice Chair
Ronald A. Ratner
William G. Jurgensen
Clark C. Kellogg
Cheryl L. Krueger
Michael J. Gasser

Benjamin T. Reinke
James Gilmour
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Robert H. Schottenstein (ex officio)

Finance Committee:

William G. Jurgensen, Chair
Ronald A. Ratner, Vice Chair
Brian K. Hicks
Alan W. Brass
Alex Shumate
Michael J. Gasser
Evann K. Heidersbach
G. Gilbert Cloyd (Charter Trustee)
Corbett A. Price (Charter Trustee)
Jo Ann Davidson
Robert H. Schottenstein (ex officio)

Medical Affairs Committee:

Alan W. Brass, Chair
Corbett A. Price, Vice Chair (Charter Trustee)
Brian K. Hicks
Algenon L. Marbley
Janet B. Reid
William G. Jurgensen
Jeffrey Wadsworth
Cheryl L. Krueger
Evann K. Heidersbach
Robert H. Schottenstein (ex officio)

Governance Committee:

Alex Shumate, Chair
Janet B. Reid, Vice Chair
Alan W. Brass
Linda S. Kass
Jeffrey Wadsworth
Timothy P. Smucker
Evann K. Heidersbach
G. Gilbert Cloyd (Charter Trustee)
Robert H. Schottenstein (ex officio)

ADOPTION OF UNIFORM STATEWIDE STANDARDS FOR REMEDIATION-FREE STATUS

Resolution No. 2013-71

Synopsis: Approval to adopt uniform statewide standards for remediation-free status as established by the presidents of Ohio's public colleges and universities in December 2012, is proposed.

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WHEREAS approximately one-third of all recent public high school graduates who enter a public college or university in Ohio must enroll in at least one remedial course in English or mathematics; and

WHEREAS the state of Ohio wishes to reduce the number of college and career bound students who need non-credit bearing remedial courses before they can begin their credit bearing work; and

WHEREAS Ohio House Bill 153 (FY12-FY13 operating budget bill) required that the presidents of all state institutions of higher education jointly establish uniform statewide standards for students to be considered remediation-free for college level English, writing, mathematics, and science; and

WHEREAS the presidents of Ohio's public colleges and universities established standards for remediation-free status in December 2012; and

WHEREAS Ohio House Bill 153 (FY12-FY13 operating budget bill) provided that the managing authority of each state institution of higher education adopt the remediation-free status standards into the institution's policies:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the adoption of the uniform statewide standards for remediation-free status for The Ohio State University.

(See Appendix XL for background information, page 792)

REVISION TO THE UNIVERSITY NONSMOKING POLICY

Resolution No. 2013-72

Synopsis: Approval to revise the University Nonsmoking Policy to a Tobacco Free Policy, is proposed.

WHEREAS the University desires to become the world's healthiest university; and

WHEREAS in furtherance of this commitment, the University recognizes the need to reduce and eventually eliminate the use of tobacco on university owned or controlled property; and

WHEREAS the Wexner Medical Center at The Ohio State University and contiguous Health Science Colleges were approved to become Tobacco Free in 2006; and

WHEREAS the University has engaged in a broad-based discussion with faculty, staff, students, and community members, and the Senior Management Council supports a Tobacco Free university; and

WHEREAS the University's Office of Human Resources is proposing to revise the Nonsmoking Policy 7.20 into a Tobacco Free policy; and

WHEREAS the University is currently soliciting approval on a draft Tobacco Free policy, is consulting with University Senate and other constituent groups, and will secure approval through the University Policy Process and all appropriate management committees prior to implementation of this policy; and

WHEREAS in July 2012 the Ohio Board of Regents, with the support of the Chancellor, recommended that each Board of Trustees of the University System of Ohio implement its own policy to establish its campus as Tobacco Free:

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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the University's developing and adopting a Tobacco Free Policy following the process prescribed by the University Policy Process, with a proposed effective date of August 1, 2013; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves for the University to make further changes to the policy and procedure adopted pursuant to this resolution as needed from time to time; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that as a part of the general health improvement programs of the University, voluntary tobacco cessation and stress reduction services for faculty, staff, and students will be made available as the University transitions to a Tobacco Free environment.

(See Appendix XLI for background information, page 796)

PERSONNEL ACTIONS

Resolution No. 2013-73

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the February 1, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Professional Improvement Leaves, Leave of Absence without Salary, Emeritus Titles and Promotion to Professor with Tenure.

Appointments

Name: MELINDA D. CHURCH
Title: Vice President of Marketing and Communications
Office: University Advancement
Term: March 3, 2013 through March 2, 2018

Name: SHARON L. DAVIES
Title: Professor (The Gregory H. Williams Chair in Civil Rights and Civil Liberties)
College: The Michael E. Moritz College of Law
Term: July 1, 2013 through June 30, 2018

Name: ANDRAEA A. DOUGLASS*
Title: Vice President for Talent, Culture and Human Resources
Office: Human Resources
Term: February 25, 2013 through February 24, 2016

Name: GUOQIANG LI
Title: Associate Professor (The Irene D. Hirsch Chair in Ophthalmology)
College: Medicine
Term: March 1, 2013 through February 28, 2017

Name: OCTAVIO RAMILO
Title: Professor (The Henry G. Cramblett Chair in Medicine)
College: Medicine
Term: November 1, 2009 through October 31, 2014

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Name: GREGORY S. ROSE
Title: Interim Dean and Director
Regional Campus: The Ohio State University – Lima
Term: July 1, 2013 through June 30, 2014

* New personnel to University

Reappointments

Name: CHERYL L. ACHTERBERG
Title: Dean
College: Education and Human Ecology
Term: July 1, 2013 through June 30, 2018

Name: JAMES N. ALLEN
Title: Professor (The Battelle Professorship in Inhalation Therapeutics)
College: Medicine
Term: July 1, 2012 through June 30, 2016

Name: ARNAB CHAKRAVARTI
Title: Professor (The Max Morehouse Chair in Cancer Research)
College: Medicine
Term: April 1, 2013 through June 30, 2017

Name: MARY B. FONTANA
Title: Associate Professor (The Harry C. and Mary Elizabeth Powelson Professorship in Medicine)
College: Medicine
Term: July 1, 2013 through June 30, 2017

Name: GERALD S. FRANKEL
Title: Professor (The Det Norske Veritas (DNV) Designated Chair in Materials Science and Engineering)
College: Engineering
Term: July 1, 2013 through June 30, 2018

Name: MAURA L. GILLISON
Title: Professor (The Jeg Coughlin Chair in Cancer Research)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: January 1, 2013 through December 31, 2017

Name: ROBERT J. GUSTAFSON
Title: Professor (The Honda Designated Professorship in Engineering)
College: Engineering
Term: July 1, 2012 through June 30, 2017

Name: JANICE KIECOLT-GLASER
Title: Professor (The S. Robert Davis Chair of Medicine)
College: Medicine
Term: July 1, 2012 through June 30, 2016

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Name: HERBERT B. NEWTON
Title: Professor (The Esther Dardinger Endowed Chair in Neuro-Oncology)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2012 through June 30, 2016

Name: DAVID E. SCHULLER
Title: Professor (The John W. Wolfe Chair in Cancer Research)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2012 through June 30, 2016

Name: THEODOROS N. TEKNOS
Title: Professor (The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology)
College: Medicine
Term: August 1, 2012 through July 31, 2016

(See Appendix XLII for background information, page 798)

DEGREES AND CERTIFICATES

Resolution No. 2013-74

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on May 5, 2013, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XLIII for background information, page 801)

HONORARY DEGREES

Resolution No. 2013-75

Synopsis: The awarding of honorary degrees, is proposed.

WHEREAS pursuant to paragraph (B)(4) of rule 3335-1-03 of the Administrative Code, the President, after consultation with the Steering Committee of the University Senate, recommends to the Board of Trustees the awarding of honorary degrees as listed below:

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Annie Leibovitz	Doctor of Arts
Barack H. Obama	Doctor of Laws
Nancy Wilson	Doctor of Music

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

(See Appendix XLIV for background information, page 963)

JOSEPH SULLIVANT MEDAL AWARD

Resolution No. 2013-76

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

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

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

WHEREAS after a careful review of the nominations this Board of Award recommended to the President that Lonnie G. Thompson, Distinguished University Professor of Earth Sciences, and Ellen Mosley-Thompson, Distinguished University Professor of Geography, be the recipients of this award; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Joseph Sullivant Medal Award be presented to Lonnie G. Thompson and Ellen Mosley-Thompson in accordance with the provisions for granting this award.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-77

Synopsis: Acceptance of the University Foundation Report as of February 28, 2013, 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 Development Fund and The Ohio State University Foundation; and

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WHEREAS this report includes the establishment of The Harry T. Mangurian, Jr. Foundation Professorship in Business; The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship; the establishment of twenty-four (24) named endowed funds; the revision of five (5) named endowed funds; and the closure of The Thomas H. Patrick Free Enterprise Designated Professorship:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the acceptance of the report from The Ohio State University Foundation as of February 28, 2013.

(See Appendix XLV for background information, page 965)

NAMING OF THE CHILDREN'S EARLY LEARNING RESEARCH COLLABORATIVE
Resolution No. 2013-78

**In the Schoenbaum Family Center,
The College of Education and Human Ecology:
Crane Center for Early Childhood Research and Policy**

Synopsis: The naming of the Children's Early Learning Research Collaborative in the Schoenbaum Family Center at Weinland Park, located at 175 East 7th Avenue on The Ohio State University's Columbus campus; that will provide a scholarly and collegial environment for research training and collaboration from a variety of disciplines to impact the learning and success of young children in urban contexts, is proposed.

WHEREAS the Crane Center for Early Childhood Research and Policy will generate two scholarly white papers/publications per year on issues relevant to bridging practice-policy connections; and

WHEREAS the Crane Center for Early Childhood Research and Policy will position The Ohio State University as a national leader in the integration of research-practice-policy about young children in urban contexts; and

WHEREAS the Crane Center for Early Childhood Research and Policy will disseminate findings through training, collaboration, and consultation, including peer-reviewed publications and presentations; and

WHEREAS the members of the Crane family have been loyal friends and generous contributors to The Ohio State University, and they will provide significant contributions to the College of Education and Human Ecology:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Children's Early Learning Research Collaborative in the Schoenbaum Family Center at Weinland Park be named the Crane Center for Early Childhood Research and Policy.

NAMING OF THE SPORTS MEDICINE INSTITUTE

Resolution No. 2013-79

**At the Corner of Ackerman Road and Fred Taylor Drive,
The Ohio State University Wexner Medical Center:
Jameson Crane Sports Medicine Institute at The Ohio State University**

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Synopsis: The naming of the Sports Medicine Institute, the new facility to be located at the corner of Ackerman Road and Fred Taylor Drive on The Ohio State University's Columbus campus; that will be the new home of Sports Medicine at The Ohio State University Wexner Medical Center, located on the Athletic campus, is proposed.

WHEREAS The Ohio State University is uniquely situated to combine the efforts of a nationally recognized academic medical center, a prominent athletic department, and a major research university to create a preeminent academic Sports Medicine Institute, enhancing and promoting physical performance throughout the lifespan for the athlete in all of us; and

WHEREAS the new Sports Medicine Institute will provide expanded space for OSU Sports Medicine's collaborative, innovative programs of health care, education, training, and medical research, bringing over 15 interdisciplinary specialties centralized under one roof in its multiple clinical/surgical suites and research labs, making it the largest, most comprehensive sports medicine facility in the country with a square footage of 140,000 to accommodate the rapidly growing field of sports medicine; and

WHEREAS the new Sports Medicine Institute will enhance OSU Sports Medicine's mission to improve people's lives through physical activity through its coordinated services and resources to K-12, collegiate, and professional athletes; to coaches, dance, and fitness participants or professionals; to all individuals and families who engage in sports, physical fitness, or exercise, whether it be for overall health, injury/disease prevention, or improved physical performance; and will allow expansion of its services through outreach initiatives focused not only locally, but regionally and nationally as well; and

WHEREAS the new Sports Medicine Institute will serve the community with a broad range of personalized care and educational opportunities drawing upon all specialties and resources of sports medicine, such as injury prevention, physical performance and endurance, outpatient surgery, physical therapy and rehabilitation, asthma in athletes, arthritis management, coach certification, concussion screening, dance medicine, golf performance, cartilage restoration, etc.; and

WHEREAS members of the Crane family have been loyal friends and generous contributors to The Ohio State University, and they will provide significant contributions to The Ohio State University Wexner Medical Center for the planning and construction of the new Sports Medicine Institute; and this facility will honor Jameson Crane and family:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Sports Medicine Institute in the new sports medicine complex be named the Jameson Crane Sports Medicine Institute at The Ohio State University.

NAMING OF THE ADVANCED LANGUAGE INSTITUTE

Resolution No. 2013-80

**In Hagerty Hall,
The College of Arts and Sciences:
Loann Crane Advanced Language Institute**

Synopsis: The naming of the Advanced Language Institute in Hagerty Hall, to be located at 1775 College Road on The Ohio State University's Columbus campus; that

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will be the state's leading resource for the learning of second languages and the preparation of tomorrow's global leaders, is proposed.

WHEREAS the Advanced Language Institute will offer both master's and certificate programs to students with advanced language skills and disciplinary focuses such as engineering, business, or architecture, and will provide them with the specialized knowledge that will allow them to function effectively as professionals in that language; and

WHEREAS the Advanced Language Institute will provide students specialized knowledge about their particular discipline (history of the profession, professional training required in the target culture, professional organizations' culture, professional-level socialization, important research materials in that language, specialized vocabulary and tradition, etc.); and

WHEREAS the Advanced Language Institute will provide students with internships and service-learning opportunities in countries where their studied language is spoken, or in stateside situations where the target language is used exclusively; and

WHEREAS the Advanced Language Institute will offer students targeted study abroad opportunities to raise their skills to advanced levels and to develop a deep understanding of the culture; and

WHEREAS the Advanced Language Institute will identify native-speaking mentors (graduate students, professors, business people, etc.) in the student's domain or discipline to work closely with them to develop necessary professional skills; and

WHEREAS the members of the Crane family have been loyal friends and generous contributors to The Ohio State University and they will provide significant contributions to the College of Arts and Sciences:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Advanced Language Institute in Hagerty Hall be named the Loann Crane Advanced Language Institute.

NAMING OF THE CLASSICAL 101 RADIO STUDIO

Resolution No. 2013-81

**In the Fawcett Center
At WOSU Public Media:
Anne Melvin Classical 101 Radio Studio**

Synopsis: The naming of the Classical 101 Radio Studio at WOSU Public Media in the Fawcett Center, located at 2400 Olentangy River Road on the Columbus campus of The Ohio State University; that hosts studio spaces from 240 square feet to 1,200 square feet, a control room, and editing suites, is proposed.

WHEREAS the Fawcett Center is the main location of WOSU Public Media; and

WHEREAS Classical 101, 101.1 FM, is Central Ohio's only 24-hour classical music radio station featuring the best local and international performances all day, every day; and

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WHEREAS Anne Melvin has dedicated a lifetime of celebrating and sharing classical music; and

WHEREAS Anne Melvin has provided significant contributions to WOSU to support 101.1 FM:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Classical 101 Radio Studio at WOSU Public Media in the Fawcett Center be named the Anne Melvin Classical 101 Radio Studio.

NAMING OF THE VISITS AND EVENTS SUITE

Resolution No. 2013-82

In the Ohio Union: James J. Mager Visits and Events Suite

Synopsis: The naming of the Visits and Events Suite on the third floor of the Ohio Union, located at 1739 North High Street on the Columbus campus, is proposed.

WHEREAS Dr. James J. Mager made valuable contributions to his alma mater in the areas of Enrollment Management, University Registrar, Admissions, and Student Financial Aid; and

WHEREAS Dr. Mager was instrumental in implementing the Honors program, merit scholarships, competitive admission, and programs that led to a more diverse student body; and

WHEREAS in May 2006, the Student Visitor Center, located at 154 West 12th Avenue and attached to Enarson Hall, was named in honor of Dr. Mager's distinguished career at The Ohio State University; and

WHEREAS in 2010, the Visits and Events Suite was moved to the Ohio Union and the name and plaque did not follow this move:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Visits and Events Suite on the third floor of the Ohio Union be named the James J. Mager Visits and Events Suite.

EXPEDITED CREDENTIALING PROCESS

Resolution No. 2013-83

Synopsis: Authorization for a subcommittee of the Medical Center Board to use an expedited credentialing process to approve eligible applicants for clinical privileges and medical staff appointments consistent with established criteria when necessary, is proposed.

WHEREAS The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the Medical Staff Bylaws of The Ohio State University Hospitals and The

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James Cancer Hospital require timely processing of medical staff applications for appointment and reappointment; and

WHEREAS from time to time the meetings of the Professional Affairs Committee of The Ohio State University Wexner Medical Center Board (“Medical Center Board”) and may not allow for the timely processing of medical staff applications and granting of privileges as required by JCAHO and the respective Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital, and

WHEREAS JCAHO and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital allows an expedited approval process for initial appointments to membership and granting of privileges, reappointment to the medical staff, or renewal or modification of privileges, where the governing body delegates the authority to render those decisions to a committee of at least two voting members of the governing body:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that whenever the Professional Affairs Committee, or the Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for initial medical staff appointments, the granting of privileges, reappointment to the medical staff or renewal or modification of privileges, a subcommittee of at least two voting members of the Medical Center Board and the chief medical officer of the Medical Center and the chief of the medical staff for The Ohio State University Hospitals; and the director of medical affairs and chief of the medical staff of The James Cancer Hospital, shall have the authority to review and evaluate the qualifications and competence of the practitioner applying for appointment, reappointment, or renewal or modification of clinical privileges, and to render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James Cancer Hospital shall make recommendations to this subcommittee of the Medical Center Board in which a positive decision by the subcommittee results in the status or privileges requested. The subcommittee shall meet as often as necessary and the Medical Center Board shall consider, and if appropriate, ratify all positive committee decisions at its next regularly scheduled meeting. If the subcommittee’s decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or James Cancer Hospital Medical Staff Administrative Committee, respectively, for further evaluation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that an applicant is ineligible for consideration by this subcommittee and expedited process if at the time of appointment, or if since the time of reappointment, any of the following has occurred:

1. The applicant submits an incomplete application;
2. Either the University Hospitals or James Cancer Hospital Medical Staff Administrative Committee makes a final recommendation that is adverse or has limitations;
3. There is a current challenge or a previously successful challenge to licensure or registration;
4. The applicant has received an involuntary limitation, reduction, denial, or loss of clinical privileges;
5. There has been a final judgment adverse to the applicant in a professional liability action It is determined that there is either an unusual pattern of, or an

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excessive number of, professional liability actions resulting in a final judgment against the applicant; or

6. The applicant has received an involuntary termination of medical staff membership at another hospital.

**AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILIATE
UNIVERSITY DEVELOPMENT STRATEGIES, INC.**

Resolution No. 2013-84

Synopsis: Authorization to establish a new affiliate to facilitate The Ohio State University's real estate activities and operations, is proposed.

WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter "Ohio State" and/or "University"), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the Senior Vice President for Administration & Planning has recommended that a new affiliate, University Development Strategies, Inc., as more fully described in the accompanying materials, be established to promote the planning and development (or redevelopment) of the communities surrounding the University by providing real-world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners; and

WHEREAS the creation of this Affiliated Entity in support of our planned academic, advancement, and outreach activities is necessary to accomplish the described objectives:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity University Development Strategies, Inc., (hereinafter "University Development Strategies") and authorizes and directs the President and/or Senior Vice President for Business and Finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes, in accordance with the Policy on Affiliated Entities, that the Senior Vice President for Administration & Planning is hereby designated as the senior University official charged with oversight of this entity and that University Development Strategies shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes that the relationship between the University and University Development Strategies be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, the memorandum of agreement, and the entity's approved business plan; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes that as appropriate and as directed, Trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of University Development Strategies, representing the University in such capacities as part of their official duties and

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responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which Trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XLVI for background information, page 999)

**AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
AUTHORIZATION TO ENTER INTO CONSTRUCTION CONTRACTS**

Resolution No. 2013-85

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

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

	Prof. Serv.	Total Project	
Newark – Science and Technology Building	\$1.6M	\$25.0M	State appropriations General funds
Street and Bridge Maintenance	\$1.0M	\$7.6M	University debt Auxiliary funds General funds

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into construction contracts for the following projects:

	Const.	Total Project	
Street and Bridge Maintenance	\$6.6M	\$7.6M	University debt Auxiliary funds General funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and enter into 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 XLVII for background information, page 1010)

REAPPOINTMENTS TO THE SELF-INSURANCE BOARD

Resolution No. 2013-86

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

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

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

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

WHEREAS the terms of members R. Reed Fraley, Dimon R. McFerson, Hagop Mekhjian M.D. and Gary Katz, M.D. expire on April 30, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve that the following individuals be reappointed as members of the Self-Insurance Board effective May 1, 2013, for the terms specified below:

R. Reed Fraley, term ending April 30, 2015 (reappointment)
Dimon R. McFerson, term ending April 30, 2015 (reappointment)
Hagop Mekhjian, M.D., term ending April 30, 2015 (reappointment)
Gary Katz, M.D., term ending April 30, 2015 (reappointment)

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

**ESTABLISHMENT OF A FEE FOR THE GRADUATE
MINOR – BUSINESS IN HEALTH SCIENCES**

Resolution No. 2013-87

Synopsis: The establishment of a differential instructional fee for the Graduate Minor – Business in Health Sciences, is proposed.

WHEREAS the fee funding will be used to operate the Graduate Minor - Business in Health Sciences program and the non-resident fee will be applied toward the instructional costs of the program. These fees are to be effective starting Summer Term 2013; and

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

WHEREAS consultations have taken place within the University to determine the appropriate instructional fee and non-resident fee for the Graduate Minor - Business in Health Sciences program, as described in the accompanying narrative; and

WHEREAS the administration now presents the instructional fee and non-resident fee for the Graduate Minor - Business in Health Sciences for Summer Term 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and approves the instructional fee for the Graduate Minor – Business in Health Sciences to be established at \$1,605 per credit hour; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and approves the non-resident surcharge for the

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Graduate Minor – Business in Health Sciences to be established at the rate of \$5 per term; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that these fees become effective Summer Term 2013.

(See Appendix XLVIII for background information, page 1012)

**AMENDMENT TO THE POLICY REGARDING BOARD OF TRUSTEES
REVIEW AND APPROVAL OF FACILITIES IMPROVEMENT
PROJECTS AND REAL ESTATE TRANSACTIONS**

Resolution No. 2013-88

Synopsis: Adoption of an amended policy regarding Board of Trustees review and approval of facilities improvement projects and real estate transactions, is proposed.

WHEREAS the Board of Trustees of The Ohio State University has a fiduciary responsibility with respect to the stewardship of University resources and the development of University property and facilities to meet the academic needs of the University; and

WHEREAS except as provided by the Board of Trustees, the Board retains sole authority with respect to University facilities improvement projects and real estate transactions unless otherwise delegated; and

WHEREAS the Board desires to provide for the flexibility needed to ensure the timely completion of facilities improvement projects while ensuring that the Board retains the authority and ability to exercise appropriate oversight regarding the facilities improvement process, especially with respect to major projects; and

WHEREAS in 2003, management of facilities improvement projects was identified as one of six core processes to be reviewed, and several actions since have been taken to streamline the processes involved during the planning, design, and construction phases of facilities improvement projects, resulting in gained efficiencies and cost savings; and

WHEREAS there is a need to codify the policies and guidelines of the Board and the University regarding review and approval for capital projects, planning studies, and real estate transactions:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached changes to the existing policy regarding Board of Trustees review and approval of facilities improvement projects, planning studies, and real estate transactions be adopted effective immediately, and that the Senior Vice President for Administration and Planning, in consultation with the Office of the Board of Trustees, be responsible for coordination of the implementation of this policy; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Senior Vice President for Administration and Planning shall have the responsibility and requisite authority for contracting for the University for any energy saving contract estimated to cost less than \$4,000,000 in accordance with all applicable laws and regulations. This approval constitutes complete authorization for the project including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.

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(See Appendix XLIX for background information, page 1013)

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Upon motion of Judge Marbley, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

President Gee:

In addition, we are seeking your approval for:

SUBLEASE

Resolution No. 2013-89

BETWEEN THE OHIO STATE UNIVERSITY AND INTEGRATED WELLNESS PARTNERS, MAIN STREET AND VILLAGE HALL DRIVE, NEW ALBANY, OHIO

Synopsis: Authorization to enter into a 20-year sublease with options for three five-year renewal periods with Integrated Wellness Partners for university leased property located on Main Street and Village Hall Drive, New Albany, Ohio, is proposed.

WHEREAS the passage of Resolution 2013-11 granted The Ohio State University Wexner Medical Center (OSUWMC) Ambulatory Care permission to enter into a Master Lease for approximately 38,373 square feet of space in a 51,754 square foot facility proposed on Main Street and Village Hall Drive in the City of New Albany; and

WHEREAS The OSUWMC Center Ambulatory Care wishes to sublease to Integrated Wellness Partners approximately 25,551 square feet of space for the development of a Wellness/Fitness Center Space; and

WHEREAS lease payments paid by the subtenant, Integrated Wellness Partners, will cover all costs and expenses incurred with Terms and Conditions of the sublease and will be consistent with those of the Master Lease (Res. 2013-11):

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to effect the execution of a 20-year sublease with options to renew for three five-year periods, for the aforementioned property, under terms and conditions determined to be in the best interest of the State of Ohio and the University.

(See Appendix L for background information, page 1017)

Upon motion of Mr. Fisher, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing resolutions with twelve affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

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President Gee:

Mr. Chairman, before we adjourn, we have tried to put this off as long as we can because saying goodbye is not easy, I will say that. We are not saying goodbye, we are saying thanks and we are recognizing that three of our Board members are

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leaving the Board but not leaving the University and not leaving their commitment to the institution.

Jack Fisher, Brian Hicks, and Evann Heidersbach have all contributed mightily to this institution from my perspective as the President of the University; they have been valued soldiers; and literally that. They have been there when we needed them.

Jack and Brian have never missed a meeting. Brian missed his first one yesterday but we don't count that one, this is the official meeting so we will give you perfect attendance. Jack you have been the same. That is both dedication but beyond dedication, it is a commitment to the purpose to the magnificence of this institution. Jack, of course, has helped us to focus on the quality of the issues that we need to deal with in terms of our land-grant mission and reestablishing that in the 21st century.

The tribute was given today about Dean McPheron. Much of that tribute has to go to Jack. The vision and his effort to make certain that we understand that in this modern era, a modern university has to give deference to its roots but constantly be about change and Jack, you have been that and more.

Brian has, in so many ways been a fellow traveler with me. Brian and I love the political process of policy making. We do not think it is a bad word, we think it's a noble word, we think it's an important word. Brian was a student body president at this University. He has been dedicated from the time that he came to today. After he left government, he established a very successful public policy firm and as much as we possibly could, given the fact that he was on the Board, we have worked hand in glove in terms of developing policy issues that I think have served this University and the State well.

I joked with Brian the other day that he is going to be fully free to be a full advocate on behalf of the University. But Brian, your service has been spectacular and deeply appreciated and particularly by the senior administration. We have found great joy in our working together. Brian also takes great interest, I might note, in our commercialization and technology transfer areas which we are going to continue to use his great expertise.

Evann has worked in my office. She has been a joy. She has been sunlight. She has the most radiant smile and the most radiant attitude. It has been kind of fun to have someone I work for work for me. She is beloved by those with whom she comes in contact. She came here as a swimmer, she has left as a leader. Not only as a leader on this Board, which she has definitely been a leader, but also as a leader among students; highly respected, highly valued, highly appreciated. She is going to take some time next year we hope to find an opportunity to enjoy herself. She has been so tenacious in pursuit of excellence that she needs to take a little time. Her parents are here and her brother. I want to say that so "pony up" and let her have a good time, will you please? Let her appreciate that.

Saying that Mr. Chairman, I think it is your turn.

Mr. Schottenstein:

Thanks Gordon. I want to say a couple things. First, I am very honored to sit in this chair and I can't say enough about how much I appreciate the support of everyone around this table. Since I joined this Board in 2005, I have learned an awful lot from three individuals who I watched Chair this Board in an incredible way. One, who is no longer with us, is Judge Robert Duncan. He was not only an amazing man of wisdom but did a great job leading this Board. Followed by Dr. Cloyd who is sitting back there and I can't quite make eye contact with him. Anyone sitting in this room today, every word that comes out of Gil's mouth, you need to listen. I have tried to do

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that. Then most recently, our immediate past Chair, Les Wexner. All three of these gentlemen set very high standards and I am very honored.

I do want to say a few things too about our outgoing Trustees and Gordon I am going to follow your lead about putting students first and start with Evann who does have, as I said last night, the most infectious smile. As soon as you see it, you are in a good mood. The other thing about Evann, she has made a huge difference on this Board. Her family who is with us today, sitting in this meeting, you heard about just some of the things that we try to wrestle with at this institution; it's a lot of stuff. Now you know why she has been so damn busy. All of us have and we take it very seriously. We try to do our best. Evann's voice on behalf of the students and even more than that has been very important in never letting us forget. I try to spend a lot more time around our students, particularly our student Trustees Evann and Ben. I cannot thank you enough. Wish you the best. Do not be a stranger. Just don't walk in with any of those placards; but don't be a stranger and I know you won't. We will miss you.

Jack, whose career at Ohio State began in interesting ways. Some of us heard last night; Jack may want to comment on it, I am not going to. Jack has been a great Trustee and has done so much for me, for all of us in terms of how important our agricultural mission is, but just rock solid. I know we will see you at football games and basketball games and around the campus and as we move forward with a lot of our important work that we need to do to build the College of FAES. You promised you are going to call on a lot of us so I will look forward to that call.

And finally, Brian who I will speak about last. When I was appointed in the summer of 2005, I believe the first person I heard from that was then on the Board was Brian and he and I had lunch together. Gordon is right; he has never missed a meeting.

I always thought Brian went to law school. I say that as someone who did. There are a number of lawyers in the room and he would have been a hell of a trial lawyer. He is very articulate. I can only imagine how effective you were as a President of the Undergraduate Student Government. I am going to miss you, miss your friendship, miss your support, and your candor. I just cannot thank you enough.

President Gee:

I think we would like to hear from you guys. We are not letting you get by with this.

Mr. Schottenstein:

Students first.

Ms. Heidersbach:

Like I said last night, senior year has been a year of reflection. A few weeks ago there was a Facebook post that was going around and it was a link to this article that had 30 reasons why you are a Buckeye. They had iconic photos, walking through the Oval, Mirror Lake, and the Shoe, which made me think about the fun times that I have had here. The one that I think stuck out most to me was the last one, number 30. It was a screen shot of the words to Carmen Ohio, our alma-mater. I thought about how many times I sang that over the years and how much of those words have actually come to mean so much more to me than just singing along. This place is about comradery and friendship; not only with the people that go here but with the University itself. It's so much bigger than any one of us. As I said last night, I could go around this room, this table, and say individually what I have learned from each of you. I think collectively as a group, it has been more firmly cemented in my mind how to not underestimate a group of passionate people with a common purpose. Not only in this past years have I seen us identify that purpose but to really make huge strides

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in that purpose.

I think that's the beauty of this place. It has this ability to bring together people from all walks of life and to love this place and to make it a better place for future Buckeyes. I am so grateful to have the opportunity to have that sort of lasting impact and to serve with all of you. Thank you so much for this opportunity.

Mr. Fisher:

You might notice how seniority works on the Board. You kind of start down at that end and kind of move up here. Actually, you should have been up here today Brian.

A lot of great memories and certainly my participation at this University started at a very young age. From the family operation, we were in the grain livestock business. I worked with the Extension Office in a couple of counties at a very young age. I have never left as being a participant and partner including two degrees here. As they heard last night, I met my wife of 43 years on the campus at OARDC. My three children have graduated from here and my grandchildren are very much in tune. Their favorite right now is Brutus but we have to start some place.

It's very much a family opportunity and event. That includes my extended family at The Ohio Farm Bureau. A presence in all 88 counties and the opportunity to be a part of this Board comes from that organization, our partnership with Nationwide; two organizations who are very strong supporters of this University.

I am particularly pleased about the Nationwide Farm Bureau 4-H Center. I happened to be part of that and Jerry your partnership in that was something that the Farm Bureau and Nationwide worked on together and it's a great facility. I invite all of you at your best opportunity to take part in that facility.

Simply, Board work to me is about three things: hiring your leader and supporting that leader; making sure you always remember that the future matters so you have to have a little vision; and at the end of the day, there should be some oversight. That's in my mind the role of the Board. In that regard, I consider it a great opportunity in many ways to have worked for a long time with our leader here sitting beside me. President Gee has an international presence, a national presence, and certainly a great presence here in Ohio. I hope we all stop and reflect on many occasions about what his leadership has done for this University and what he brings to this University. Gordon, it really has been a sincere privilege to work with you. I appreciate that a lot.

Chairman, you mentioned Judge Duncan. He was my mentor coming on the Board. He did more mentoring for me than all the rest of you put together and I never knew he was mentoring me. He was that smooth. I reflect now, we happened to sit together for the last couple of years at the basketball games. Where in his leadership and style was very laid back, the Judge was very engaged in basketball in a fun way. I miss the Judge a lot.

I am happy that I had a little fun with this Board. I got you all on occasion to wear hair nets. On one occasion I brought a bag of compost to the President. Those are memories that I will keep for a long time.

I want to close with the culture part of agriculture and how it ties to the land-grant University. The culture in agriculture is about family, it's about community, and it's about providing basic needs to man-kind. It's about hard work in what our farm families do. It's about quality of life. Indeed, I think the culture of agriculture is to make a difference in society. I want to encourage all of you to enjoy the countryside, enjoy those spring lambs, baby calves. Enjoy your garden, enjoy your yard because indeed the culture of agriculture is what I believe in and that's why I have been so

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privileged to be a part of living the culture at this great university. It's been a great seven years and the move is simply from this table here to those chairs right back there. Thank you.

Mr. Hicks:

Thank you very much for a quick opportunity to say a couple of words. Unfortunately I couldn't be with you last night. I missed Jack's speech last night. I heard some tails of it this morning. I think his speech this morning was a little cleaned up from what he said last night.

To Gordon and Bobby, thank you very much for those very kind words. It means a lot and I really appreciate you saying those things. As Evann said, we kind of sing about time and change in Carmen Ohio and I was thinking about my time on the Board. I have had nine years on the Board. First of all, one of the things that is amazing is how quick nine years goes. It really goes by in the blink of an eye.

There has been extraordinary change that I have seen since I came here as a member of the Board. First of all, the Board is bigger, a lot bigger. We only had nine folks when I started and two student trustees at the time as well. What we do and how we operate is significantly different today than what it was when I was appointed to the Board nine years ago. I have got to tell you it is significantly better today as a result. The entire senior leadership at the University has changed since I have been a Board member. The President, the Provost, every Vice President, almost all the Deans, everybody has changed and that's amazing. That's how the life of the University goes. It reminds me that we are stewards for a time and we get to make a difference for a period of time whether we are in an administrative job or on a Board job. I also have to say that I think the team that President Gee leads and the people that he has brought in the last several years have also made the University much better than it ever was and I have been really pleased to play a very small part of that.

I think about my time here, somebody mentioned, I think the Judge did, talked about the land-grant University. I think of myself as a poster child of a land-grant University. I grew up in a small town in Ashville, Ohio. I am the first in my family to go to college. Occasionally, a couple times of year, my dad could scalp a couple of tickets to come down to Ohio State football games. I can vividly recall coming down here when I was about five years old and sitting with my dad in the stadium and he pointed up to Morrill and Lincoln Tower and said "you know, someday you could live in there if you worked hard and focused on what you were doing". It turns out I did live in those Towers. I lived in Lincoln Tower. My high school sweetheart at the time who is now been my wife of 27 years also came to Ohio State. I am not sure that my dad would have fully appreciated the life that we lived in those towers but it was a hell of an experience let me tell you. That experience for both Kathy and me, it really did set an amazing devotion and kind of love affair with this University. For me, Ohio State really was a gateway. It was a gateway to a fabulous education, an education that my mother and my father never had, that my kids will have. It was a gateway to some unbelievable experiences as a student, both as a Student Trustee in the classroom but also outside of the classroom. Really, it was a gateway for me and has been a pretty fulfilling career. It has been a real tremendous honor to serve with this Board and serve on this Board, probably the biggest honor of my life.

When I was sitting in that stadium at five years old, my dad said maybe you could live in there someday and go to school. He never would have thought, nor did I at the time, that kind of everything would come full circle and I would actually get to be a part of the governance body for this great University and really to contribute. I leave the Board after a very fulfilling nine years. I also leave the Board a time where I think I probably have a couple of more years to contribute professionally to the University and I look forward to doing that.

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I really look forward to continuing this great love affair with Ohio State and serving for many years to come. Thank you.

Mr. Schottenstein:

If there is no other business to come before the Board this meeting stands adjourned. I remind all that the next meeting of the Board will be on Friday, June 7, 2013. Thank you.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the Board of Trustees with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full-time or part-time appointments, with or without salary.

(A) – (C) no change

(D) "Auxiliary faculty": persons with adjunct titles, clinical titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Persons with regular faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Auxiliary faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

(1) The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided ~~not to exceed one year.~~ Renewal of adjunct appointments is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.

(2) – (4) no change

(E) no change

(APPENDIX XL)

UNIFORM STATEWIDE STANDARDS for REMEDIATION-FREE STATUS
Established by the Presidents of Ohio's Public Colleges and Universities
December, 2012

Language in HB 153 (FY12-FY13 operating budget bill):

Section 3345.061 (F) Not later than December 31, 2012, the presidents, or equivalent position, of all state institutions of higher education, or their designees, jointly shall establish uniform statewide standards in mathematics, science, reading, and writing each student enrolled in a state institution of higher education must meet to be considered in remediation-free status. The presidents also shall establish assessments, if they deem necessary, to determine if a student meets the standards adopted under this division. Each institution is responsible for assessing the needs of its enrolled students in the manner adopted by the presidents. The board of trustees or managing authority of each state institution of higher education shall adopt the remediation-free status standards, and any related assessments, into the institution's policies. The chancellor shall assist in coordinating the work of the presidents under this division.

For the purposes of the following standards and assessments, a student deemed remediation free in a subject will be eligible to enroll in a college credit-bearing course in that subject, including dual enrollment and Postsecondary Enrollment Option courses. These remediation-free standards and thresholds are not intended to replace institutional placement policies. Each institution may adopt and implement placement policies to ensure that each student is provided the best opportunity to succeed in his/her course of study. Admitted students who are deemed remediation free are still subject to any pre-requisite and placement testing requirements for specific academic programs. The standards, expectations, and assessment thresholds in this document are recommended for implementation beginning with the Summer 2013 academic term.

Standards / Expectations

English	
Reading	
Key Ideas and Details	A. Understand that reading is a strategic process of constructing meaning from texts.
	B. Actively engage texts, autonomously applying skills and strategies that are appropriate for the demands of the texts and their purposes for reading.
	C. Formulate and clearly express complex ideas related to texts, citing evidence to support inferences and interpretations.
	D. Think critically and creatively about the texts they read, often drawing upon their personal experiences and knowledge to enhance comprehension.
	E. Analyze and interpret fiction and non-fiction texts (including expository and persuasive essays? And work-related documents such as manuals, memos, letters and business plans.
	F. Determine and comprehend the central themes of a text and analyze their development. Summarize the key supporting details and ideas.
	G. Analyze how and why individuals, events and ideas develop and interact over the course of a text.
	H. Analyze how two or more texts address similar themes or topics in order to build knowledge or to compare the approaches the authors

	take.
	I. Cite textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text.
	J. Integrate and evaluate multiple sources of information presented in different media or formats (e.g. visually, quantitatively) as well as in words in order to address a question or solve a problem.
Craft and Structure	A. Employ pre-reading strategies to identify features of text that aid comprehension (e.g., informational).
	B. Understand and use text formatting features (table of contents, glossaries, navigation bars) to effectively locate and acquire information in a variety of texts.
	C. Differentiate between fact and opinion.
	D. Employ vocabulary-building strategies while reading various texts.
	E. Evaluate an author's purpose and point of view by analyzing the use of language, style and point of view found in the text.
	F. Demonstrate an understanding that the writer's choice of language shapes meaning.
	G. Evaluate an author's rhetorical and argumentative strategies.
	H. Interpret words and phrases as they are used in a text, including determining technical, connotative and figurative meanings, and analyze how specific word choices shape meaning or tone.
	I. Analyze the structure of texts, including how specific sentences, paragraphs and larger portions of the text (e.g., a section, chapter scene or stanza) relate to each other and the whole.
Integration of Knowledge and Ideas	A. Read and respond orally and in writing to texts representing a variety of genres, authors, cultures and historical periods.
	B. Establish and apply criteria for selecting and evaluating the credibility of print and multimodal texts for a range of purposes, including research.
	C. Use features (e.g. pie charts, bar graphs, pictures) to enhance, emphasize and clarify comprehension of print, and multimodal or oral texts across the curriculum.
Range of Reading and Level of Text Complexity	A. Actively engage texts, autonomously applying skills and strategies that are appropriate for the demands of the texts and their purposes for reading.
	B. Skillfully read a wide range of increasingly complex texts, print and multimodal.
Writing	
Text Types and Purposes	A. Independently and ethically produce writing that meets the needs of a particular purpose and audience, appropriate for academic and work-related documents.
	B. Select from a repertoire of processes and modes to develop writing for purposes such as persuasion, explanation, research, or personal expression.
	C. Use style, voice and organizational structures that are transparent and appropriate for the rhetorical purpose and audience.
	D. Adeptly respond in writing to diverse texts and formats, synthesizing critiquing and analyzing those texts.
	E. Adapt writing strategies for audience, purpose and type of task.
	F. Produce texts that convey an argument that is organized, coherent, fully developed, and rhetorically appropriate in support of a thesis.
	G. Produce writing that exhibits word choices that convey intended meaning.
Production and Distribution of Writing	A. Independently and ethically produce writing that meets the needs of a particular purpose and audience, appropriate for academic and work-related documents.
	B. Draft, revise and edit writing autonomously.

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	C. Adapt writing strategies for audience, purpose and type of task.
	D. Use reflective strategies for critiquing and evaluating student's own and others' writing.
	E. Employ sentences of varying lengths and structures that are appropriate to audience, purpose and context.
	F. Use appropriate conventions of the English language, including grammar and usage, punctuation, capitalization and spelling.
Research to Build and Present Knowledge	A. Employ the research writing skills of evaluating sources and integrating them in support of a thesis.
	B. Accurately and correctly quote, paraphrase and summarize material from another text to avoid unintentional plagiarism.
	C. Properly cite sources, using a generally accepted citation system such as MLA or APA.
Speaking, Viewing and Listening	
Comprehension and Collaboration	A. Listen actively and speak effectively in a variety of academic and work-related situations.
	B. Listen carefully, take notes as needed, and not interrupt other speakers when engaged in group or committee work.
	C. Deliver a clearly organized message when contributing to the group or committee work.
	D. Take notes while listening to lectures or participating in other forms of information gathering and use the notes to review and reflect on learning.
	E. Know how to identify and accommodate cultural differences in communication styles and strategies.
	F. Analyze and synthesize information gathered from a variety of sources.
	G. Summarize information heard into another form of communication, e.g. Rephrase statements, summarize a speech, and paraphrase an oral reading.
	H. Evaluate and respond to a speaker's message.
	I. Use viewing skills and strategies to understand and interpret visual media.
	J. Support and clarify written and oral presentations with visual media resources, including electronic technologies.
	K. Recognize and respect cultural and language differences in both formal and informal speaking situations.
	L. Interpret and evaluate a speaker's rhetorical strategies and evidence.
	M. Employ appropriate non-verbal strategies to enhance communication.
	N. Understand the impact that visual media have on society.
Presentation of Knowledge and Ideas	O. Set criteria and evaluate the technology techniques used to influence economic, political, cultural, social and aesthetic decision making.
	A. Present successfully to an audience, recognizing the needs of an audience for both visual and auditory messages.
	B. Deliver a clearly organized message when contributing to the group or committee work.
	C. Speak fluently, enunciating clearly with appropriate rate and volume.
	D. Speak effectively and listen actively in diverse communicative contexts.
	E. Express ideas, thoughts and concerns effectively in both formal and informal speaking situations, e.g., conversations, discussion, presentations, collaborative groups, one-on-one interactions, debates, negotiations and interviews.
	F. Employ appropriate non-verbal strategies to enhance communication.
	G. Recognize and evaluate techniques used in visual media to influence opinions, decision making, and cultural perceptions.
	H. Use images to convey meaning, often in conjunction with written or oral presentations.
I. Use visual media or computer technology to communicate effectively with a variety of audiences for a variety of purposes.	

	J. Make strategic use of digital media (e.g., textual, graphical, audio, visual and interactive elements) in presentations, to enhance understanding of findings, reasoning and evidence, and to add interest.
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Mathematics

Mathematical Processes	
Problem Solving	A. Use a variety of problem solving strategies.
	B. Reflect on and analyze the student's own problem solutions and the solutions of others.
	C. Connect ideas in a variety of context.
	D. Solve complex, non-routine and multi-step problems that may require student formulation of problems and/or sustained thought and effort.
Communication using Math Ideas	A. Use correct mathematical terminology and notation.
	B. Show a logical progression of thought, clearly and coherently, orally and in writing.
	C. Read mathematical material with understanding and independence.
	D. Use appropriate degrees of precision based upon problem context.
	E. Use exact answers (e.g., $\sqrt{}$ or π) when appropriate.
Mathematical Reasoning	A. Understand the need for proof in mathematics; recognize when a proof is required
	B. Understand the difference between a statement verified by proof and one illustrated by using examples.
	C. Understand the meaning of logical terms (e.g., and, or, but, not, if ... then).
	D. Understand the significance of and roles played by definitions, assumptions, theorems/propositions, examples, and counterexamples in mathematics.
Connecting Mathematical Concepts	A. Connect mathematics with a variety of disciplines and workplace and everyday settings.
Appropriate Use of Technology and other Tools	B. Use connections among and within branches of mathematics (e.g., algebraic properties of a function and geometric properties of its graph).
	A. Use a variety of tools to solve mathematical problems—ranging from common tools (e.g., rulers, protractors) to technology-enhanced tools (e.g., calculators, computers, spreadsheets).
	B. Use technology to collect organize and analyze information with the goal of interpretation, presentation and argumentation and as motivation for proof.
	C. Use appropriate technology to enhance and support student learning.
Number and Operations	
Structure of the Number System	A. Understand and convert between different representations of numbers (decimal, percent, fraction, scientific notation, radicals...).
	B. Explain the effects of operations on the magnitudes of quantities and signs of numbers.
Operations	C. Perform arithmetic operations on various forms of real numbers.
	D. Compute and explain the solutions to problems involving ratio, proportion, percent, scientific notation, square roots and numbers with integer and rational exponents;

	E. Apply and generalize properties of operations (including order of operations) as a foundation for algebra.
Estimation	Estimate the solutions to problems involving ratio, proportion, percent, scientific notation, square roots and numbers with integer and rational exponents.
Algebra	
Equations and Inequalities	A. Algebraically solve linear equations in one variable, including examples with no solution, one solution, and infinitely many solutions.
	B. Solve systems of linear equations with two unknowns by graphing, substitution, and addition/elimination; including examples with no solution, one solution, and infinitely many solutions.
	C. Solve quadratic equations by graphing, factoring, completing the square, and using the quadratic formula (including equations that have complex solutions).
	D. Algebraically solve linear inequalities and represent solutions in multiple ways such as graphically, inequality notation, and interval notation.
	E. Algebraically solve absolute value equations in the form $ Ax + B = C$ and related absolute value inequalities and represent solutions in multiple ways.
	F. Algebraically solve equations that include rational expressions or radicals including examples that generate extraneous solutions.
	G. Solve for specified variables in literal equations.
	H. Solve exponential equations in one variable using logarithms.
Operations with Algebraic Objects	A. Perform operations with exponents and radicals, including laws of exponents, with both numerical and algebraic expressions.
	B. Add, subtract, multiply and divide rational expressions by hand and identify values where they are undefined. (Limit numerators and denominators to monomial, linear and quadratic expressions).
	C. Evaluate and simplify algebraic expressions.
	D. Add, subtract, multiply and divide polynomial expressions (limit divisors to monomial and linear expressions).
Graphing	A. Graph linear equations and inequalities and quadratic equations in two variables, with and without technology (limit quadratic equations to vertical and horizontal parabolas).
	B. Graph common functions (e.g., absolute value, square root, linear, quadratic, rational, exponential, piecewise) with and without technology.
	C. Read a graph to interpret solutions to an equation and identify and interpret characteristics such as intercepts, extrema, and rates of change.
	D. Graph transformations of functions (limit transformations to vertical and horizontal shifts, reflections, and stretches).
	E. Interpret transformations of functions from both a graphical and algebraic perspective.
Functions and Applications	F. Define functions; determine whether a relationship between two variables (represented in a variety of ways) represents a function; identify, as appropriate for the context, both the domain and range of a function; and use function notation.
	G. Describe how a change in one variable affects the value of a related variable, for example, problems involving direct and inverse variation.
	H. Interpret sequences as functions whose domain is a subset of the whole numbers. Solve problems with arithmetic and geometric sequences.
	I. Adjust the parameters of function families to model relationships between variables (function families include linear, quadratic, piecewise, absolute value, square root, power and exponential).
	J. Formulate equations or functions that model problems in a variety of contexts.

Geometry	
Structure	A. Describe and explain the different roles of assumptions, definitions, theorems and proofs in the logical structure of geometry.
	B. Use theorems about parallel and perpendicular lines, angles, congruent figures, similar figures, right triangles (e.g., Pythagorean Theorem), polygons, circles, polyhedrons, spheres, cylinders, and cones to solve problems.
	C. Prove theorems about lines, angles, triangles, and parallelograms.
	D. Use similarity to solve problems and to model proportional relationships.
	E. Use right triangle trigonometry to solve problems.
Geometric Representations	A. Represent geometric objects algebraically using coordinates (analytic geometry).
	B. Use algebra to solve geometric problems.
	C. Draw and define reflections, rotations, translations, and dilations of geometric objects and understand compositions of these transformations.
	D. Define, describe, and identify reflectional and rotational symmetry.
	E. Express transformations algebraically (i.e., using coordinates).
Measurement	A. Explain that the geometric measures (length, perimeter, area, volume) depend on the choice of unit, and that measurements are approximations.
	B. Explain the effect of a scale factor on length, perimeter, area, and volume.
	C. Calculate the perimeter and area of common plane figures and the surface area and volume of solids.
	D. Distinguish between exact and approximate values. Explain differences among accuracy, precision, and error, and describe how errors affect later calculations.
	E. Solve problems involving measurement, including problems requiring a choice of scale and unit.
	F. Convert fluently from one measurement unit to another, within and across systems.
Probability and Statistics	
Data Displays and Interpretation	A. Create and/or interpret graphical displays to describe sets of data (e.g., box-and-whisker, scatterplot, frequency distribution, normal distribution).
	B. Find and interpret measures of central tendency and variability for sets of data.
Representations and Use of Data	A. Use the context to determine appropriate way(s) to represent data, and understand the advantages and disadvantages of various representations.
	B. Identify misuses of data.
	C. Distinguish between correlation and causation.
	D. Understand the characteristics of well-designed studies (e.g., lack of bias, sampling methods, randomness) in order to interpret results.
Probability Concepts	A. Use the fundamental counting principle to determine the number of possible outcomes.
	B. Compute probability of compound events, independent events, and simple dependent events.
	C. Compare experimental and theoretical results for simple experiments.

Note: the Ohio College Readiness Advisory Committee also provided additional expectations for students planning to enroll in calculus. These recommendations are beyond the standards for remediation-free status.

Science – Biology, Chemistry, Computer Science, Engineering, Geology and Physics

Learning Skills (for all students)	
A. Learn science using a variety of sources including but not limited to:	
<ul style="list-style-type: none"> • Standard college-level science textbooks • Inquiry-based laboratory experiences that engage students in asking valid scientific questions, and gathering and analyzing information • Well-reasoned and evidence-based discussions of science principles, concepts and problems with well-prepared peers and faculty • Well-organized lectures delivered at an appropriate cognitive level for first-year STEM college students by college faculty • Other appropriate sources of science information in the popular press and in other sources, such as research reports and summaries that are at an appropriate cognitive level for first-year college students. 	
B. Reliably and accurately assess the student's learning and take effective action to remediate deficiencies, prior to instructor-administered summative assessments	
C. Persist in learning despite encountering initial difficulty in mastering challenging material and seek and use alternative learning strategies when finding initial strategies are not as effective as desired, so that the student consistently meet learning goals and achieve targeted learning outcomes.	
Science Content Knowledge and Skills (for non-science majors)	
Content	<p>A. Satisfactorily complete the Ohio graduation requirements for science and mathematics, meeting all of the expectations specified in the New Ohio Learning Standards: K-12 science for each of those courses.</p> <p>B. Satisfactorily complete the following high school science courses: biology, physical science, and one advanced science course.</p> <p>C. Consistently demonstrate mastery of the first five Recommendations in "Mathematical Expectations for College Readiness 2011" within science contexts. Demonstrate mastery of these processes, concepts, functions, applications, and operations by creating models of physical realities related to those models.</p> <p>D. Use the models created to reliably and consistently solve problems dealing with the concepts and relationships described in the Syllabus and Model Curriculum of the Ohio Revised Science Standards for the science courses taken in high school. Non-science majors do not need to be able to demonstrate the "Additional Expectations for Calculus."</p>
Rationale	<p>This level of mastery should be accomplished by satisfactory completion of three high school science courses as defined by the syllabi and model curricula of the New Ohio Learning Standards: K-12 Science.</p> <p>A. Identify questions and concepts that guide scientific investigations.</p> <p>B. Design and conduct scientific investigations.</p> <p>C. Use technology and mathematics to improve investigations and communications.</p> <p>D. Formulate and revise explanations and models using logic and evidence (critical thinking).</p> <p>E. Recognize and analyze explanations and models.</p> <p>F. Communicate and support a scientific argument.</p>

Note: the Ohio College Readiness Advisory Committee provided additional recommendations for science content knowledge and science and mathematics skills needed by students majoring in the natural and health sciences, and in engineering. These recommendations have to do with placement, not remediation status.

College Readiness Indicators – assessment thresholds to guarantee "remediation free" status at any public post-secondary institution in Ohio

A student who meets or exceeds the following thresholds will be deemed as remediation free and eligible to enroll in a college credit-bearing course at any of Ohio's public institution of higher education.

Readiness Area	ACT	SAT	Accuplacer	COMPASS
English Sub Score	18 (or higher)	Writing 430 (or higher)	Sentence Skills 88 or < 5 on Writeplacer	<i>This assessment is not recommended.</i>
		Critical Reading 450 (or higher)		Reading Scale Score 88
Reading Sub Score	21 (or higher)	450 (or higher)	80	Reading Scale Score 88
Mathematics Sub Score	22 (or higher)	520 (or higher)	108EA or 69CLM	College Algebra Scale Score 54

- *Until better assessments of science content knowledge are available, institutions should continue to use their own assessments of science content to supplement the other sources of information such as ACT scores, high school grade point average (GPA), and other indicators of college readiness in determining the college readiness in science.*
- Assessment exam scores will be valid for two years from the completion of that assessment, after which institutions may require students to repeat an assessment to determine the currency of their college readiness.
- Institutions are not required to place students scoring below the threshold score into remedial courses. Students scoring below the threshold score are subject to institutional placement procedures to gain eligibility to enroll in credit-bearing courses. Such procedures could include but are not be limited to: review of high school GPA, a writing assessment, and a review of previous college work.
- These remediation-free thresholds are not intended to determine eligibility for admission to any college or university. Each institution has its established admission requirements. Admitted students who have achieved or exceeded these scores are guaranteed exemption from institutional placement into non-credit remedial courses.
- These remediation-free standards and thresholds are not intended to replace institutional placement policies. Admitted students who are deemed remediation free are still subject to any pre-requisite and placement testing requirements for specific academic programs. Similarly, placement testing may be required for students who do not achieve the remediation-free threshold, to determine the appropriate initial class – which may be a for-credit class if indicated by the placement examination.

(APPENDIX XLI)

**REVISION TO THE NONSMOKING POLICY
BACKGROUND AND CONTEXT**

Item

Proposal to revise the university Nonsmoking Policy to a Tobacco Free Policy. The policy was last revised and adopted by the Board of Trustees on May 5, 2006.

Applies to

University faculty, staff, students, and visitors.

Context

- Since the Wexner Medical Center went Tobacco Free in 2006, faculty, staff, and students have expressed interest in going Tobacco Free.
- In 2010 the State of Ohio Healthy Ohio Program and Ohio State Board of Education have strongly advocated that colleges, universities, and schools go Tobacco Free, as has the student group Students for a Healthy Campus.
- In 2010, the *Harvard Business Review* cited the CEO Cancer Gold Standard as a signature program that can boost the overall effectiveness of a range of workplace wellness initiatives, in an entitled "What's the Hard Return on Employee Wellness Programs?". Founded in 2001, the CEO Roundtable on Cancer is a nonprofit organization of cancer-fighting CEOs, whose first initiative was the CEO Cancer Gold Standard. To earn Gold Standard accreditation, an organization must establish programs to reduce cancer risk by discouraging tobacco use; encouraging physical activity; promoting healthy diet and nutrition; detecting cancer at its earliest stages; and providing access to quality care, including participation in clinical trials.
- In 2012 the University received a Bronze Level Health Lead Accreditation award by US Healthiest Workplace. The Ohio Board of Regents passed a resolution strongly recommending that Boards of Trustees of colleges and universities adopt and champion a Tobacco Free Policy for their respective campuses. The US Department of Health and Human Services announced a national initiative encouraging all colleges and universities to go Tobacco Free.
- Research has shown that workplace smoking bans reduce the prevalence of smoking and daily cigarette consumption and that smoke-free policies and norms reduce the initiation, prevalence, and intensity of smoking of young adults.
- The tobacco ban is planned to include all tobacco-derived or containing products, including and not limited to, cigarettes (clove, bidis, kreteks), electronic cigarettes, cigars and cigarillos, hookah smoked products, pipes, oral tobacco (spit and spitless, smokeless, chew, snuff, snus), as well as any product intended to mimic tobacco products or contain tobacco flavoring.
- **95%** of benefits-eligible faculty/staff that completed the Personal Health Assessment (PHA) in 2010 and 2011 answered "don't use tobacco". **62%** of benefits-eligible faculty/staff completed the PHA in 2011 and **55%** of benefits-eligible faculty/staff completed the PHA in 2010.
- The 2012 National College Health Assessment Survey (N=1549) found that at Ohio State, **3.6% of students report using cigarettes use daily**, 13.5% used in last 30 days, 18% used but not in last 30 days, 69% never used.

Overview of the review and revision process

The University conducted open discussions with 26 groups and received over 500 e-mails regarding the Tobacco Free proposal. The feedback received indicates strong support for becoming Tobacco Free. The policy has been drafted and is currently receiving feedback. Consultation will occur with University Senate and other constituent groups. The proposed policy revision will be approved through the University Policy Process as established by Senior Management Council, which involves broad distribution for feedback, review by the University Policy Review Committee, sign off by

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the Office of Legal Affairs, and final approval by Senior Management Council. This is expected to be completed prior to July 1, 2013.

Impact, cost, special notes

The OSU Health Plan has expanded its coverage of tobacco cessation treatment and reduced its cost. The University is pursuing additional cessation services for students. We will incur expenses related to updating door signage, communications, faculty, staff, and student cessation benefits, and facility changes. Research has shown that these expenses are outweighed by improved health and healthcare savings.

Next steps

Finalize policy document; communicate broadly to faculty, staff, students, and visitors; offer cessation programs.

Contacts

Javaune Adams-Gaston, Vice President, Office of Student Life, adams-gaston.1@osu.edu, 614-247-5353

Andraea Douglass, Vice President, Office of Talent, Culture, and Human Resources, douglass.101@osu.edu, 614-292-4164

Steven Gabbe, Senior Vice President for Health Sciences and CEO Wexner Medical Center, steven.gabbe@osumc.edu, 614-247-4477

Larry Lewellen, Vice President for Care Coordination and Health Promotion, larry.lewellen@osumc.edu, 614-292-5862

Bernadette Melnyk, Dean of Nursing, Associate Vice President for Health Promotion and Chief Wellness Officer, Melnyk.15@osu.edu, 614-292-4844

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(APPENDIX XLII)

PERSONNEL ACTIONS (contd)

Appointments/Reappointments of Chairpersons

ERIC M. ANDERMAN**, Chair, Department of Educational Studies effective January 1, 2013 through May 30, 2016

CAROLINE T. CLARK**, Chair, Department of Teaching and Learning effective January 1, 2013 through May 30, 2016

MARK L. FAILLA**, Interim Chair, Department of Human Sciences effective January 1, 2013 through July 31, 2013

DANIEL A. HERMS, Chair, Department of Entomology effective January 1, 2013 through December 31, 2016

SEBASTIAN D. KNOWLES, Chair, Department of English effective September 1, 2013 through August 31, 2017

PHILIP J. SMITH, Chair, Department of Integrated Systems Engineering effective September 1, 2013 through August 31, 2017

Professional Improvement Leaves

BHARAT BHUSHAN, Professor, Department of Mechanical Engineering effective Spring Semester 2014

YUVAL Z. FLICKER, Professor, Department of Mathematics effective Autumn Semester 2013

UMIT A. OZGUNER, Professor, Department of Electrical and Computer Engineering effective Autumn Semester 2013

JAMES F. RATHMAN, Professor, Department of Chemical and Biomolecular Engineering effective Autumn Semester 2013

MO-HOW H. SHEN, Professor, Department of Mechanical and Aerospace Engineering effective Autumn Semester 2013 and Spring Semester 2014

LINDA K. WEAVERS, Professor, Department of Civil, Environmental and Geodetic Engineering effective Autumn Semester 2013

GUNJAN AGARWAL, Associate Professor, Department of Biomedical Engineering effective Spring Semester 2014

S. BETH BLOSTEIN, Associate Professor, Knowlton School of Architecture effective Autumn Semester 2013

MARIA M. CONROY, Associate Professor, Knowlton School of Architecture effective Autumn Semester 2013

ROBERT E. HUGHES, Associate Professor, Department of English (Newark) effective Spring Semester 2014

SCOT KAPLAN, Associate Professor, Department of Art (Marion) effective Autumn Semester 2013

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STUART D. LISHAN, Associate Professor, Department of English (Marion) effective Spring Semester 2014

CAEZILIA LOIBL, Associate Professor, Department of Human Sciences effective Autumn Semester 2014, Spring Semester 2015 and Summer Term 2015

JACK J. MCNAMARA, Associate Professor, Department of Mechanical and Aerospace Engineering effective Autumn Semester 2013 and Spring Semester 2014

JANE MURPHY, Associate Professor, Knowlton School of Architecture effective Spring Semester 2014

SUSAN SALTZBURG, Associate Professor, College of Social Work effective Autumn Semester 2013

PAOLO A.G. SIVILOTTI, Associate Professor, Department of Computer Science and Engineering effective Autumn Semester 2013

YI ZHAO, Associate Professor, Department of Biomedical Engineering effective Spring Semester 2014

Leave of Absence without Salary

YUVAL Z. FLICKER, Professor, Department of Mathematics effective Spring Semester 2014, to serve as a Simons Fellow in Mathematics

Emeritus Titles

MICHAEL G. AMAN, Department of Psychology with the title Professor Emeritus effective April 1, 2013

ROLF F. BARTH M.D., Department of Pathology with the title Professor Emeritus effective July 1, 2013

MARIALICE R. BENNETT, College of Pharmacy with the title Professor-Clinical Emeritus effective April 1, 2013

VESTA A. DANIEL, Department of Arts Administration, Education and Policy with the title Professor Emeritus effective July 1, 2013

PREM K. GOEL, Department of Statistics with the title Professor Emeritus effective July 1, 2013

DAVID M. GOSS, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

J. RONALD GREEN, Department of History of Art with the title Professor Emeritus effective June 1, 2013

CHARLES KLOPP, Department of French and Italian with the title Professor Emeritus effective July 1, 2013

ELIZABETH R. LENZ, College of Nursing with the title Professor Emeritus effective June 1, 2013

G. BRUCE MAINLAND, Department of Physics with the title Professor Emeritus effective April 1, 2013

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STEPHEN L. MANGUM, Department of Management and Human Resources with the title Professor Emeritus effective April 1, 2013

BRIAN W. MCENNIS, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

YURI V. MEDVEDKOV, Department of Geography with the title Professor Emeritus effective June 1, 2013

SHAHROKH RAHNEMA, Agricultural Technical Institute (Wooster) with the title Professor Emeritus effective July 1, 2013

YEHA M. SAIF, Department of Veterinary Preventive Medicine with the title Professor Emeritus effective April 1, 2013

RONALD M. SOLOMON, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

BRUCE W. WEIDE, Department of Computer Science and Engineering with the title Professor Emeritus effective July 1, 2013

JOHN R. WILKINS III, College of Public Health with the title Professor Emeritus effective June 1, 2013

DONALD J. BREECE, Ohio State University Extension Agriculture and Natural Resources with the title Associate Professor Emeritus effective June 1, 2013

ASHOK K. KRISHNAMURTHY, Department of Electrical and Computer Engineering with the title of Associate Professor Emeritus effective April 1, 2013

MICHAEL D. TRUDEAU, Department of Speech and Hearing Science with the title Associate Professor Emeritus effective April 1, 2013

JENNIFER J. KUEHN, University Libraries with the title of Assistant Professor Emeritus effective April 1, 2013

Promotions, Tenure and Reappointments

COLLEGE OF ENGINEERING

Promotion to Professor with Tenure

McComb, David, Materials Science and Engineering, effective January 1, 2013
Baker, Christopher, Electrical and Computer Engineering, effective April 1, 2013

** Reappointments

APPENDIX XLIII

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

May 5, 2013
(approved by the Board of Trustees at the April 2013 meeting)

COMMENCEMENT ADDRESS

Barack H. Obama

DOCTOR OF LAWS



Barack H. Obama is the 44th President of the United States.

His story is the American story—values from the heartland, a middle-class upbringing in a strong family, hard work and education as the means of getting ahead, and the conviction that a life so blessed should be lived in service to others.

With a father from Kenya and a mother from Kansas, President Obama was born in Hawaii on August 4, 1961. He was raised with help from his grandfather, who served in Patton's army, and his grandmother, who worked her way up from the secretarial pool to middle management at a bank.

After working his way through college with the help of scholarships and student loans, President Obama moved to Chicago, where he worked with a group of churches to help rebuild communities devastated by the closure of local steel plants.

He went on to attend law school, where he became the first African American president of the *Harvard Law Review*. Upon graduation,

he returned to Chicago to help lead a voter registration drive, teach constitutional law at the University of Chicago, and remain active in his community.

President Obama's years of public service are based around his unwavering belief in the ability to unite people around a politics of purpose. In the Illinois State Senate, he passed the first major ethics reform in 25 years, cut taxes for working families, and expanded health care for children and their parents. As a United States Senator, he reached across the aisle to pass groundbreaking lobbying reform, lock up the world's most dangerous weapons, and bring transparency to government by putting federal spending online.

He was elected the 44th President of the United States on November 4, 2008, and sworn in on January 20, 2009. He and his wife, Michelle, are the proud parents of two daughters, Malia, 14, and Sasha, 11.

RECIPIENTS OF HONORS

Annie Liebovitz

DOCTOR OF ARTS

Annie Liebovitz is one of the most influential photographers of our time. She is well known for her portraits, which have come to define an era, but her work covers a wide range of genres, from reportage to landscapes.

Ms. Liebovitz was born in Waterbury, Connecticut, and studied painting and photography at the San Francisco Art Institute. In 1970, when she was still a student, she began working for *Rolling Stone*. She became the magazine's chief photographer three years later. Over the course of a decade, Ms. Liebovitz established herself as the country's foremost rock music photographer and an astute documentarian as well as portraitist. She published photo essays on scores of stories, including her accounts of the resignation of Richard Nixon and of the 1975 Rolling Stones

tour. In the early 1980s she began working for *Vanity Fair* and then *Vogue*, where she expanded her collective portrait of contemporary life. She also created several prominent advertising campaigns, most notably for American Express and the Gap, and documented the creation of the White Oak Dance Project with Mikhail Baryshnikov and Mark Morris.

Ms. Liebovitz's work has been exhibited at many museums, including the National Portrait Gallery and the Corcoran Gallery in Washington, D.C., the International Center of Photography in New York, the National Portrait Gallery in London, and the Pushkin State Museum of Fine Arts in Moscow. Ms. Liebovitz also has published several collections of photographs, among them *Women* (1999, with Susan Sontag), *A Photographer's Life, 1990-2005* (2006), and *Pilgrimage* (2011).

A recipient of many awards, Ms. Liebovitz has been designated a Living Legend by the Library of Congress and a Commandeur in the Ordre des Arts et des Lettres by the French government. In 2005, in the American Society of Magazine Editors' compilation of the 40 top magazine covers of the past 40 years, Ms. Liebovitz held the top two spots: #1 for her *Rolling Stone* image of John Lennon and Yoko Ono taken the day Lennon was shot, and #2 for the photograph of the pregnant and nude Demi Moore taken for *Vanity Fair*. In 2012, she was honored with both the Los Angeles Museum of Contemporary Art Award to Distinguished Women in the Arts and the Wexner Prize from the Wexner Center for the Arts at The Ohio State University.

Thomas D. Pollard

DOCTOR OF SCIENCE

A professor of cell biology and molecular biophysics and biochemistry at Yale University, Thomas D. Pollard has focused a lifetime of research on the molecular basis of cellular movements.

With a career spanning more than four decades, Dr. Pollard has led research teams to study how cells divide into two during cytokinesis as well as discovering and characterizing proteins that cause cells to move. His fundamental and important discoveries are taught in cell biology courses at both the undergraduate and graduate levels at The Ohio State University and around the world. His innovative textbook for undergraduates is now in its second edition.

As a faculty member at Harvard Medical School, Johns Hopkins Medical School, and The Salk Institute, as well as Yale, Dr. Pollard

has become known far and wide as an exceptional scientist and a towering figure in the field of cell biology. He has excelled in bringing an unusual cadre of cutting-edge technologies to the field, ranging from genetics and quantitative microscopy to biochemistry and biophysics.

Known as an engaging lecturer and teacher, Dr. Pollard is now Sterling Professor of Molecular Cellular and Developmental Biology and dean of the Graduate School of Arts and Sciences at Yale. His work includes the discoveries of motor proteins different from those in muscles as well as the Arp2/3 protein complex. In addition to his teaching and research, he has served as president of two national scientific organizations. Dr. Pollard is a fellow of the National Academy of Sciences of the United States, the American Academy of

Microbiology, the American Academy of Arts and Sciences, the Biophysical Society, and the Institute of Medicine.

His creative, careful, and important work has been published more than 350 times in the most eminent and widely read peer-evaluated scientific journals. His leadership in both academics and research has been recognized by scholars around the world, resulting in numerous awards including the Rosenstiel Award from Brandeis University, the E.B. Wilson Medal from the American Society for Cell Biology, and the Gairdner International Award in Biomedical Sciences.

Dr. Pollard earned his undergraduate degree in chemistry and zoology from Pomona College in 1964, and his medical degree from Harvard Medical School in 1968.

RECIPIENTS OF HONORS

Reinhard Rummel

DOCTOR OF SCIENCE

Reinhard Rummel of Munich, Germany, has dedicated his career to determining the Earth's gravity field with the utmost accuracy. Until his retirement in 2011, he served as a full professor and head of the Institute of Astronomical and Physical Geodesy at the Technical University of Munich. He is also the Carl von Linde Senior Fellow at the university's Institute of Advanced Study.

A world-renowned geodesist, Dr. Rummel's lifelong academic pursuit in the area of gravity field determination was launched by a formative experience studying at The Ohio State University. After earning his PhD in 1974 from the Technical University Darmstadt, focusing on mathematical statistics and its application in the field of physical geodesy, he worked for several years with Ohio State

Professor Richard Rapp as a postdoctoral researcher developing theories he would apply throughout his prestigious 35-year career.

Dr. Rummel's crowning achievement was serving as the chief scientist and initiator of the GOCE mission sponsored by the European Space Agency, which involves satellite mapping of the Earth's gravity field over a 20-month period with unprecedented uniform accuracy. He was instrumental in convincing European space agencies of the necessity of the dedicated gravity mission and has spearheaded scientific work on the project and analysis of the project's data.

Data generated by the satellite will produce important findings in the areas of oceanography, geophysics, and geodynamics. The highly

accurate gravity models derived from the GOCE mission will serve to improve our understanding of ocean currents and sea level rise.

Dr. Rummel is known for down-to-earth clarity in his academic writing and his lively lecturing style, which has made him a favorite among his students. The coauthor of 14 books on geodesy and related topics as well as more than 175 scientific papers, he has received many prestigious science awards and is considered a leading scientist in the fields of physical and satellite geodesy. He is a member of the Academy of Science for Germany, Bavaria, and Hungary; and he is a Fellow of the American Geophysical Union and a Fellow of the International Association of Geodesy, for which he also has chaired numerous committees.

Carole A. Anderson

DISTINGUISHED SERVICE AWARD

Carole A. Anderson has dedicated more than 25 years to The Ohio State University, both as a key administrator and a distinguished professor in the health sciences. Dr. Anderson held faculty appointments in the College of Nursing, College of Dentistry, and the Department of Psychiatry in the College of Medicine. She has played an instrumental role in shaping nursing education, as well as broadly influencing university policy through myriad leadership positions.

From 1986 to 2001, Dr. Anderson served as dean of the College of Nursing, where she raised the college's research profile and brought technology to the forefront in nursing education. A strong advocate for applying classroom knowledge and research to real-world training, she developed new curriculums to better prepare the next generation of nursing students to be compe-

tent care providers. She also blazed trails in graduate education, creating practitioner-training programs and spearheading the state's first nurse midwifery program.

Known as an exceptional leader, Dr. Anderson held numerous top positions in the university administration. She has served as interim dean of the Graduate School and executive dean of Health Sciences, in addition to serving as vice provost for Academic Administration and assistant vice president for Health Sciences. Additionally, she served as dean of the College of Dentistry, where she led a restructuring and alignment of the college with other health science colleges at Ohio State.

Dr. Anderson is a past president of the American Association of Colleges of Nursing. She is also a fellow of the American Academy of Nursing and a past editor of the academy's

journal, *Nursing Outlook*. She is a charter member and two-term chair of the Scientific Review Group of the National Institute of Nursing Research, and served on the National Advisory Council of the National Institute of Health's National Institute for Dental and Craniofacial Research.

In Columbus, Dr. Anderson has served the community as a member of the Board of Health, the City of Columbus Health Department, and the board of directors of the Columbus AIDS Task Force. She currently serves on the board of directors of the Columbus Neighborhood Health Centers. In 2001, Dr. Anderson received the YWCA's Women of Achievement Award.

She received her undergraduate degree in nursing, a master's in psychiatric nursing, and a PhD in sociology from the University of Colorado.

RECIPIENTS OF HONORS

George A. Skestos

DISTINGUISHED SERVICE AWARD

One of Ohio State's most engaged and dedicated partners, George A. Skestos has three decades of leadership and philanthropy at the university and in the central Ohio community. For 25 years, he led the Homewood Corporation, a land development and residential construction company that he founded in 1963. Since his retirement, Mr. Skestos has devoted himself to public service.

His commitment to The Ohio State University includes volunteer leadership at the highest level, personal engagement as a university ambassador, and generous philanthropic support. Mr. Skestos served on The Ohio State University Board of Trustees from 1991 to 2002, including one year as chair. During that time, he guided campus building

projects, including the historic Ohio Stadium renovation and construction of the Jerome Schottenstein Center. He currently serves on the boards of University Hospital, University Hospital East, and the Wexner Medical Center.

The benevolent support of Mr. Skestos and his wife, Tina, reaches every corner of the university, from athletics to the Wexner Center for the Arts to the College of Veterinary Medicine to Ross Heart Hospital. They also have funded and named three medical chairs—the Hagop S. Mekhjian, MD, Medical Ethics and Professionalism Fund; Julius Skestos and Diana Skestos Chair in Urology; and Justine Skestos Chair in Minimally Invasive Neurological Spinal Surgery.

Along with his wife, Mr. Skestos founded both the IHS Foundation, of which he is

currently president and trustee, and the Salem Lutheran Foundation, which he serves as trustee. In June 2012, he was named a trustee of the New College of Florida.

In the central Ohio community, Mr. Skestos has served on several boards, including Huntington Bancshares, Central Benefits, and the Midland Life Insurance Company. He also has held appointments with the Ohio Housing Commission, Ohio Water Development Authority, and Central Ohio Regional Airport Authority.

Mr. Skestos earned his undergraduate, MBA, and law degrees from the University of Michigan.

Justine A. Skestos

DISTINGUISHED SERVICE AWARD

For more than 30 years, Justine "Tina" Skestos has been a devoted public servant and Ohio State ambassador.

Among her many community involvements, she has held leadership roles at BalletMet, the Columbus Symphony Orchestra, and the Greater Columbus Arts Council. She was also a longtime member of the Franklin Park Conservatory board of trustees, contributing greatly to the thriving success of the conservatory today.

Mrs. Skestos is a passionate advocate for Ohio State's College of Veterinary Medicine, bolstering the college's teaching, research, and clinical programs. As a valued volunteer at the

college, she serves on the Dean's Advisory Council. Her leadership was key to the renovation of the Veterinary Medical Center's Hospital for Companion Animals lobby. She also founded the "Bandana Program," an initiative designed to create goodwill and raise public awareness of the Veterinary Medical Center.

A champion of women's initiatives at Ohio State, Mrs. Skestos has served as a member of the National Council for OSU Women and continues to be an active supporter of the Critical Difference for Women and Women & Philanthropy programs at the university. In addition, she served on the host committee

for the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute's annual "Up on the Roof" event from 1994 to 2001.

Both Mrs. Skestos and her husband, George, are generous benefactors of The Ohio State University. Together, they have given their time and treasure to the Wexner Medical Center, Wexner Center for the Arts, the College of Arts and Sciences, Department of Athletics, and the College of Veterinary Medicine, among others. They were honored in 2004 with the Gerlach Development Volunteer Award, which recognizes significant service to the university.

Mrs. Skestos earned her undergraduate degree in physical education and a master's in sports administration from Ohio University.

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Integrated Learning in
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Diploma (Saint Petersburg
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*Health and Rehabilitation
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Social Work

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 Jaime Lynnette Spring, Cridersville
 Lauren E. Stabler, Marietta
Magna Cum Laude
 Riley Elizabeth Stanforth, Mason
Cum Laude
 Evan William Stanger, Stow
Magna Cum Laude
 Zachary Maxim Stauffer, Columbus
Magna Cum Laude
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 Miles Robert Charles Stebbins, Wooster
 Alex Joseph Stechschulte, Perrysburg
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Cum Laude
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Magna Cum Laude

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Magna Cum Laude
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Magna Cum Laude
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Cum Laude
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Cum Laude
Megan Jean Dougherty,
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Magna Cum Laude
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Pickerington
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Kelly Ann McNicholas, Stow
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Vernon

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Summa Cum Laude

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Jaime Avenelle Renard,
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Evan M. Trickey, Toledo
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China
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Shirwa Abdi, Mogadisho,
Somalia

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Birra Taha Abdurehman,

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Cum Laude

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Ziyu Jiang, Tianjin, China
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Ann Elizabeth Johnson,
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Matthew Wesley Johnson,
Xenia

Mitchell Luis Johnson, Lima

Thomas Craig Johnson,
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McKinney, TX

Mitchell Alan Jones, Hilliard

Meng Jea Joo, Seoul, South
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Sandusky

Timothy Beverage, LaGrange

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Mitchell Albert Schulze,
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Zanesville
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Bachelor of Science in Food Science

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Cincinnati

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Dublin
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Julie Ann Carter, Willow Wood
Stephanie Nicole Dickson,
Lebanon
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Rachel Catherine Elias,
Brecksville
Jenna Elizabeth Gargrave,
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Winchester
Amanda Vivian Herzberger,
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Siew wah Kon, Columbus
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Sycamore
Callie Oh, Melaka, Malaysia
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Wei Jian Tan, Penang,
Malaysia
Ryan Ashby Taylor,
Commercial Point
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Kutztown, PA
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Mason
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Bachelor of Science in Nutrition

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Sciences*
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Animal Sciences*
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Sandusky

**School of
Environment and
Natural Resources**

**Bachelor of Science in
Environment and Natural
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London
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Westerville
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Lebanon
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Chuckery
Tanner Kent Edwards,
Westerville
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*with Honors Research Distinction in
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Sarah Elizabeth Focht,
Harrison
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Chester
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Michael Craig Goodwin,
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Morgan Marie Guider,
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**Agricultural Technical
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Robin Elizabeth Bryant,
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M.A.
Magna Cum Laude

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Columbus Grove
Cum Laude
Natalie Elise Seeman, Holland
Summa Cum Laude
Anna Leigh Seiger, Solon
Cum Laude
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Gahanna
Shrey Shah, Westlake
Cum Laude
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Magna Cum Laude
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Gahanna
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Ronald Francis Siebenaler,
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Summa Cum Laude
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Biomedical Science*
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Cincinnati
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Cum Laude
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Lyndhurst
Rachel Ann Spanulo,
Strongsville
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Napoleon
Magna Cum Laude
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Casey Joy Stanley, Dublin
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Clinton
Allison Lee Streifthau,
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Sarah Kathryn Svoboda,
Sagamore Hills
Cum Laude
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Jefferson
Henok Tefera, Columbus
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New Bloomington
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Christopher David Tornero,
Canton
Renee Kimberly Untied,
Zanesville
Lauren Constance Walker,
West Chester
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Scott Gregory Walker, Lewis
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Scott Christopher Wallace,
Findlay
Magna Cum Laude
Jeffrey W. Ward, Marysville
Amanda Rose Weaver,
Madison
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Amber Marie Webb, Mansfield
Cum Laude
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Falls
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Miamisburg
Magna Cum Laude
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Coldwater
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Cum Laude
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College of Optometry

Dean: Melvin D. Shipp

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Courtney Erin Andersen,
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B.S. (Grand Valley State
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Cum Laude

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Katherine M. Bickle, Granville
B.S.
Magna Cum Laude

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Cum Laude

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William Christopher
Easterday, Dublin
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Courtney O'Neill, Youngstown M.P.H.	Pilar Alexandra Rivera, El Paso, TX	Laura Elizabeth Vonderhaar, Cincinnati B.S. (Xavier University)
Terry E. Oakes II, Springfield B.S. (University of Findlay)	Dale Kline Roberts, Columbus B.S., M.P.H.	Amanda Wagner, Bluffton B.S. (University of Findlay)
Katherine Diane Onasch, Bowling Green B.S. (Bowling Green State University)	Brittany Rogers, Cincinnati B.S. (Denison University)	Jacob Biggs Wasserman, Milford B.S. (Xavier University)
	Greg Lunau Schmid, Granville B.S. (Otterbein College)	Matthew F. Weeman, Orrville B.S.Agr.
	Katherine M. Schmidt, Dublin B.S.	

April 5, 2013 meeting, Board of Trustees

Nicholas Andrew Werle, New
Richmond
B.S. (University of Tennessee-
Knoxville)

Melissa Anne Wiles, Willard
B.S. (University of Findlay)

Caitlin Elizabeth Wiley,
Leetonia
B.S.Agr.

Ann Marie Woyma, North
Royalton
B.A. (Miami University)

Daniel Judson Yanik, LeRoy,
NY

Kirt Andrew Yant, Medina
B.S. (Spring Hill College)
M.B.A. (University Hawaii)

Maggie Theresa Young,
Cincinnati

Rachel Nichole Young,
Columbus Grove
B.S. (Mount Vernon Nazarene
University)

Kathryn Kendall Zatroch,
Pepper Pike
B.S.Agr.
Jillian F. Zientek, Maumee
B.S.
Magna Cum Laude

Margaret Elizabeth Zink,
Holidaysburg, PA
B.S. (Pennsylvania State
University)

Amanda Joy Zoldak,
Homeworth

(APPENDIX XLIV)

HONORARY DEGREES

Nancy Wilson is among contemporary music's most stylish vocalists. While often crossing over into the pop and R&B markets, she remains best known as a jazz performer, renowned for her work alongside figures including Cannonball Adderley and George Shearing.

Born February 20, 1937, in Chillicothe, OH, Wilson first attracted notice performing the club circuit in nearby Columbus. She quickly earned a reputation among jazz players and fans and was recording regularly by the late '50s, eventually signing to Capitol and issuing LPs that included 1959's "Like in Love" and "Nancy Wilson with Billy May's Orchestra". Her dates with Shearing, including 1960's "The Swingin's Mutual", solidified her standing as a talent on the rise. Her subsequent work with Adderley -- arguably her finest recordings -- further cemented her growing fame and reputation.

In the years to follow, however, Wilson often moved away from jazz, much to the chagrin of purists. She made numerous albums, many of them properly categorized as pop and R&B outings, and toured extensively, appearing with Nat King Cole and Sarah Vaughan as well as with Ruth Brown and LaVern Baker. She hosted her own Emmy-winning variety series for NBC, "The Nancy Wilson Show" and was a frequent guest performer on other programs. Hits of the period included "Tell Me the Truth", "How Glad I Am", "Peace of Mind", and "Now, I'm a Woman". Regardless of how far afield she traveled, Wilson always maintained her connections to the jazz world, and in the 1980s, she returned to jazz with a vengeance, working closely with performers including Hank Jones, Art Farmer, Ramsey Lewis, and Benny Golson. By the 1990s, she was a favorite in the "new adult contemporary" market, her style ideally suited to the format's penchant for lush, romantic ballads. Wilson also hosted the Jazz Profiles series on National Public Radio.

In the early 2000s, she recorded two albums with Ramsey Lewis for Narada (2002's "Meant to Be" and 2003's "Simple Pleasures"). Her 2004 album "R.S.V.P." (Rare Songs, Very Personal) was a blend of straight-ahead jazz and ballads, similar to her next record, 2006's "Turned to Blue", which, like "R.S.V.P.", used a different instrumentalist for each track. In 2005, Capitol released a three-part series to pay tribute to Wilson's contributions to music in the '50s and '60s: "Guess Who I Saw Today: Nancy Wilson Sings Songs of Lost Love", "Save Your Love for Me: Nancy Wilson Sings the Great Blues Ballads", and "The Great American Songbook".

Annie Leibovitz began her career as a photojournalist for *Rolling Stone* in 1970, while she was still a student at the San Francisco Art Institute. Her pictures have appeared regularly on magazine covers ever since. Leibovitz's large and distinguished body of work encompasses some of the most well-known portraits of our time.

Leibovitz's first major assignment was for a cover story on John Lennon. She became *Rolling Stone's* chief photographer in 1973, and by the time she left the magazine, ten years later, she had shot 142 covers and published photo essays on scores of stories, including her memorable accounts of the resignation of Richard Nixon and of the 1975 Rolling Stones tour. In 1983, when she joined the staff of the revived *Vanity Fair*, she was established as the foremost rock music photographer and an astute documentarian of the social landscape. At *Vanity Fair*, and later at *Vogue*, she developed a large body of work - portraits of actors, directors, writers, musicians, athletes, and political and business figures, as well as fashion photographs - that expanded her collective portrait of contemporary life. In addition to her editorial work, she has created several influential advertising campaigns, including her award-winning portraits for American Express and the Gap. She has also collaborated with many arts

April 5, 2013 meeting, Board of Trustees

organizations. Leibovitz has a special interest in dance, and in 1990 she documented the creation of the White Oak Dance Project with Mikhail Baryshnikov and Mark Morris.

Several collections of Leibovitz's work have been published, and exhibitions of her work have appeared at museums and galleries worldwide. She is the recipient of honors, including decoration as a Commandeur in the Ordre des Arts et des Lettres by the French government. In a recent compilation of the 40 top magazine covers of the past 40 years by the American Society of Magazine Editors (ASME), she held the top two spots (#1 for a photograph of John Lennon and Yoko Ono taken for *Rolling Stone* the day Lennon was shot, and #2 for the pregnant Demi Moore in *Vanity Fair*). She is the recipient of the International Center of Photography's Lifetime Achievement Award, ASME's first Creative Excellence Award, the Centenary Medal of the Royal Photographic Society in London, the Los Angeles Museum of Contemporary Art Award to Distinguished Women in the Arts, and the Wexner Prize by the Wexner Center for the Arts at The Ohio State University. She has been designated a Living Legend by the Library of Congress.

Barack H. Obama is the 44th President of the United States, elected in 2008 and reelected in 2012. He is the first African American to hold the office.

With a father from Kenya and a mother from Kansas, President Obama was born in Hawaii on August 4, 1961. He was raised with help from his grandfather, who served in Patton's army, and his grandmother, who worked her way up from the secretarial pool to middle management at a bank.

After working his way through Columbia University with the help of scholarships and student loans, President Obama moved to Chicago, where he worked with a group of churches to help rebuild communities devastated by the closure of local steel plants.

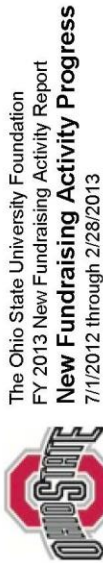
He went on to attend Harvard Law School, where he became the first African-American president of the Harvard Law Review. Upon graduation, he returned to Chicago to help lead a voter registration drive, teach constitutional law at the University of Chicago, and remain active in his community.

President Obama's years of public service are based around his unwavering belief in the ability to unite people around a politics of purpose. In the Illinois State Senate, where he served three terms, he passed the first major ethics reform in 25 years, cut taxes for working families, and expanded health care for children and their parents. As a United States Senator from 2005 to 2008, he reached across the aisle to pass groundbreaking lobbying reform, lock up the world's most dangerous weapons, and bring transparency to government by putting federal spending online. He was named the Nobel Peace Prize Laureate in 2009.

He and his wife, Michelle, are the proud parents of two daughters, Malia, 14, and Sasha, 11.

(APPENDIX XLV)

UNIVERSITY FOUNDATION REPORT



Activity	Goal	% Achieved	7/1/2011 through 2/28/2012	% Change
Outright Gifts and Pledges				
Cash and Securities			\$66,148,350	13.33%
Real Estate			\$2,850,000	-100.00%
Gifts-in-Kind			\$3,522,275	19.96%
Pledges			\$38,364,730	37.70%
Matching Gift			\$979,269	1.34%
Recurring			\$1,784,746	11.42%
Total Outright Gifts and Pledges	\$213,287,753	63.29%	\$113,649,368	18.79%
Planned Gifts				
Irrevocable Planned Gifts			\$4,826,657	-39.54%
Revocable Planned Gifts			\$22,421,073	59.65%
Total Planned Gifts	\$54,321,747	71.27%	\$27,247,730	
Private Grants (OSP)	\$92,390,500	55.39%	\$66,255,680	-22.76%
Total Fundraising Activity	\$360,000,000	62.47%	\$207,152,778	8.56%
	Time Elapsed	66.48%		


The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2012 through 2/28/2013



Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$6,259,731	\$7,237,031	\$13,496,762	\$309,302	\$13,806,064	\$9,017,892	163.08%
Alumni Association	\$860,714	\$970,000	\$1,750,714	\$0	\$1,750,714	\$1,600,000	109.42%
Arts and Sciences (Colleges of the)	\$4,230,849	\$7,162,432	\$11,393,281	\$5,973,607	\$17,366,888	\$24,775,000	70.10%
Athletics	\$33,749,568	\$505,634	\$34,255,193	\$0	\$34,255,193	\$42,000,000	81.56%
Business (Fisher, College of)	\$7,683,502	\$1,623,126	\$9,306,628	\$0	\$9,306,628	\$17,000,000	54.63%
Cancer (James / Solove)	\$27,998,393	\$4,586,770	\$32,585,163	\$7,479,279	\$40,064,442	\$90,000,000	66.73%
Chemistry (College of)	\$685,636	\$37,500	\$723,036	\$93,843	\$816,879	\$2,769,000	29.50%
Education and Human Ecology (College of)	\$1,207,823	\$7,07,887	\$2,005,710	\$973,520	\$2,979,230	\$7,750,815	38.44%
Engineering (College of)	\$11,615,186	\$3,397,190	\$15,012,376	\$15,088,099	\$30,100,475	\$38,024,000	79.18%
Food, Agricultural and Enviro Sciences (College of)	\$6,639,132	\$1,109,748	\$7,748,880	\$5,224,248	\$12,973,128	\$20,651,000	63.13%
Heart (Ross)	\$893,734	\$0	\$893,734	\$2,187,932	\$3,081,666	\$10,277,000	30.06%
Irwin Institute	\$655,050	\$0	\$655,050	\$0	\$655,050	\$1,400,000	46.78%
Law (Michael E. Moritz College of)	\$2,415,095	\$300,000	\$2,715,095	\$100,000	\$2,815,095	\$5,100,000	55.20%
Medical Center (Wexner)	\$4,584,716	\$3,744,128	\$8,328,844	\$4,998,567	\$13,327,412	\$18,748,000	71.08%
Medicine (College of)	\$5,499,996	\$665,079	\$6,165,075	\$1,910,503	\$8,075,579	\$10,400,000	77.66%
Neurosciences	\$4,532,045	\$116,821	\$4,648,866	\$3,534,283	\$8,183,149	\$13,174,000	62.12%
Nursing (College of)	\$341,671	\$346,000	\$687,671	\$295,416	\$983,087	\$1,500,000	65.54%
Optometry (College of)	\$285,630	\$1,492,470	\$1,779,100	\$221,451	\$2,000,551	\$1,843,000	108.53%
OSU Lima	\$411,163	\$0	\$411,163	\$0	\$411,163	\$727,700	56.50%
OSU Mansfield	\$142,098	\$0	\$142,098	\$100,368	\$242,466	\$3,500,000	6.93%
OSU Marion	\$735,924	\$0	\$735,924	\$0	\$735,924	\$1,983,000	46.47%
OSU Newark	\$618,614	\$210,000	\$828,614	\$0	\$828,614	\$331,000	250.34%
Pharmacy (College of)	\$951,816	\$1,07,510	\$959,326	\$564,781	\$1,524,106	\$1,881,000	81.03%
Public Health (College of)	\$263,316	\$0	\$263,316	\$375,805	\$639,121	\$1,333,000	47.96%
Social Work (College of)	\$279,896	\$426,739	\$706,635	\$133,808	\$840,443	\$1,400,000	60.02%
Student Life	\$720,620	\$229,897	\$950,517	\$5,000	\$955,517	\$1,000,000	95.55%
University-wide Fundraising	\$2,639,188	\$2,806,232	\$5,445,420	\$474,382	\$5,919,802	\$35,284,004	16.78%
Veterinary Medicine (College of)	\$2,472,720	\$775,921	\$3,248,641	\$1,131,395	\$4,380,036	\$41,600,000	38.00%
Wexner Center for the Arts	\$2,789,283	\$0	\$2,789,283	\$4,000	\$2,793,283	\$5,760,000	31.81%
Wexner Medicine (College of)	\$2,745,399	\$562,856	\$3,308,255	\$0	\$3,308,255	\$5,750,000	49.01%
WOSU Public Stations	\$134,989,484	\$36,713,077	\$171,702,561	\$51,179,069	\$222,881,630	\$360,000,000	62.47%
Total							66.48%

Time Elapsed

66.48%



 The Ohio State University Foundation
 FY 2013 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2012 through 2/28/2013

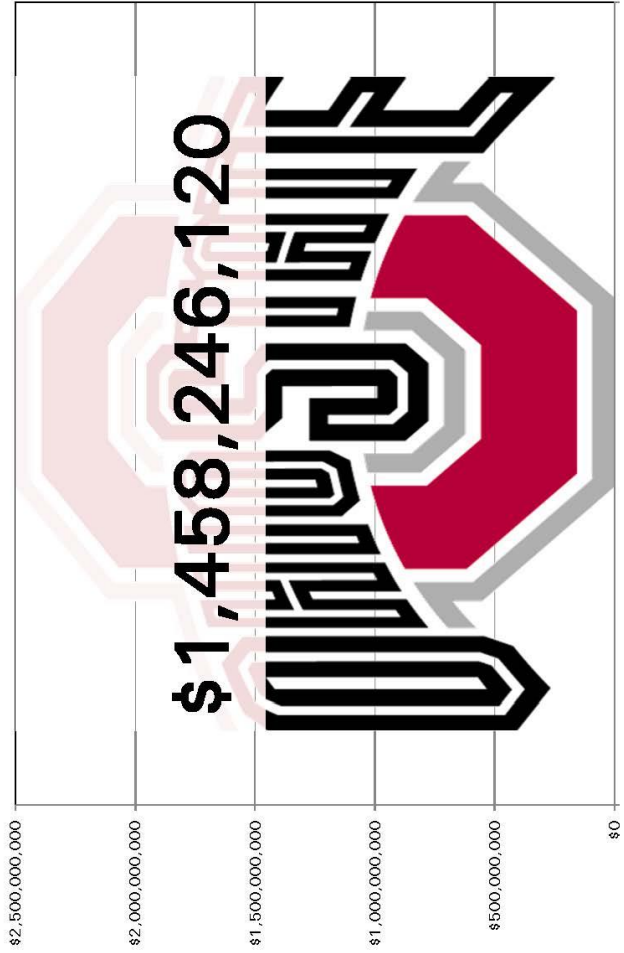
	7/1/2012 through 2/28/2013	7/1/2011 through 2/28/2012	% Change
Outright Gift Receipts			
Cash and Securities	\$77,939,690	\$68,912,010	13.10%
Gifts-in-Kind	\$4,225,477	\$3,522,275	19.96%
Real Estate	\$0	\$2,850,000	-100.00%
Outright Gift Receipts	\$82,165,166	\$75,284,284	9.14%
Pledge Receipts	\$60,035,569	\$58,858,699	2.00%
Planned Gift Receipts			
Revocable Planned Gifts	\$5,754,891	\$7,717,456	-25.43%
Irrevocable Planned Gifts	\$2,918,002	\$4,826,657	-39.54%
Planned Gift Receipts	\$8,672,894	\$12,544,112	-30.86%
Private Grant (OSP) Receipts	\$51,179,069	\$66,255,680	-22.76%
Philanthropic Receipts Total	\$202,052,698	\$212,942,776	-5.11%



BUT FOR
OHIO
STATE

The Ohio State University Foundation
But for Ohio State Campaign
Dashboard Report
1/1/2009 through 2/28/2013 = \$1,458,246,120

I. Campaign Progress





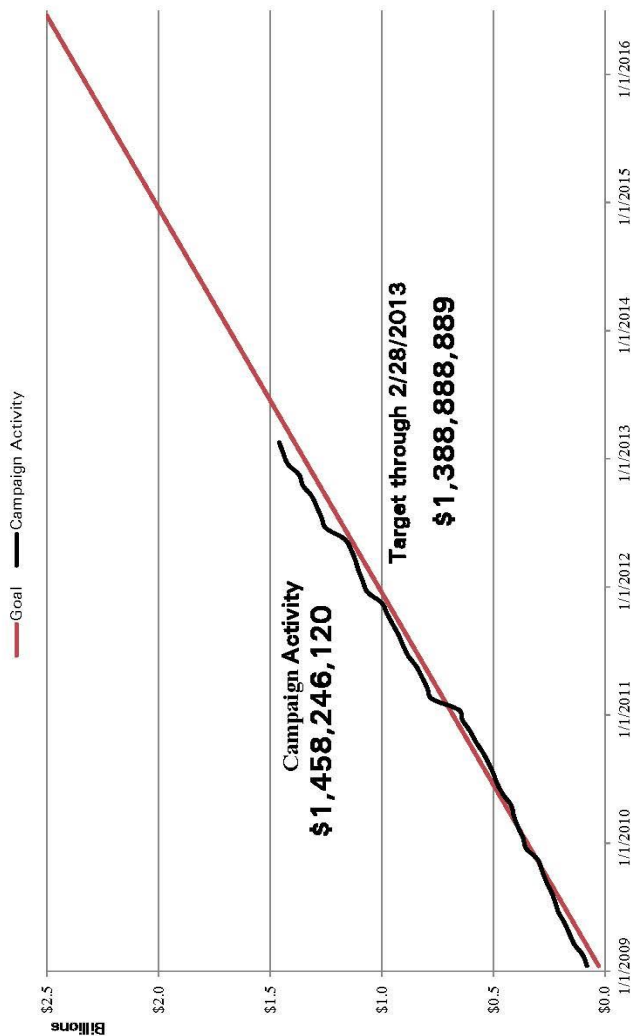
The Ohio State University Foundation
But for Ohio State Campaign

Dashboard Report

1/1/2009 through 2/28/2013 = \$1,458,246,120

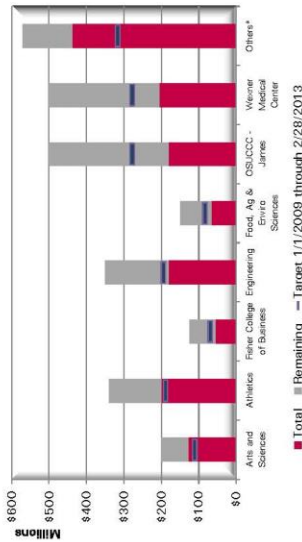


II. Campaign Progress

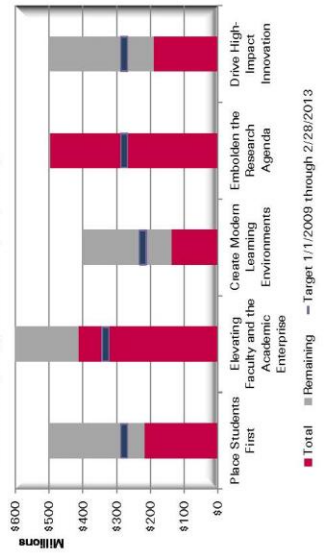




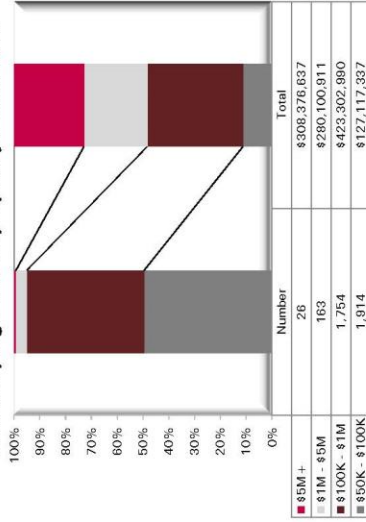
III. Campaign Activity by Unit



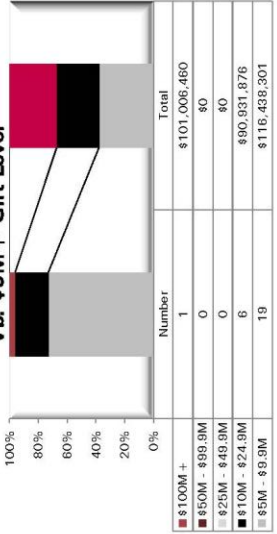
IV. Campaign Activity by Objective



Va. Campaign Activity by Major Gift Level



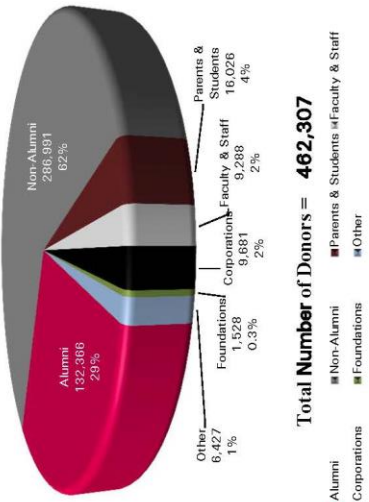
Vb. \$5M+ Gift Level





BUT FOR OHIO STATE
 The Ohio State University Foundation
Bar for Ohio State Campaign
Dashboard Report
 1/1/2009 through 2/28/2013 = \$1,458,246,120

VI. Campaign Donors by Type



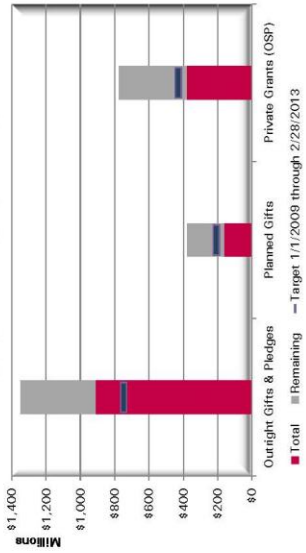
Total Number of Donors = 462,307

- Alumni
- Non-Alumni
- Corporations
- Foundations
- Faculty & Staff
- Parents & Students
- Other

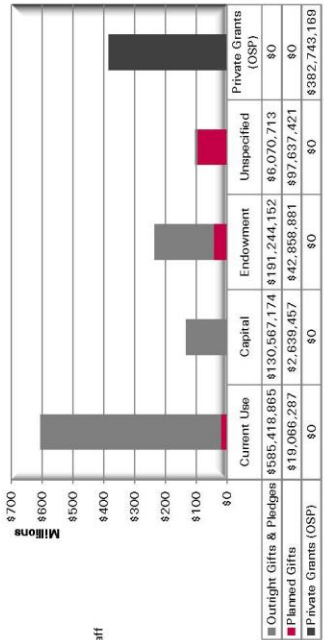
If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Student	4
Non-Alumni	5

VII. Campaign Activity by Gift Type



VIII. Campaign Activity by Fund Type





The Ohio State University Foundation
 But for Ohio State Campaign
Campaign Progress Pyramid
 1/1/2009 through 2/28/2013 = \$1,458,246,120



		Needed	Actual	Goal	Actual
Donors	48	26	\$650,000,000	\$302,076,637	
Grants	0	1	\$0	\$6,300,000	
Total	48	28	\$650,000,000	\$308,376,637	
		\$5M +			
Donors	198	133	\$364,803,167	\$228,869,066	
Grants	43	30	\$70,196,843	\$51,131,846	
Total	237	163	\$426,000,000	\$280,100,911	
		\$1M- \$5M			
Donors	1,281	1,021	\$361,698,728	\$289,302,130	
Grants	1,765	733	\$388,403,374	\$164,000,880	
Total	3,038	1,764	\$750,000,000	\$423,302,980	
		\$100K- \$1M			
Donors	1,624	836	\$108,890,812	\$61,178,984	
Grants	2,080	979	\$141,106,188	\$65,936,463	
Total	3,703	1,814	\$250,000,000	\$127,117,337	
		\$50K- \$100K			
Donors	184,569	362,278	\$248,636,429	\$213,976,236	
Grants	17,491	10,883	\$176,364,571	\$106,372,011	
Total	202,060	373,161	\$425,000,000	\$318,348,246	
		\$0- \$50K			
Donors	187,706	364,392	\$1,713,928,124	\$1,076,602,961	
Grants	21,389	12,898	\$768,073,676	\$382,743,168	
Total	209,078	376,988	\$2,800,000,000	\$1,466,246,120	
		Total			

Note: Donor Counts Reflect Number of Constituent Households

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<u>Change in Description of Named Endowed Fund</u>		
The Julius Skestos and Diana Skestos Chair in Urology		
<u>Closure of Designated Professorship</u>		
Thomas H. Patrick Free Enterprise Designated Professorship		
<u>Establishment of Named Endowed Professorship</u>		
The Harry T. Mangurian, Jr. Foundation Professorship in Business (Established June 18, 2010, with gifts from The Harry T. Mangurian, Jr. Foundation, Inc.; used to provide salary and research support for a professor in business at the Max M. Fisher College of Business who demonstrates achievement in the area of teaching excellence, as well as across multiple dimensions in at least one of the following areas: high quality scholarly research, synthesization of the theoretical work of others, application of research to executive education, and interaction with the corporate community. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.)	\$1,065,668.38	\$1,000,000.00
The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship (Established on April 6, 2012, with gifts given in honor of Thomas E. Williams MD from Gerald Kakos MD; used for a professorship position in the Division of Cardiac Surgery in the Department of Surgery. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.)	\$1,001,286.00	\$1,000,000.00
<u>Establishment of Named Endowed Funds</u>		
The Wexner Center Program Endowment Fund (Is being established April 5, 2013, with a gift from Leslie H. and Abigail S. Wexner and The Wexner Family Charitable Fund; used by the director of the Wexner Center for the Arts for the Center's artistic and educational programming.)	\$15,000,000.00	\$15,000,000.00
The Richard G. Koch Alzheimer's Research Endowment Fund (Is being established April 5, 2013, with a gift from Richard G. Koch through the Planned Giving Foundation made possible by direction from his sons, Richard F. Koch and Kenneth R. Koch; used to support medical research on Alzheimer's disease in the Division of Cognitive Neurology in the Department of Neurology.)	\$1,000,150.00	\$1,000,000.00

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy (Is being established April 5, 2013, with gifts from Mr. John McCoy, Ms. Jane McCoy, and Ms. Virginia B. McCoy; used to provide two additional scholarships at the current Presidential Scholarship level for undergraduate students attending the Columbus campus.)	\$750,000.00	\$1,500,000.00
The Charles Magee Adams Scholarship Fund (Is being established April 5, 2013, with an estate gift from Charles Magee Adams; used to provide room, board, and tuition for blind students.)	\$521,102.45	\$520,000.00
The Captain Jonathan D. Grassbaugh Veterans Project Fund (Is being established April 5, 2013, with gifts from Jenna Grassbaugh; used to provide free legal services to veterans on certain legal matters.)	\$256,855.01	\$250,000.00
The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund (Is being established April 5, 2013, with a gift from Dan and Jacqueline Lease; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's or women's swimming team.)	\$150,000.00	\$501,000.00
The William H. Saunders MD Fund in Otolaryngology (Is being established April 5, 2013, with gifts given in honor of Dr. Saunders from alumni, faculty, colleagues, and friends of otolaryngology, including Otolaryngology Head and Neck Physicians, LLC; used to support activities and programs in otolaryngology that foster innovation and excellence, or strengthen special initiatives to include, but not limited to: research, training, education, patient care, and faculty development.)	\$107,250.00	\$500,000.00
Tom Jackson Memorial Scholarship Fund (Is being established April 5, 2013, with a gift from David and Claire Jones; used to provide a scholarship to a student who graduated from a high school within the city limits of Youngstown, Ohio.)	\$104,357.59	\$100,000.00
Richard L. and Hazel M. Spetka Memorial Scholarship Fund (Is being established April 5, 2013, with gifts from Dr. Lawrence and Mrs. Christine Spetka; used to provide scholarship support to Ohio State students from Lucas or Knox County regardless of campus or major.)	\$64,527.50	\$100,000.00

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<p>The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund (Is being established April 5, 2013, with gifts from Thomas L. Mountain and Richard C. Mountain; used to provide renewable scholarships, not to exceed eight semesters, to students who intend to study in the School of Environmental and Natural Resources or the Colleges of Business (Fisher), Law (Moritz), Optometry, Dentistry, Medicine, Veterinary Medicine, Education and Human Ecology, or Engineering. First preference shall be given to honorably discharged servicemen or servicewomen from Lawrence County, Ohio; second preference shall be given to honorably discharged servicemen or servicewomen from the 32-county area of Ohio Appalachia; and third preference shall be for any honorably discharged serviceman or servicewoman from Ohio.)</p>	\$60,968.96	\$50,000.00
<p>Stan K. Doty DDS '80 Fund in Dentistry (Is being established April 5, 2013, with gifts from Dr. Stan Kevin Doty; used equally to support two purposes in the College of Dentistry – the College's Leadership Fund and the W. Postle Scholarship Fund.)</p>	\$50,319.36	\$50,000.00
<p>The Sue and Walt Bailey Endowed Scholarship Fund (Is being established April 5, 2013, with gifts from Sue and Walt Bailey; used to support at least two scholarships of equal amounts to be awarded annually to (1) an undergraduate student majoring in food science and nutrition; and (2) an undergraduate student majoring in agriscience education, with preference given to students from Ross County, Ohio, then those from Ohio, then Arizona, then California, and additional preference given to students who do not receive federal student aid grants. Qualified applicants will have demonstrated academic achievement and involvement in student organizations.)</p>	\$50,000.00	\$950,000.00
<p>The D. Fred Bovie Welding Engineering Endowed Scholarship Fund (Is being established April 5, 2013, with a gift from Mrs. Marian Lou Evans Bovie in memory of her late husband, Fred; used to provide scholarships for undergraduate welding engineering students.)</p>	\$50,000.00	\$50,000.00
<p>The Tom and Jean Francis Family Endowed Scholarship Fund (Is being established April 5, 2013, with a gift from Thomas M. Francis; used to provide scholarships for undergraduate students with financial need who reside in Allen County and attend The Ohio State University at Lima, with preference given to students majoring in communications.)</p>	\$50,000.00	\$50,000.00+

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing (Is being established April 5, 2013, with a gift from Jeffrey Gudenkauf in honor of his wife, Susie Gehring Gudenkauf; used to provide talent-based scholarships for undergraduate students with a major in the department of art, concentrating in the area of painting and drawing.)	\$50,000.00	\$150,000.00
The Jeffrey S. Limes Scholarship Fund (Is being established April 5, 2013, with an estate gift from Janet S. Limes; used to provide scholarships for students enrolled in the Michael E. Moritz College of Law.)	\$50,000.00	\$150,000.00
Harry E. Pukay-Martin Endowment Fund in Pathology (Is being established April 5, 2013, with a gift from Harry E. Pukay-Martin and OSU Pathology Services LLC; used to support the education, training, and research projects of residents and fellows in the Department of Pathology.)	\$50,000.00	\$50,000.00+
Fred B. Thomas MD Lectureship Endowment Fund (Is being established April 5, 2013, with a gift from Teresa Jean Thomas in memory of her husband Fred B. Thomas, and additional gifts from colleagues, medical residents, and fellows; used to support a lectureship program and its affiliated activities in the Division of Gastroenterology, Hepatology, and Nutrition in the Department of Internal Medicine, to be known as the Dr. Fred B. Thomas Lectureship in Gastroenterology.)	\$50,000.00	\$50,000.00+
The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare (Is being established April 5, 2013, with gifts from Dr. Judith C. Eggers; used to provide an annual scholarship in memory of Jeanette Zupancic to a student enrolled in the College of Social Work, with preference given to candidates focusing on child welfare.)	\$50,000.00	\$50,000.00
Dr. Milap Nahata Distinguished Lecture Series Fund (Is being established April 5, 2013, with gifts from friends, family, and colleagues of Dr. Milap Nahata; used to establish a distinguished lecture series bringing presenters to the College of Pharmacy to speak about the current and future of clinical pharmacy research, education, or practice.)	\$26,490.00	\$25,000.00+
Sue L. Mayer Unrestricted Endowed Fund (Is being established April 5, 2013, with gifts from Sue L. Mayer; used at the discretion of the associate provost and director of The Women's Place.)	\$25,119.69	\$66,000.00
The Mary Hayes Hemmer Scholarship Fund (Is being established April 5, 2013, with gifts from Mary Hayes Hemmer; used to support undergraduate students majoring in science and/or mathematics education, or whose coursework has an emphasis in either area.)	\$25,125.00	\$25,000.00

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	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program (Is being established April 5, 2013, with gifts from Helen Tussing Creed and Fred F. Creed III; used to support programs in consumer sciences education for the purpose of teacher preparation and licensure to teach grades 7 through 12 in Ohio schools.)	\$25,025.00	\$25,000.00+
Evelyn and Ed Erlanger Scholarship Fund (Is being established April 5, 2013, with gifts from Ed L. Erlanger and Evelyn Bice Erlanger; used to provide scholarship support to students enrolled in the College of Education and Human Ecology, with first preference given to students from Hamilton Township in Franklin County, Ohio who are studying elementary education; second preference given to students from any township in Franklin County, Ohio who are studying elementary education; and third preference given to any student from Hamilton Township in Franklin County, Ohio.)	\$25,000.00	\$25,000.00
<u>Change in Name of Named Endowed Funds</u>		
From: The Lawrence L. Mankoff Memorial Endowed Scholarst Fund		
To: The Lawrence L. and Rita Mankoff Endowed Scholarst Fund		
From: Pierre Zoelly Travel Scholarship Fund		
To: Pierre Zoelly and William Riat Travel Scholarship Fund		
<u>Change in Description of Named Endowed Funds</u>		
The Hazen and Anna Jane Hildebolt Preble County Scholarst Fund		
The Jim and Nancy Patterson Endowment Fund		
TOTAL	\$20,659,244.94	

*Reflects gifts received as of February 27, 2013.

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The Julius Skestos and Diana Skestos Chair in Urology

The Julius Skestos and Diana Skestos Chair in Urology was established on September 17, 2010, by the Board of Trustees of The Ohio State University, with gifts from George A. Skestos and OSU Urology, LLC, and with support from the College of Medicine. The description is being revised on April 5, 2013.

The annual distribution from this fund shall be used for an endowed chair position in the Department of Urology in support of a nationally recognized urologist faculty member undertaking clinical, educational, and research activities in the field of urology. The chair holder shall be appointed by the Board of Trustees of The Ohio State University as recommended by the chair of the Department of Urology, and approved by the dean of the College of Medicine and the senior vice president for Health Sciences. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

In the event that an individual has not been appointed and the position is temporarily vacant while recruitment efforts are underway, the annual distribution from this fund may be used at the department chair's discretion and in consultation with the dean of the College of Medicine to advance clinical, educational, and research activities in the field of urology, and to cover recruitment expenses.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Urology, or dean of the College of Medicine and the senior vice president for Health Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the donors and the chair of the Department of Urology, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Thomas H. Patrick Free Enterprise Designated Professorship

The Thomas H. Patrick Free Enterprise Designated Professorship was established on April 6, 2012, by the Board of Trustees of The Ohio State University. The fund is being closed on April 5, 2013.

The Harry T. Mangurian, Jr. Foundation Professorship in Business

The Harry T. Mangurian, Jr. Foundation Professorship Fund in Business was established June 18, 2010, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Harry T. Mangurian, Jr. Foundation, Inc. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.

The annual distribution from this fund shall be used to provide salary and research

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support for a professorship in business at the Max M. Fisher College of Business. The Harry T. Mangurian, Jr. Foundation Professor will demonstrate achievement in the area of teaching excellence, as well as across multiple dimensions in at least one of the following areas: high quality scholarly research, synthesization of the theoretical work of others, application of research to executive education, and interaction with the corporate community. The dean of the Max M. Fisher College of Business may use the position to recruit a new faculty member or to reward an outstanding faculty member in the academic department of the dean's choice. Appointment to the Harry T. Mangurian, Jr. Foundation Professorship in Business shall be recommended by the College's dean to the executive vice president and provost, and approved by the University's Board of Trustees.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, should one be available, and from the dean of the Max M. Fisher College of Business.

The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship

The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship Fund was established on April 6, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gerald Kakos MD (BA Anatomy 1964; MD 1967) of Columbus, Ohio; also given in honor of Thomas E. Williams MD (MS Medical Biochemistry 1963; MD 1963). The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.

Dr. Kakos continued his medical training at Ohio State in the Department of Surgery's internship and residency program from 1967-1973. He joined its faculty as assistant professor (1973-1979); served as associate professor (1979-1984); and as clinical associate professor (1984-2008), including the leadership role of interim division chief for Thoracic Surgery (1984-1986). He became faculty emeritus in 2008.

Dr. Williams completed his residency training at The Ohio State University Hospitals (1964-1970); served as instructor (1968-1970); joined the faculty as assistant professor of Surgery (1970-1975); became associate professor (1975-1983); served as assistant medical director of Emergency Services (1972-1976); and served as interim division chief for Cardiothoracic Surgery in 1997. Since 1983, Dr. Williams has been a clinical associate professor in the Department of Surgery.

The annual distribution from this fund will be used for a professorship position in the Division of Cardiac Surgery (Division) in the Department of Surgery (Department). The professorship holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended by the chair of the Department and the dean of the College of Medicine (College), in consultation with the director of the Division, director of the OSU Heart and Vascular Center (Center), and the senior vice president for Health Sciences. The activities of the professorship holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, the chair of the Department, and the dean of the College, in consultation with the director of the Division, the director of the Center, and the senior vice president for Health Sciences.

The Wexner Center Program Endowment Fund

The Wexner Center Program Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Leslie H. (BS 1959, DRH 1986) and Abigail S. Wexner, and The Wexner Family Charitable Fund.

The annual distribution from this fund shall be used by the director of the Wexner Center for the Arts for the Center's artistic and educational programming.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Wexner Center for the Arts.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the Wexner Center for the Arts and University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors (if possible), the director of the Wexner Center, and the Wexner Center Foundation Board of Trustees.

The Richard G. Koch Alzheimer's Research Endowment Fund

The Richard G. Koch Alzheimer's Research Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Richard G. Koch (MS 1947) and Ruth H. Koch through the Planned Giving Foundation, made possible by direction from his sons, Richard F. Koch of Loveland, Ohio, and Kenneth R. Koch of Los Alamos, New Mexico.

The annual distribution from this fund shall support medical research on Alzheimer's disease in the Division of Cognitive Neurology in the Department of Neurology, with a

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focus on (but not limited to) current and emerging priorities or promotion of interdisciplinary, diverse, collaborative research projects. Allocations shall be made at the recommendation of the director of the division in consultation with the chair of the department, the dean of the College of Medicine, and the senior vice president for Health Sciences. Support may cover costs such as: supplies or equipment; lab space; conference, travel, or publishing costs related to research or educational purposes; research awards to fellows; technology; personnel or for other activities required for quality medical research.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the donor, the chair of the Department of Neurology, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy

The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mr. John McCoy (DRH 1993), Ms. Jane McCoy, and Ms. Virginia B. McCoy.

The annual distribution from this fund shall be used to provide two additional scholarships at the current Presidential Scholarship level for undergraduate students attending the Columbus campus. Recipients shall be selected by the Office of Enrollment Services and shall be known as *Jeanne Bonnet McCoy Presidential Scholars*. If, in the future, the Presidential Scholarship no longer exists, the fund shall be used to support the University's preeminent academic recruiting scholarships in an effort to continue attracting the best and brightest students.

Donors anticipate a 50% match for this gift from the University. The matching money will be placed in the Long-Term Investment Pool to create a separate but parallel fund. The annual distribution from this fund shall be used by the Office of Enrollment Services to award a third Presidential Scholarship. The recipient shall be known as a *Jeanne Bonnet McCoy Presidential Scholar*. If, in the future, Presidential Scholarships no longer exist, then this fund shall be used to support the University's preeminent academic recruiting scholarships in an effort to continue attracting the best and brightest students.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended

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purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors (if possible), the director of University Honors & Scholars, and the Office of Enrollment Services.

The Charles Magee Adams Scholarship Fund

The Charles Magee Adams Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Charles Magee Adams (BA 1915).

The annual distribution from this fund shall be used to provide room, board, and tuition for blind students at The Ohio State University. Recipients shall be selected by Student Financial Aid in consultation with the Office of Student Life. The selection process shall take into consideration funds available to blind students from other sources.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid, in consultation with the Office of Student Life.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from The Office of Student Life.

The Captain Jonathan D. Grassbaugh Veterans Project Fund

The Captain Jonathan D. Grassbaugh Veterans Project Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Jenna Grassbaugh.

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The annual distribution from this fund shall be used to provide free legal services to veterans on certain legal matters. Services shall be provided by students at the Michael E. Moritz College of Law, under attorney supervision.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the Michael E. Moritz College of Law.

The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund

The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dan (MBA 1974) and Jacqueline Lease from Fremont, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's or women's swimming team and is pursuing an undergraduate degree at The Ohio State University. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

The William H. Saunders MD Chair Fund in Otolaryngology

The William H. Saunders MD Chair Fund in Otolaryngology was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the

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guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni, faculty, colleagues, and friends of otolaryngology, including Otolaryngology Head and Neck Physicians, LLC; and given in honor of Dr. William H. Saunders and his faculty career and leadership in the Department of Otolaryngology (assistant professor to professor, 1954-1999; acting chairman and chairman, 1961-1984; emeritus, 1999).

The annual distribution from this fund shall support activities and programs in otolaryngology that foster innovation and excellence, or strengthen special initiatives to include, but not limited to: research, training, education, patient care, and faculty development. Allocation of funds shall be approved by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences and the chair of the Department of Otolaryngology.

The endowment shall be revised to a professorship or chair should the endowment principal reach \$1 million or \$2 million, respectively, by October 31, 2017. After October 31, 2017, the endowment principal must reach the minimum funding level at that time to be revised to a professorship or a chair. As a professorship or a chair, the fund shall support a nationally or internationally recognized physician faculty member in the Department of Otolaryngology. The professorship or chair holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended and approved by the dean of the College of Medicine and by the senior vice president for Health Sciences. The activities of the professorship or chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

The annual distribution may support the salary, benefits, and research work of the appointee. Allocation of the annual distribution shall be approved by the dean of the College of Medicine in consultation with the senior vice president for Health Sciences and with the chair of the Department of Otolaryngology.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences and the chair of the Department of Otolaryngology.

Tom Jackson Memorial Scholarship Fund

The Tom Jackson Memorial Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from David (BS 1971, MA 1972) and Claire Jones.

The annual distribution from this fund shall be used to provide a scholarship to a

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student who graduated from a high school within the city limits of Youngstown, Ohio. The scholarship is available to any Ohio State student regardless of campus or major, and is portable and transferable if campus or major changes. The scholarship is renewable for up to four years as long as the student remains in good standing with the University. Scholarship recipients shall be selected by Student Financial Aid.

This endowment is eligible for a four-year annual distribution match as outlined in The Ohio Scholarship Challenge, beginning the fiscal year following authorization from the Board of Trustees. Per the request of the donor, the University will use the funds match to increase the award amount.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural administration and the director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Student Financial Aid.

Richard L. and Hazel M. Spetka Memorial Scholarship Fund

The Richard L. and Hazel M. Spetka Memorial Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Lawrence and Mrs. Christine Spetka of Ottawa Hills, Ohio.

The annual distribution from this fund shall support the University's most urgent scholarship needs as determined by Student Financial Aid. The scholarship(s) is available to Ohio State students from Lucas or Knox County regardless of campus or major, and is portable and transferable if campus or major changes. Scholarship recipients shall be selected by the director of Student Financial Aid. The scholarship(s) is renewable for up to four years, as long as the recipient(s) remains in good standing with the University.

The fund shall receive a four-year endowment distribution match as outlined in The Ohio Scholarship Challenge, formerly the 88 County Campaign; this match shall be used to increase the award amount.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

**The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn
and the Emma C. Doran Families Endowed Scholarship Fund**

The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas L. Mountain (BS 1967) and Richard C. Mountain (BS 1975).

This fund is established in memory of the Mountain, Linn, Doran, Burns, and Taylor families. It is the hope of the donors that at some future date, the scholarship recipient(s) would be motivated to support this scholarship or establish a new endowed scholarship. These gifts would serve as an appreciation for The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund, and would honor the words of Coach Woody Hayes in his March 14, 1986, commencement address, "Hard work, tough decisions, teamwork, family values, and paying ahead will help to change this world and make it a better place. And I have no idea, but that you have the attitude and the capacity and the ability here to go on and help make this a greater world."

The annual distribution from this fund shall provide renewable scholarships, not to exceed eight semesters, to a student(s) who intends to study in the School of Environmental and Natural Resources, or the Colleges of Business (Fisher), Law (Moritz), Optometry, Dentistry, Medicine, Veterinary Medicine, Education and Human Ecology, or Engineering. First preference shall be given to honorably discharged servicemen or servicewomen from Lawrence County, Ohio. Second preference shall be given to honorably discharged servicemen or servicewomen from the 32-county area of Ohio Appalachia. Third preference shall be for any honorably discharged serviceman or servicewoman from Ohio. In all cases, preference shall be given to the student(s) who demonstrates scholastic achievement and leadership ability with skills of effective writing, public speaking, and interpersonal skills, if it is possible to evaluate said skill sets. Scholarship recipients will be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Thomas L. Mountain or Richard C. Mountain, if possible, and the director of Student Financial Aid.

Stan K. Doty DDS '80 Fund in Dentistry

The Stan K. Doty DDS '80 Fund in Dentistry was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Stan Kevin Doty (BA 1977, DDS 1980).

The annual distribution from this fund shall equally support two purposes in the College of Dentistry – the College's Leadership Fund (#308642) and the W. Postle Scholarship Fund (#205822).

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Dentistry.

The Sue and Walt Bailey Endowed Scholarship Fund

The Sue and Walt Bailey Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Sue (BS 1961) and Walt Bailey of Surprise, Arizona.

The annual distribution from this fund shall be used to support at least two scholarships of equal amounts to be awarded annually to (1) an undergraduate student majoring in food science and nutrition; and (2) an undergraduate student majoring in agriscience education. Preference shall be given to students from Ross County, Ohio, then those from Ohio, then Arizona, then California. Preference shall be given to students who do not receive federal student aid grants. Qualified applicants will have demonstrated academic achievement and involvement in student organizations. The scholarship may be awarded to the same students in successive years, not to exceed four years, provided the students remain in good academic standing and are progressing toward their degrees. Scholarship recipients shall be selected by respective scholarship selection committees in the departments of Food Science and Technology, and

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Agricultural Communication, Education, and Leadership in accordance with guidelines and procedures established by the dean of the college or his/her designee and in consultation with Student Financial Aid.

It is the donors' intent for the scholarship to be awarded to two students, i.e., to one student in each major. If, in any given year, the amount of the endowment distribution is greater than the tuition and fees of the primary scholarship recipients, additional scholarships of equal or lesser amounts may be awarded to other students who meet the scholarship's criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Food, Agricultural, and Environmental Sciences.

The D. Fred Bovie Welding Engineering Endowed Scholarship Fund

The D. Fred Bovie Welding Engineering Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Mrs. Marian Lou Evans Bovie, in memory of her late husband, Fred (BS 1953).

D. Fred Bovie "Fred" was born in a small town in southern Ohio. Fred's personal integrity and common sense lead him to achieve great successes in the academic and international business world. Fred was the recipient of the American Welding Society's Honorary Membership Award and received the Distinguished Alumni Award for Ohio State's College of Engineering. As President and Chief Executive Officer of ESAB, Inc., the North American subsidiary of ESAB International of Sweden, Fred was responsible for manufacturing, sales, and distribution in the United States, Canada, Mexico, and Korea. Like Horatio Alger, Fred overcame adversity with perseverance and moral principles and was an inspiration to his friends, colleagues, and employees to achieve the own personal goals.

The annual distribution from this fund shall provide scholarships for undergraduate welding engineering students. Recipients shall be selected by the chair of the Materials Science and Engineering department, in consultation with the dean of the College of Engineering and Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering, in consultation with the chair of Materials Science.

The Tom and Jean Francis Family Endowed Scholarship Fund

The Tom and Jean Francis Family Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Thomas M. Francis (BA 1956).

The annual distribution from this fund shall be used to provide scholarships for undergraduate students with financial need who reside in Allen County and attend The Ohio State University at Lima, with preference given to students majoring in communications. Scholarship recipients shall be selected by the dean of The Ohio State University at Lima, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean and director of The Ohio State University at Lima.

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The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing

The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Jeffrey Gudenkauf (BS 1969), in honor of his wife, Susie Gehring Gudenkauf.

The annual distribution from this fund shall be used to support one or more undergraduate students with a major in the department of art, concentrating in the area of painting and drawing. The award will be based on talent, and the scholarship recipient(s) will be recommended by a faculty portfolio review committee and selected by the chair of the Department of Art, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Art.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the chair of the Department of Art.

The Jeffrey S. Limes Scholarship Fund

The Jeffrey S. Limes Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Janet S. Limes.

The annual distribution from this fund shall provide scholarships for students enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Michael E. Moritz College of Law.

Harry E. Pukay-Martin Endowment Fund in Pathology

The Harry E. Pukay-Martin Endowment Fund in Pathology was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Harry E. Pukay-Martin of Worthington, Ohio, and from OSU Pathology Services LLC of Columbus, Ohio, given in honor of Harry E. Pukay-Martin and his career in the Department of Pathology (1989 through 2012).

The annual distribution from this fund shall support the education, training, and research projects of residents and fellows in the Department of Pathology, as approved by the dean of the College of Medicine, in consultation with the chair of the Department of Pathology and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean, in consultation with the department chair.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice of the donor (or his representative) and the dean of the College of Medicine, in consultation with the chair of the Department of Pathology and the senior vice president for Health Sciences.

Fred B. Thomas MD Lectureship Endowment Fund

The Fred B. Thomas MD Lectureship Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Teresa Jean (Teri) Thomas of Dublin, Ohio, given in memory of her husband, Fred B. Thomas, MD (BA 1962, MD 1965; residency training in Internal Medicine; chief resident, 1968-1969; fellowship in Gastroenterology, 1969-1971). Additional gifts were given by colleagues, medical residents, and fellows who worked with or under Dr. Thomas during his career in the Division of Gastroenterology (1973-2011), during which he served as division director (1974-1999; 2006-2011).

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The annual distribution from this fund shall support a lectureship program and its affiliated activities in the Division of Gastroenterology, Hepatology, and Nutrition, in the Department of Internal Medicine, to be known as the Dr. Fred B. Thomas Lectureship in Gastroenterology. Allocation shall be made at the recommendation of the division director, and approved by the department chair, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director or chair.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Teresa Jean Thomas (if possible), the chair of the Department of Internal Medicine, and the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare

The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Judith C. Eggers (BS 1962, PhD 1982).

The annual distribution from this fund shall provide an annual scholarship in memory of Jeanette Zupancic, to a student enrolled in the College of Social Work, with preference given to candidates focusing on child welfare. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are single mothers.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Social Work.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

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original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Social Work.

Dr. Milap Nahata Distinguished Lecture Series Fund

The Dr. Milap Nahata Distinguished Lecture Series Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues of Dr. Milap Nahata.

The annual distribution from this fund shall be used to establish a distinguished lecture series bringing presenters to the College of Pharmacy to speak about the current and future of clinical pharmacy research, education, or practice. Expenditures shall be approved by the College's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the dean of the College of Pharmacy.

Sue L. Mayer Unrestricted Endowed Fund

The Sue L. Mayer Unrestricted Endowed Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Sue L. Mayer.

The annual distribution from this fund shall be used at the discretion of the associate provost and director of The Women's Place.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the associate provost and director of The Women's Place.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

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original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the associate provost and director of The Women's Place.

The Mary Hayes Hemmer Scholarship Fund

The Mary Hayes Hemmer Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mary Hayes Hemmer (BS 1961).

The annual distribution from this fund shall support undergraduate students majoring in science and/or mathematics education, or whose coursework has an emphasis in either area. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Education and Human Ecology.

Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program

The Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen Tussing Creed (BS in HE 1944) and Fred F. Creed III, from Millersport, Ohio.

The annual distribution from this fund shall be used to support programs in consumer sciences education for the purpose of teacher preparation and licensure to teach grades 7 through 12 in Ohio schools, as recommended by the chair of the Department of Consumer Sciences and approved by the dean of the College of Education and Human Ecology.

In the event that The Ohio State University should no longer support a Consumer Science teacher education program then the fund will be transferred to the Helen Tussing Creed Fund and that fund's name will be changed to the Helen Tussing Creed

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and Fred F. Creed III Fund.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from both the donors, should they be alive, and the dean of the College of Education and Human Ecology.

Evelyn and Ed Erlanger Scholarship Fund

The Evelyn and Ed Erlanger Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Ed L. Erlanger (BS 1968, MA 1971) and Evelyn Bice Erlanger (BS 1969, MA 1975).

The annual distribution from this fund shall provide scholarship support to students enrolled in the College of Education and Human Ecology. First preference shall be given to students from Hamilton Township in Franklin County, Ohio, who are studying elementary education. Second preference shall be given to students from any township in Franklin County, Ohio, who are studying elementary education. Third preference shall be given to any student from Hamilton Township in Franklin County, Ohio. Recipients shall be selected by the College's dean in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Education and Human Ecology.

The Lawrence L. and Rita Mankoff Endowed Scholarship Fund

The Lawrence L. Mankoff Memorial Endowed Scholarship Fund in the College of Engineering was established April 7, 2000, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the family of Lawrence L. Mankoff (BS 1948). The name is being revised April 5, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to commemorate Lawrence L. Mankoff, through a scholarship for undergraduate students in the College of Engineering. The recipient(s) shall demonstrate academic excellence and a financial need. First priority will be given to students majoring in engineering physics, and second priority will be given to students majoring in electrical engineering. The final selection will be made by the dean of the College of Engineering, in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the College in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, in consultation with the dean of Engineering, in order to carry out the desire of the donors.

Pierre Zoelly and William Riat Travel Scholarship Fund

The Pierre Zoelly Travel Scholarship Fund was established November 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Barbara Josephine Zoelly, Bill Riat (BS 1973), Sheila Riat, and friends in memory of Pierre Zoelly. The name is being revised on April 5, 2013.

Pierre, a Swiss architect, was probably the first Ohio State faculty member to think of the modern movement in terms of an entirely new approach to architectural education. His ideas and his personality brought a new dimension to the program, challenging many faculty members to think of architecture in ways different from that to which they were accustomed.

The annual distribution from this fund shall be used to support a scholarship for a student in the Austin E. Knowlton School of Architecture participating in one of the school's travel programs. Scholarship recipients will be selected by the Architecture section head and the director of the Knowlton School of Architecture, in consultation with the architecture faculty and the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board, as recommended by the director of the Knowlton School of Architecture, in consultation with the section head of Architecture. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

The Hazen and Anna Jane Hildebolt Preble County Scholarship Fund

The Hazen and Anna Jane Hildebolt Preble County Scholarship Fund was established June 5, 1987, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from William M. Hildebolt (BS 1966 Food Technology, MS 1967, PhD 1969 Horticulture) and his wife, Sandra, in honor of William's parents. The description is being revised on April 5, 2013.

The annual distribution from this fund shall be used equally to provide scholarships to students in the College of Food, Agricultural, and Environmental Sciences, and in the College of Education and Human Ecology. Each college may award one or more scholarships. Eligible students must be in their first year at their respective colleges, and demonstrate outstanding scholastic achievement and leadership potential through extra-curricular activities. First preference shall be given to students from Eaton High School in Preble County, Ohio. If there are no eligible students from Eaton High School, then second preference shall be given to students from Preble County, Ohio, and third preference shall be given to students from the contiguous Ohio counties of Butler, Darke, and Montgomery. The financial need of prospective students may be considered.

Recipients shall be selected by the scholarship selection committee in each college, in accordance with guidelines approved by the respective dean, and in consultation with Student Financial Aid. The scholarship may be awarded to the same students in successive years, not to exceed four years, provided the students remain in good academic standing and are progressing toward their degrees.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the respective deans.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, if possible, and the dean of the College of Food, Agricultural, and Environmental Sciences, and the dean of the College of Education and Human Ecology.

The Jim and Nancy Patterson Endowment Fund

The Jim and Nancy Patterson Endowment Fund in the College of Food, Agricultural, and Environmental Sciences was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James F. Patterson (BS Horticulture 1964) and Nancy W. Patterson (BS Education 1963) of Chesterland, Ohio. The description was revised October 29, 2009. The description is being revised again on April 5, 2013.

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One-half of the annual distribution from this fund shall go to the income distribution fund of the Pat and Bobby Moser Scholars Fund to support the greatest need of the Pat and Bobby Moser Scholars Program each year, and one-half of the annual distribution shall be applied to the principal of the Ohio 4-H Foundation Fund to assist in the continued growth of the fund.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean for the College of Food, Agricultural, and Environmental Sciences.

(APPENDIX XLVI)

Memorandum of Agreement

by and between
UNIVERSITY DEVELOPMENT STRATEGIES, INC.
and
THE OHIO STATE UNIVERSITY

THIS MEMORANDUM OF AGREEMENT ("Agreement") is entered into as of this _____ day of _____, 2013, by and between The Ohio State University ("University") and University Development Strategies, Inc. ("AFFILIATE").

WHEREAS, AFFILIATE was organized and incorporated in the State of Ohio as a not-for-profit corporation for charitable, religious, educational or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code 1986, including but not limited to the following:

- (i) advance, encourage and promote the industrial, economic, residential, commercial and civil development of the areas surrounding or connected to the campuses of The Ohio State University and its affiliates and enhance the academic environment of the University;
- (ii) provide real estate strategies based upon the financial analysis of potential real estate projects so as to optimize value for the University;
- (iii) stimulate investment in the real estate connected to the University by providing real-world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners; and
- (iv) engage in any activity for which corporations may be formed under the nonprofit law of Ohio;

WHEREAS, the University was organized in 1870 as an instrumentality of the State of Ohio and serves as Ohio's flagship research university, employing thousands of Ohioans;

WHEREAS, the University, seeks to advance, encourage and promote the industrial, economic, commercial and civic development of the areas surrounding and connected to the University;

WHEREAS, AFFILIATE is an affiliated entity of the University;

WHEREAS, the University has a vital interest in and recognizes the value and contributions of each of the University's affiliated entities;

WHEREAS, the University's Board of Trustees adopted a Policy on Affiliated Entities in June, 2008;

WHEREAS, pursuant to the Policy on Affiliated Entities, the University and AFFILIATE wish to memorialize their relationship;

WHEREAS, this Agreement is intended to set forth policies and procedures that will contribute to the coordination of the Parties' mutual activities;

NOW THEREFORE, In consideration of the mutual commitments herein contained, the parties agree as follows:

Article I

AFFILIATE Support of University Policy on Affiliated Entities Guiding Principles

AFFILIATE acknowledges and affirms that as an affiliated entity of the University, it supports the following guiding principles of the Policy on Affiliated Entities:

1. The creation and activities of affiliates must promote, sponsor, or complement educational, scientific, research, charitable, health-care related, or cultural activities for the benefit of the University or one or more of its units.
2. To promote a more proactive relationship with affiliates, the University's relationship with each affiliate will be memorialized through a memorandum of agreement.
3. Affiliates will be monitored by the Board of Trustees through a regular reporting process.
4. Affiliates shall provide for at least one University representative with full voting rights on its governing board.
5. Affiliates must use sound fiscal and accounting procedures.
6. Affiliates must be managed in a manner consistent with their own enabling documents and the University's purpose, mission, and procedures, as specifically set forth in this policy.
7. Affiliates must adhere to high standards of ethics and conflicts of interest.
8. The University's relationship with an affiliate is not necessarily intended to be perpetual, and relationships with affiliates will be examined at least every five years to determine whether the affiliate/relationship will be continued or whether a sunset provision is appropriate.

AFFILIATE and the University affirm that this Agreement is intended to implement the principles with respect to AFFILIATE.

Article II

University/AFFILIATE Relationship

- A. Corporate Status of AFFILIATE. AFFILIATE is a separate non-profit corporation incorporated in the State of Ohio, with plans to be exempt from federal income tax under Internal Revenue Code § 501(c)(3). AFFILIATE shall take all actions necessary to achieve and maintain this status.
- B. General Governance Responsibilities. The University's Board of Trustees is responsible for: (1) overseeing the mission, leadership, and operations of the University; (2) setting priorities and long-term plans for the University; (3) the performance and oversight of all aspects of operations of the University; and (4) the employment, compensation, and evaluation of all University employees, including the President.

AFFILIATE'S Board of Directors is responsible for: (1) the control and management of all assets of AFFILIATE; (2) the performance and oversight of all aspects of its operations based on a comprehensive code of regulations.

These lists of responsibilities are not meant to be exhaustive or exclusive.

- C. Liability. The University and AFFILIATE acknowledge that each is a separate entity and agree that neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff, or activity participants.

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- D. Legal Representation. AFFILIATE shall retain its own legal counsel. The University's Office of Legal Affairs will advise any University officials involved in AFFILIATE within the scope of their employment.
- E. Discernable Identity. All correspondence, solicitations, activities, and advertisements concerning AFFILIATE shall be clearly discernable as being from AFFILIATE and not from the University alone, unless done on behalf of and with written consent from the University. Any use of University marks will be governed by Article VI, Section D of this Agreement.
- F. Primary Contacts. For the purposes of this Agreement and until changed by the University President, the primary University contact for AFFILIATE shall be the Senior Vice President for Administration & Planning.

Article III Governance

- A. Directors. Affiliate shall have a Board of Directors consisting of seven directors, three (3) directors appointed by the University and four (4) non-University appointed community members. The University directors who will serve on AFFILIATE's Board of Directors as enumerated in AFFILIATE's Business Plan will be ex officio directors and will consist of the following University representatives: (i) the Senior Vice President and Chief Financial Officer, (ii) the Senior Vice President, Administration and Planning and (iii) the Senior Vice President and General Counsel. These directors shall be referred to in this agreement as "UNIVERSITY Directors."
- B. Appointment of Chair. The Chair of the AFFILIATE Board of Directors shall be elected annually by the AFFILIATE Board members in a formal vote, in accordance with the AFFILIATE Code of Regulations.
- C. Reserve Powers. The Code of Regulations of AFFILIATE shall retain the existing additional quorum requirement that the UNIVERSITY Directors vote in the affirmative to approve the following acts and transactions:
 - a. Amendment of the Articles or the Code of Regulations;
 - b. Adoption of the annual and multi-year operating and capital budgets and business plans;
 - c. Approval of material unbudgeted expenditures, except for those directly reimbursable by a third party;
 - d. Adoption of strategic plans;
 - e. Exercise of any powers the corporation may have as a member, shareholder, partner or otherwise of another corporation, limited liability company, partnership, joint venture or other organization;
 - f. Dissolution or liquidation;
 - g. Merger, consolidation or other form of business combination or reorganization;
 - h. Sale, lease, mortgage or other disposition of a material amount of the assets or business of the corporation or share, membership or control interests of another entity;
 - i. Dissolution and any distribution of assets upon dissolution;
 - j. Incurrence of debt or assumption or guarantee of debt, including contingent or conditional debt, in excess of \$100,000 in the aggregate at any one time;
 - k. Becoming a material investor, partner, member, associate, or participant in any other enterprise or venture whether for profit or nonprofit;
 - l. Formation of a subsidiary; or
 - m. Election of public directors.

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The affirmative votes of the University Directors shall be duly recorded in the minutes of AFFILIATE's Board of Directors for approval of these items to be effective.

- D. Disposition of Assets Upon Dissolution. AFFILIATE'S governing documents shall include a provision requiring that in the event of its dissolution, the assets of AFFILIATE shall be distributed to The Ohio State University based on the University's share of financial contribution.
- E. Audit Committee. AFFILIATE shall establish an audit/finance committee of no less than two members who shall report to the AFFILIATE Board of Directors. At least one member shall be independent of AFFILIATE and the University.
- F. Written Policies. The Board of Directors of AFFILIATE shall adopt written policies for ethics, conflicts of interest, whistleblowers, and other such policies. At AFFILIATE'S request, the University shall provide templates for each policy for the Board of Directors' consideration.
- G. Insurance. Officers and staff members of AFFILIATE shall be bonded as appropriate in amounts to be determined by the Board of Directors of AFFILIATE. General liability insurance and directors' and officers' liability insurance shall be obtained in amounts determined by the Board of Directors to be reasonable and appropriate.

Article IV

Financial Transactions and Accounting Practices

- A. Audit. AFFILIATE shall have an annual audit conducted by an independent certified public accountant. A copy of the audit report, management comments, and management's response shall be made available to the University upon request.
- B. Inspection of Books. With the AFFILIATE Board of Directors' approval, which shall not be unreasonably withheld, the University President or his/her designee may inspect and audit AFFILIATE books and records at reasonable times.
- C. Accounting System. AFFILIATE shall have in place an accounting system to assure financial activities are carried out and reported in accordance with generally accepted business and accounting practices.
- D. Cost Recovery, Generally. The University is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to AFFILIATE; AFFILIATE is entitled to recover costs incurred for personnel, use of facilities, or other services provided to the University. Such cost recovery shall be in accordance with a separate agreement entered into by the University and AFFILIATE.
- E. Transactions Between University and AFFILIATE. Transactions between the University and AFFILIATE shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Transactions exceeding \$250,000 in goods and/or services shall be memorialized in a separate agreement. Special attention shall be given to avoiding direct or indirect conflicts of interest between the University and AFFILIATE and those with whom AFFILIATE does business.
- F. IRS Requirements. In accordance with IRS regulations governing tax exempt organizations, no substantial part of the activities of AFFILIATE shall consist of carrying on propaganda, or otherwise attempting to influence

legislation, or participating or intervening in any political campaign or on behalf of any candidate for public office.

- G. Payments to University Employees. No salaries, consulting fees, loans, or perquisites shall be paid to a University employee by AFFILIATE without the prior written approval of the University President or his/her designee. Compensation plans for University employees which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.
- H. Transfer of Assets. Any transfer of assets by the University to AFFILIATE, or by AFFILIATE to the University, for management or investment shall be formalized in a separate Agreement so the fiduciary requirements of the respective governing boards are complied with and to assure, among other things, that any restrictions governing the future disposition of funds are observed.
- I. Major Financial Events. AFFILIATE shall notify the University President or his/her designee, at the earliest possible date, of any proposed purchase or sale of real estate and any material debt to be incurred for permanent or working capital, and coordinate its efforts with those of the University and other affiliates.
- J. Purchasing and Procurement. AFFILIATE shall adopt and observe the following guidelines governing its purchasing and procurement of goods and services:
 - 1. AFFILIATE is not required to comply with the University Board of Trustees policy on purchasing. However, AFFILIATE may deem it advisable and appropriate to employ competitive practices in procuring goods and services. AFFILIATE should also adopt a policy promoting minority business development.
 - 2. AFFILIATE shall not purchase goods and services on behalf of any University unit with the expectation of reimbursement from that unit, because such a transaction may conflict with the University Board of Trustees policy on purchasing. Goods and services may be purchased by affiliates as a gift for the University subject to the normal review and approval for gift acceptance.

Article V Personnel Policies

AFFILIATE shall adopt the following guidelines governing the appointment, compensation, and retention of its personnel:

- A. Non-discrimination. AFFILIATE shall not discriminate on the basis of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status. Notwithstanding these requirements, AFFILIATE'S programs that exist primarily for the disbursement of funds to members of a minority class, such as scholarship funds, may restrict eligibility on that basis to the extent authorized by law. In determining cases of discrimination it is not sufficient to look merely to the articles of incorporation or code of regulations of AFFILIATE; actual practices and operations also are relevant.
- B. Appointment and retention. The appointment and re-appointment of the chief executive officer ("AFFILIATE executives") shall be subject to approval of the AFFILIATE Board and memorialized in an appropriate letter of appointment.

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Prior to approval, the AFFILIATE Board shall notify the University President regarding the proposed or conditional appointment and/or re-appointment.

- C. Compensation. Except for any OSU Employees, the AFFILIATE shall set compensation standards annually, including salary ranges and fringe benefits, for all AFFILIATE staff. Compensation plans for staff which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.

Article VI Support Provided by University

- A. Services. Upon AFFILIATE'S request, the University may make administrative services available to aid AFFILIATE in its management and operation. As applicable, these services may include, but are not limited to:
1. IT support;
 2. Access to the University's financial systems to receive, disburse, and account for funds held. With respect to transactions processed through the University's financial system, AFFILIATE shall comply with the University's financial policies and procedures;
 3. Accounting services to include: monthly cash disbursements and receipts, accounts receivable and payable, bank reconciliation, monthly reporting and analysis, auditing, payroll, and budgeting;
 4. Central University services such as dining services, printing services, parking and transportation, and facilities management.
- B. Facilities. AFFILIATE is eligible to use the University's facilities, subject to availability and applicable policies and charges.
- C. University Marks. University hereby grants AFFILIATE a non-exclusive right to use the University Marks specifically related to, and necessary for, its business operations and provision of services. AFFILIATE shall not assign the University Marks, or use them for any other purposes unless approved in writing by the University Office of Trademark and Licensing.

Article VII Terms of the Memorandum of Agreement

- A. Periodic Meetings. To ensure effective and continuing implementation and achievement of the terms of this Agreement, the primary contacts shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.
- B. Amendment and Modification. No amendment or modification of this Agreement shall be effective against either party unless such amendment or modification is set forth in writing and signed by both parties. It is understood and agreed that some proposed changes to this Agreement may require approvals from both the AFFILIATE Board of Directors and the University Board of Trustees.
- C. Term. The term of this Agreement shall commence on the date on which both parties sign the memorandum and continue until the Agreement is terminated pursuant to the terms contained herein.
- D. Termination. Either party may, upon 90 days prior written notice to the other, terminate this Agreement.

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- E. Severability. In the event that any provision of this agreement shall be illegal or otherwise unenforceable, such provision shall be severed, and the balance of the Agreement shall continue in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Agreement to be executed by their duly authorized officers as of the day and date first above written.

The Ohio State University

Geoffrey S. Chatas
Senior Vice President for Business and Finance and CFO

University Development Strategies, Inc.

April 5, 2013 meeting, Board of Trustees

The Ohio State University

University Development Strategies, Inc.

I. Executive Summary

The Ohio State University (sometimes referred to herein as the "University") is among the largest in the nation, and its core campus sits only miles from downtown Columbus. The physical structures on Ohio State's campus support its academic mission and help improve the quality of life for students, faculty and staff. The physical world beyond its borders is also critical to the success of the University. Strong neighboring communities are necessary for Ohio State to continue to attract the brightest students and faculty from across the country and to retain its position as a top public university. The future of Ohio State and the future of Columbus are connected.

University Development Strategies, Inc. ("UDS") grows out of a belief that proper real estate planning and development is a key component to a successful University community and to revitalization and economic growth in areas surrounding and connected to Ohio State. UDS will be a knowledgeable real estate advisor that understands the fundamental economics of real estate and how to optimize its value. UDS's expertise will enable it to develop conceptual strategies which will advance, encourage and promote the industrial, economic, residential, commercial and civil development of the areas surrounding or connected to the campuses of The Ohio State University and its affiliates and enhance the academic environment of the University. Having healthy, attractive and economically diverse environments will be a benefit to the University and to the State of Ohio at large.

II. Objective

The primary objective of University Development Strategies, Inc. is to promote the planning and development of the communities surrounding the University by providing planning and financial expertise and providing real world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners. Accordingly, in its initial two years, UDS intends to develop an achievable, economically viable strategy for mixed-use development in at least one key area surrounding Ohio State's campuses. Each strategy will include conception, feasibility, market analysis, financing, planning and design.

III. Business Plan Summary

Operations and Staffing

University Development Strategies, Inc. will be an Ohio not-for-profit corporation that is organized for charitable, religious, educational or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code 1986. UDS will be a significant interest affiliate of The Ohio State University and will sign a Memorandum of Agreement with Ohio State pursuant to the Policy on Affiliated entities adopted by the University in June of 2008. A form of the expected Memorandum of Agreement to be signed is attached hereto as Exhibit A. UDS will have a board of directors comprised of seven (7) directors, three (3) of whom will be appointed by the University (the "University Directors") and four (4) of whom will be elected by a majority vote of the directors (the "Community Directors"). The University Directors will be ex officio directors and will consist of the following University representatives: (i) the Senior Vice President and Chief Financial Officer, (ii) the Senior Vice President, Administration and Planning and (iii) the Senior Vice President and General Counsel.

UDS shall employ a manager or director who has an expertise in real estate planning. It is expected the UDS will contract for specialty expertise in planning and property acquisition. It is anticipated that all other operational and management services may be provided through an agreement with Ohio State's office of Planning and Real Estate ("PARE"). Under this agreement, PARE will provide Real Estate and Planning professionals and support staff to help fulfill the objective of UDS, including, but not limited to, research regarding case studies and best practices, demographics and

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market analysis, zoning analysis, traditional real estate and planning services, coordination with area partners, and coordination with local agencies and authorities. UDS will pay for these services based upon fair market terms.

Funding, Revenue and Expenses

University Development Strategies, Inc. will be funded by gifts, donations, University funding and other outside resources. The University may be an initial contributor to UDS. In the future and subject to obtaining the necessary approvals from the board of directors of UDS, UDS could have the ability to create revenue generating subsidiaries and activities which will offset its operation and management costs.

It is estimated that UDS will require approximately \$1,500,000 in funding over the first three years to support its mission. This estimate includes the compensation of the manager or director, the management services agreement with University staff support, which includes approximately 1.5 FTE of PARE staff annually, and other associated operational costs. The estimate also includes third-party professional and consulting fees expected to be incurred during that time period.

The chart below depicts envisioned revenue, expenses, and net income for University Development Strategies, Inc. through the end of FY2015.

	FY2013 – Projected	FY2014 – Projected	FY2015 – Projected
Total Funding Sources	500,000	500,000	500,000
Total Expenses	500,000	500,000	500,000
Net Income	0	0	0
Operating Balance	0	0	0

IV. Risks to the University

The primary risk the creation of this affiliate poses to Ohio State is reputational. The purpose of the entity is to advance the mission and objectives of Ohio State, but it is not controlled by Ohio State. The risk of Community Directors making statements or taking actions inconsistent with the positions of Ohio State is possible, but poses little to no financial.

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EXHIBIT A

Form of Memorandum of Agreement

(Immediately Following)

(APPENDIX XLVII)

Project Data Sheet for Board of Trustees Approval

Newark – Science and Technology Building

OSU-130377

Project Location: Science and Technology Building (new)

N/A ASF / N/A GSF

- **approval requested and amount**
professional services \$1.6M

- **project budget**
construction w/ contingency \$20.0M
professional services \$2.3M
other costs (comm., moving, equipment) \$2.2M
total project budget \$25.0M

- **funding sources**
state appropriations; OSUN general funds; COTC general funds

- **project schedule**
design/bidding 05/13 – 10/14
construction 10/14 – 10/15

- **project scope**
 - o this project will construct an approximately 60,000 GSF building that will contain biological and physical sciences labs, classrooms and academic support space
 - o it will be used by OSU Newark and Central Ohio Technical College

- **project status and update**
 - o approval is requested to enter into professional services contracts
 - o at this time only \$1.6M is available which will cover pre-design and design phase/preconstruction services for the A/E and CM at Risk



- **project team**
University project manager: Rick Van Deusen
A/E: tbd
CM at Risk: tbd

Project Data Sheet for Board of Trustees Approval

Street and Bridge Maintenance

OSU-110215

Project Location: N/A

approval requested and amount	
prof services/construction	\$7.6M
project budget	
construction w/ contingency	\$6.6M
professional services	\$1.0M
<hr/>	
total project budget	\$7.6M



- funding sources**
university debt; TTM auxiliary funds; OIT auxiliary funds; Student Life auxiliary funds; FAES general funds
- project schedule**
design/bidding 03/11 – 04/14
construction 08/11 – 08/14
- Framework context**
 - o this project is consistent with the Framework principles to improve existing campus infrastructure and provide for future growth
- project scope**
 - o this project will upgrade streets and bridges around campus
 - o the areas included in this project are Defiance Drive; Bevis Hall/Scott Hall/Pressey Halls area; Neil Avenue rebuild from Pomerene Hall to South Oval Drive; Hagerty Drive; 18th Avenue from Tuttle Park Place; Service Annex Drive A from Kenny Road to the Refuse Station; Herrick Drive bridge; and Woody Hayes Drive from Olentangy River to Herrick Drive
 - o this project is included in the FY13-FY17 Capital Plan
- project status and update**
 - o approval is requested to enter into professional services and construction contracts

project team		
University project manager:	Kevin Koesters	
A/E:	American	
major contractors:	Columbus Asphalt (general)	\$1.7M
	Trucco Construction (general)	\$0.5M

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(APPENDIX XLVIII)

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE**

April 4, 2013

TOPIC:

Differential Instructional Fee for the Graduate Minor – Business in Health Sciences

CONTEXT:

The purpose of this report is to recommend approval of a differential instructional fee and non-resident fee for the Graduate Minor – Business in Health Sciences, effective Summer Term 2013.

BACKGROUND:

The Council on Academic Affairs approved this program in December 2012. The focus of the program is on business in the health sciences, and the program will be marketed to students seeking degrees in Dentistry, Medicine, Nursing, Optometry, Pharmacy, and Veterinary Medicine. The purpose of this minor is to provide Health Sciences graduate students with access to business training that will serve them well in their careers on a schedule that does not extend their time to completion of the degree. In particular, the Fisher College of Business and the College of Veterinary Medicine are partnering to market the program.

The Graduate Minor – Business in Health Sciences is a 12 credit hour program. The business minor courses will be offered during the summer and are designed to be completed after two consecutive summer terms, with students taking 6 credit hours each summer. Each cohort is expected to have 20 students, and the first cohort will begin classes during Summer Term 2013.

The recommended per credit hour rate for this program is \$1,605. This will translate into a total program cost over two summer terms of approximately \$20,000 per student, including other mandatory fees. Similar to other Fisher College of Business graduate programs, the recommended non-resident surcharge is \$5 per term. The program is expected to bring in over \$200,000 of new revenue in the first year and over \$400,000 in revenue in subsequent years. The program has been designed as a self-supporting program.

REQUESTED OF THE FINANCE COMMITTEE:

Approval of the establishment of the proposed fee.

(APPENDIX XLIX)

**Policy for Board of Trustees Review and Approval
of Facilities Improvement Projects, Planning
Studies, and Real Estate Transactions
Facilities Improvement Projects**

(Revised April 2013)

This policy is intended to provide flexibility for the University to undertake projects in an expeditious manner, while preserving the authority and ability of the Board of Trustees to review and approve major projects as the Board determines. This policy is not intended to limit Board review of any project or action as the Board determines appropriate. In interpreting this policy, the University shall provide for Board review in any case in which the provisions of this policy are unclear or subject to varying interpretation.

For the purposes of this document, Facilities Improvement Projects are defined as any initiatives undertaken on behalf of the University that improve the physical environment in support of the academic mission. Projects covered under this policy would include, but may not be limited to activities that involve land acquisition, construction, reconstruction, renovation, demolition, landscaping, roads and grounds improvements/maintenance, building and systems repairs/replacements; client-specified projects, major emergency responses and any capital improvement project. This policy excludes items which would appropriately be directed through the procurement process and subject to the University's procurement policies and guidelines.

1. All facilities improvement projects estimated to cost more than \$1 million regardless of funding source shall require specific project funding authorization by the Senior Vice President for Business and Finance and Chief Financial Officer prior to any authorization for contracting for design or construction services.
2. Any facilities improvement project estimated to cost \$1 million or less shall follow all applicable university and state procurement guidelines regardless of funding source.
3. Any facilities improvement project estimated to cost more than \$1 million but less than \$4 million shall require specific project authorization by the Senior Vice President of Administration and Planning. This approval constitutes complete authorization for the project, including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.
4. Any facilities improvement project estimated to cost at least \$4 million but less than \$10 million shall require specific project authorization by the Board of Trustees. This approval constitutes complete authorization for the project, including site selection, design, construction, and any other services needed, except as specifically noted in the authorizing resolution.
5. Any facilities improvement project estimated to cost \$10 million or more shall require specific project authorization by the Board of Trustees that may include site determination, design work, and construction management services, except as specifically noted in the authorizing resolution. For these projects, separate Board authorization shall be required for construction unless specifically included in the project approval resolution.
6. Once a project of \$4 million or more has been approved by the Board, the University shall not increase the project costs (including costs for design,

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construction, construction management, or other services) presented to the Board at the time of authorization without specific Board approval except as follows:

- a. For projects under \$4 million, with the prior written approval of the Senior Vice President for Administration and Planning, the University may increase ~~individual project contracts or~~ the total project budget as long as the increased project budget does not exceed 10% of the total project budget and funding for the increase is provided by the requesting department or other source and an appropriate report is made to the Board regarding the increase.
 - b. For projects of \$4 million or more, with the prior written approval of the Senior Vice President for Administration and Planning, the University may increase ~~individual project contracts or~~ the total project budget cumulatively by no more than 10% of the total project budget or \$1 million, whichever is less, so long as funding for the increase is provided by the requesting department or other source and an appropriate report is made to the Board regarding the increase.
7. The University shall report annually to the Board, ~~at the first meeting of the calendar academic year (or specify the September board meeting?),~~ on all facilities improvement projects estimated to cost \$4 million or more that were completed during the previous year. The report will include determination as to whether the project was on time and on budget. ~~The report will also include a summary of all facilities improvement projects greater than \$50,000 completed during the calendar year. The report will be presented according to established annual reporting guidelines.~~
 8. The University shall report ~~quarterly to the Board at each board meeting~~ on the status of each major facilities improvement project of \$20 million or more and annually on any other facilities project as required by the Board. The report will include determination as to whether the project is on time and on budget and include appropriate metrics.

Planning Studies and Project Siting

9. Any planning study (including any feasibility, technical, siting, or other planning study) estimated to cost \$250,000 or more shall require Board of Trustees authorization (either separately or as part of the facilities project recommendations). Any planning study originally estimated at less than \$250,000 that goes over that amount shall be submitted to the Board for authorization. Any planning study estimated to cost less than \$250,000 and more than ~~\$25,000~~\$50,000 shall require Senior Vice President for Administration and Planning approval.
10. Any proposed changes to the approved University Master Plan, Regional Plans, District Plans, and Sub-District Plans shall be subject to review and approval by the Senior Management Council and Board of Trustees.
11. Requests for use of a site for any facilities project or any change in activity or program shall be subject to review and approval by the Senior Management Council and Board of Trustees if not in compliance with the approved University Master and District Plans, as determined by the Senior Vice President for Administration and Planning.

Real Estate Transactions

12. Any easement, other than an easement for street, roadway or highway purposes, to be granted to another party for use of University property for a term of not more than 25 years shall be subject to review and approval by the Senior Vice

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President for Administration and Planning. Such an easement for a term greater than 25 years shall be subject to review and approval of the Board of Trustees.

13. Approval of replacement or renewal easements for existing agreements that benefit the University and that were previously approved by the Board of Trustees as outlined in item #12, may be granted for a like term by the University through the written approval of the Senior Vice President for Administration and Planning.
14. Any sale or purchase of real property in the name of the Board of Trustees or the State of Ohio for the University's use, or acceptance of the gift of real property, shall be subject to the review and approval of the Board of Trustees.
15. The All leases of real property by the University for any total term of ten years or more or with a total present lease value greater than \$104 million shall be subject to review and approval by the Board of Trustees. Leases of real property between the University and a significant interest affiliate of the University shall not require approval of the Board of Trustees. Significant interest affiliate shall have the same meaning as is set forth in the University Policy on Affiliated Entities.

Energy Saving Contracts, including Performance Contracts

16. Any request for proposals for Energy Saving contracts that are exempt from the applicable competitive bidding requirements shall follow the requirements of section 3345.65 of the Revised Code.
17. Proposals shall be analyzed considering the cost estimates of each proposal, how qualified each party submitting a proposal is to implement its proposal, and the institution's ability to pay for each with current revenues or by financing the cost of each.
18. The proposal most likely to result in the greatest savings may be recommended for contract, when the cost of the proposal is compared to the reduced energy and operating costs that will result from implementing the proposal.
19. No contract to implement energy saving measures shall be awarded unless one or both of the following circumstances exists, as applicable:
 - a. In the case of a contract for a cogeneration system described in division (B)(8) of section 3345.61 of the Revised Code, the cost of the contract is not likely to exceed the amount of money the board would save in energy and operating costs over no more than five years;
 - b. In the case of any contract for any energy saving measure other than a cogeneration system, the cost of the contract is not likely to exceed the amount of money the board would save in energy and operating costs over no more than ten years.
20. Any energy saving contract estimated to cost less than \$4 million shall require specific authorization by the Senior Vice President of Administration and Planning. This approval constitutes complete authorization for the project including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.
21. Any energy saving contract estimated to cost \$4 million but less than \$10 million shall require specific project authorization by the Board of Trustees. This approval constitutes complete authorization for the project, including site selection, design, construction, and any other services needed, except as specifically noted in the authorizing resolution.

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22. Any energy saving contract estimated to cost \$10 million or more shall require specific project authorization by the Board of Trustees that may include site determination, design work, and construction management services, except as specifically noted in the authorizing resolution. For these projects, separate Board authorization shall be required for construction unless specifically included in the project approval resolution.
23. Any facility, planning study, or real estate transaction to be financed with debt, must comply with provisions of the Board of Trustees University Debt Policy (5.20).

(APPENDIX L)

SUBLEASE

**BETWEEN THE OHIO STATE UNIVERSITY
AND INTEGRATED WELLNESS PARTNERS,
MAIN STREET AND VILLAGE HALL DRIVE, NEW ALBANY, OHIO**

Background

The Ambulatory Care Strategy is a key component of the Ohio State University Wexner Medical Center (OSUWMC) Strategic Plan and its mission to improve people's lives through innovation in research, education and patient care. The plan emphasized strategic growth of the Signature Programs and related programs in community settings.

The ambulatory plan's primary objectives include:

- Improve access and quality for our patients
- Lower cost of providing care
- Optimize use of space on campus
- Ensure financially self-sufficient entities
- Become geographically preferable to payers
- Target growth-focus on Signature Programs
- Provide appropriate teaching and research sites
- Aligned management and consistent ambulatory performance standards

Project Summary

Located downtown in the City of New Albany, the project will include a multi-dimensional outpatient facility that brings together a wide range of clinical outpatient services, physicians and rehabilitation services in an effort to improve the health and lives of the community. When completed, the New Albany Project will be recognized as a vibrant community asset that will enhance the lives of the city's residents while creating a central hub for the people of New Albany.

Location and Description

The property will be located at the intersection of Main Street and Village Hall Road. The proposed facility will be approximately 51,754 square feet in total. The Ohio State University will execute a Master Lease for approximately 38,373 square feet (Res. 2013-11). The proposed sublease to Integrated Wellness Partners will allocate approximately 25,551 square feet for the development of Wellness/Fitness Center Space.

The Sublease is for a 20-year term with three five-year renewal options. The lease payments paid by the subtenant will cover all costs and expenses incurred at the Wellness/Fitness Center. The Terms and Conditions of the Sublease are consistent with the Master Lease. The final terms and conditions of the sublease will be negotiated in the best interest of the OSUWMC, The Ohio State University, and the State of Ohio.

