

November 6, 2015 meeting, Board of Trustees

The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Thursday, November 5, 2015 at 2:05pm.

Present: Jeffrey Wadsworth, Chairman, Alex Shumate, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Timothy P. Smucker, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Corbett A. Price, Alan VanderMolen, Steven M. Loborec, and Halie M. Vilagi.

Dr. Wadsworth:

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

Dr. Thompson:

A quorum is present, Mr. Chairman

Dr. Wadsworth:

I hereby move that the board recess into executive session to discuss personnel matters regarding the appointment, employment, and compensation of public officials and to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes.

May I have a second?

Upon motion of Dr. Wadsworth, seconded by Mr. Fischer, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Wadsworth, Shumate, Kass, Reid, Jurgensen, Smucker, Krueger, Gasser, Porteus, Hoeflinger, Fischer, and Wexner.

Dr. Thompson:

Motion carries, Mr. Chairman.

The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Friday, November 6, 2015 at 9:59am.

Present: Jeffrey Wadsworth, Chairman, Alex Shumate, Linda S. Kass, Janet B. Reid, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Alan VanderMolen, Steven M. Loborec, and Halie M. Vilagi.

(Inaudible Disruption)

Dr. Wadsworth:

Good morning. I would like to convene the meeting of the trustees and ask the secretary to note the attendance. Dr. Thompson, could you note the attendance? I believe a quorum is present. Do you need to call roll?

Dr. Thompson:

No.

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Dr. Wadsworth:

We do have a quorum and therefore we are able to start the meeting. In order to start the meeting, I'd ask that we conduct the business in an orderly fashion which we are unable to do if we have a monologue underway. Captain Whiteside, I'd ask you to restore order please.

(Inaudible Disruption)

Dr. Wadsworth:

Can we continue the meeting please? So that we are able to conduct the meeting in an orderly fashion, I would ask that the ringers on all cell phones and other communication devices be turned off at this time and I would ask that all members of the audience observe rules of decorum proper to conducting the business at hand.

I will now call upon Halie Vilagi to present, what is always the highlight of our meeting, recognition of the true work, the real work of this university, which is producing students of the highest order and we do that through a student recognition awards program. Halie, the floor is yours.

STUDENT RECOGNITION AWARDS

Ms. Vilagi:

Thank you, Mr. Chairman. I'd now like to invite Andrew Mikac up to the front. Andrew Mikac is a third-year law student in the Michael E. Moritz College of Law at The Ohio State University. In addition to being one of the top students in his college, with a 3.95 grade point average, Andrew is a leader in the law school community with a passion for civic engagement.

While an undergraduate student at Ohio State, Andrew studied English and economics. Outside the classroom, Andrew was a university ambassador, served as the speaker of the senate in the undergraduate student government, and spent nearly four years as a cross country and track coach at a nearby middle school.

After graduating with honors in 2011, Andrew left Ohio for Charlotte, North Carolina, where he worked as a high school teacher at a high-need public school. As part of his placement there, through Teach for America, Andrew taught over seventy students each semester, led a curriculum planning team, and helped coach the school's track and field team to back-to-back state championships.

After two years of teaching, Andrew returned to Ohio State to study law and continue his commitment to excellence both inside and outside of the classroom. While a law student, Andrew has served as mentor to first-year students, provided programming encouraging law faculty to adopt introspective teaching habits, and competed as a member of the Moot Court regional travel team. In 2015, Andrew was elected to be editor-in-chief of the *Ohio State Law Journal*, where he oversees a staff of 80 students in publishing the premier legal journal in the state of Ohio. As editor-in-chief, Andrew has pushed priorities of diversity and inclusion and helped expand the journal's online and print scholarship.

After graduation, Andrew plans to spend a year as a law clerk to Judge David McKeague on the United States Court of Appeals for the Sixth Circuit before joining the law offices of Jones Day in Washington, D.C. Congratulations and best of luck, Andrew.

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Mr. Mikac:

Thank you, Halie. Thank you to the Board and thank you President Drake for honoring me with this incredible recognition.

I did want to also thank the Dean of the Law School, Dean Michaels who is here today. As I told the dean, simply being nominated for this award, I think is in some ways the greatest honor because of the great students that make up my class at the Ohio State Law School.

I also want to recognize two professors who have been instrumental in my development over my time at Ohio State: Professor Elizabeth Renker in the Department of English and Professor Chris Walker in the College of Law. Both of these professors have been my mentors and really helped to push me and challenge me to develop into a person able to be recognized with an award like this.

My parents, Tim and Patty, are here as well and my girlfriend, Sarah, and they are here because without their support nothing I have been able to do would have been possible.

I don't have anything very formal prepared but I was reflecting on this award and it struck me as something that seems really odd, I guess to me, to be getting because when I walked on to Ohio State's campus in 2007 as a freshman, I was always an average student. I think I can truly say that it was my time here at Ohio State, through the people that I met who challenged me and broadened my horizons, through the professors I engaged with who served as my mentors, and through the leadership opportunities I have been afforded here, that I have been able to develop into a person who I hope can serve as a leader. As I have left Columbus and spent time, whether it was two years teaching in Charlotte, North Carolina, or these past two summers working in Washington in law, I have done so as the only Buckeye around. At all points, I felt more than adequately prepared, not only to take on the challenges of those realms, but also to be a leader in those environments and my time at Ohio State is what prepared me for that.

Now as I head into my last year of law school, I graduate in May, right Dean Michaels? I think that's right, my fingers are crossed. As long as that all works out, I will enter the world and leave the Ohio State community once again confident that I can take on the challenges of the road ahead and I look forward to making the university proud as I do so. Thank you.

Dr. Wadsworth:

Let me call on Mr. Kellogg.

Mr. Kellogg:

I want to ask Andrew a quick question if I could. Congratulations by the way. First and foremost, wherever you are as a Buckeye, you are never the only one. You just didn't meet the other ones that were around. Secondly, the teaching to law school combo, could you embellish on that a little bit?

Mr. Mikac:

Yes. I think for me, teaching was something that I very much loved and enjoyed but you feel as though you can only make such a small impact compared to the broader needs that exist. In law, you are given the tools and the skills and the opportunity to address the realities that you face in the classroom on a broader scale, bigger level.

Mr. Kellogg:

Thank you.

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Mr. Mikac:

But I never felt alone as a Buckeye, so I didn't mean to say it that way. Thank you.

Ms. Vilagi:

We'll bring LaToiya Templeton up to the front. Thank you. Our second student being recognized today is LaToiya Templeton, a fourth year student in the College of Veterinary Medicine. And I want to thank LaToiya, she told me she got somebody to cover for her at the hospital. She went through a lot to be here and I am very grateful to you for that.

LaToiya grew up on the south side of Chicago and is the youngest of three children. As a first generation college student, LaToiya was determined not to let any barrier keep her from her dream of becoming a veterinarian. She attended The Ohio State University during the day and Columbus State Community College in the evening, while working part-time and remaining president of her national sorority.

After receiving her Bachelor of Science degree in Agriculture from Ohio State and a degree in Veterinary Technology from Columbus State, it was important to LaToiya to obtain a Master's in Education in Curriculum and Instruction before pursuing her degree in Veterinary Medicine. While studying for her Master of Education degree from the University of Houston, LaToiya taught 7th grade math and science at a magnet school through Teach for America.

During her time as a veterinary student, LaToiya continued to demonstrate a commitment to enhancing diversity through her involvement and leadership in a number of diversity-related initiatives that focused on exposing underrepresented student minorities to the field of veterinary medicine. She served as a student ambassador for the College of Veterinary Medicine and was elected by her peers to serve as a class representative through student council. Additionally, she was selected to participate in the student services task force, a committee that was formed with the goal of enhancing the student experience.

LaToiya's goal is to let students know that regardless of the barriers or obstacles they face in their life, with hard work, determination, and dedication they can achieve their dreams.

LaToiya is a walking example of her own motto. Currently as a wife, mother and a fourth-year veterinary student, LaToiya still finds time to reach out to underrepresented minorities to talk about her journey to veterinary school. LaToiya's drive and passion for mentoring young people from disadvantaged backgrounds is phenomenal. She is an outstanding leader, an advocate for diversity, and an exceptional role model for underrepresented minorities. Congratulations and best of luck LaToiya!

Mrs. Templeton:

First I would like to thank the board, President Drake, and especially Dean Moore of the College of Veterinary Medicine, as well as some people who couldn't be here today like Dean Lorde and the entire Office of Student Affairs.

From the time that I interviewed at the university until this current time and even after the fact, they practice what they preach. Part of the reason I chose this university was the welcoming feeling that you are not alone. Veterinary School is very difficult but it helps to have a good support system and the entire way they have been a support system, whether it is text messages while in clinics or just showing up and throwing a surprise baby shower in the middle of the school year for me. They have been a great sense of support and that is really important to any professional student.

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My husband is here, Guy Templeton, who graciously put his law school degree on hold in order to support us while I go through veterinary school. That sacrifice every day is why I keep going.

What you see is just a small portion of all the sacrifices my family has made for me to make it to where I am today. Part of the journey to Teach for America and the journey even in veterinary school, to continue to expose underrepresented minorities to this profession, is something that is dear to me. I don't do it for the recognition, while I am very grateful for it, I do it because somebody did that for me. It is important to me that I return the favor in any capacity I can, whether I am still a student at the university or I am off somewhere in the profession. My contribution to Ohio State is to continue to expose underrepresented minorities to the ability to believe that anything is possible. I think it helps to see someone who is not too different from them and walked the same shoes they walk, be a catalyst to the change that I want to see in this profession. Thank you.

Dr. Reid.

Congratulations again from the board. I am so happy to see you. My husband is also a graduate of the veterinary school and he is one of only two African-American practicing veterinarians in the state of Ohio. I would be more than happy to have you and him meet so that he can mentor you and provide any additional support that you might need as you continue to progress in your career.

Mrs. Templeton:

Thank you. I graciously accept that offer.

Dr. Reid:

Please, I don't know how we can connect with each other but we can figure it out and he's practicing right here in Columbus.

Mrs. Templeton:

Thank you very much.

Dr. Wadsworth:

Let me take a moment to once again quickly congratulate our awardees. It is clear they are both going to have very successful careers in front of them because of their experience here at The Ohio State University.

Our first order of business on our agenda is the minutes of the August meeting of the Board of Trustees, which were distributed to all members of the board. If there are no additions or corrections, the minutes are approved as distributed. I'm looking to see if there are any. Seeing none, no vote is needed.

Today we are going to hear about a very important initiative on our campus, Buckeyes ACT. Sexual assault on college campuses, although not unique to Ohio State, is a problem in this country that needs attention by all institutions of higher education. I am going to turn the microphone over to President Drake for a moment for his comments before we ask Dr. J to make a presentation on this important work but I am sure all the trustees and everyone else shares with me, in recognizing that any form of institution that leads to this kind of problem is not something that we want to be associated with. Sexual assault on campuses is a terrible problem and yesterday we heard very very concerning data about student mental health and these are things that we need to be right on top of and I know we all agree with that. It is a very important topic and very

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appropriate for us to hear about the steps being taken here to address it. President Drake.

BUCKEYES ACT

President Drake:

Thank you very much. As a university, we talk a great deal about excellence. One of the areas in which excellence is absolutely critical is the safety and wellbeing of our students. I am pleased to say that our students are national leaders in this area.

In September, Vice President Joe Biden chose to visit Ohio State on the one year anniversary of the White House's "It's On Us" campaign to stop sexual assault. He chose to visit us because so many of our students have pledged their support.

At the same time, we announced Buckeyes ACT, that's Buckeyes A C T, the university's comprehensive plan to combat sexual misconduct and relationship violence. That plan combines new initiatives with existing programs developed over the last several years. Buckeyes ACT will continue to be informed by our students, faculty, and staff, as well as the latest research.

Ohio State, for example, was one of 27 universities to take part in the Association of American Universities campus climate survey on this issue. The survey helped raise a number of important points of focus, including the specific challenges facing our LGBTQ (lesbian, gay, bisexual, transgender, and/or questioning) community, and we are taking active steps as a university to continue to inform and enhance Buckeyes ACT.

I would like to introduce vice president for Student Life, Javaune Adams-Gaston, as well as the president and vice president of Ohio State's Undergraduate Student Government (USG), Abby Grossman and Abby Waidelich.

Dr. Adams-Gaston:

Good morning. It is a pleasure to be with you this morning. I really appreciate the opportunity to spend some time talking about our Buckeyes ACT as an update for the board.

I have the pleasure of having with me, Abby Grossman who is the president of the Undergraduate Student Government and Abby Waidelich who is the vice president of the Undergraduate Student Government. You may be aware that our OSU's students, through the Undergraduate Student Government, have been leaders nationally in this area. I am very happy to have them here to speak with you a little bit.

As you may be aware, Ohio State is a leader in the fight against sexual assault and relationship violence. We have long-standing education and prevention programming and our advocacy support services are both counseling and student development theory based. At OSU, the foundation of support and education makes us very well positioned to continue taking a leadership role and moving forward in the cultural change that is necessary in this area for all institutions of higher education.

For example, Ohio State has played a role and it has been an integral role in Governor Kasich's and Chancellor Carey's Changing Campus Climate and Culture initiative. This offers recommendations and support to all Ohio colleges and universities in responding to and preventing sexual misconduct. Because many of the report's recommendations have already been launched here at Ohio State, we are in a strong position to support and to advance the work, not only here at Ohio State but across the state and across the nation.

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In September, Ohio State launched another major step forward in our university's effort to prevent and fight this issue. That was the Buckeyes ACT initiative. As you may recall, Buckeyes ACT focuses on action, counseling, and training. The initiative is informed by a committee of faculty, students, administrators, and staff. Today, Abby, Abby, and I would like to provide an update on the initiatives progress and the future plans.

As I mentioned, Ohio State has long offered a variety of prevention workshops and presentations, including the Buckeyes Got Your Back program. Nearly 8,200 students have recently been trained through the bystander intervention program, including students in sororities and fraternities and new student athletes, to name just a few populations. Through Buckeye ACT, we will continue these programs and add new, relevant, educational programs designed to respond to needs identified through survey and other data analysis. This is evidence based programming. We are also in the process of hiring a new coordinator to focus on prevention and education as well as coordinator positions in student conduct to assist with investigations.

A goal of our action segment, is to ensure that all of our students really understand the university support, including how and where they should report, and how to access the many resources that are available to our students. We are creating a culture here, of support. We are helping our students to become more comfortable with reporting. We are helping our report numbers and we know that because we create this culture, our numbers will in fact, increase. This is expected and this is something that we want to have happen because we want all of our students to feel free to come forward. Ensuring support for our victims is very important and it is important to maintain fairness as a touchstone of our disciplinary process, and we will.

As highlighted through the Buckeyes ACT roll out, Ohio State has created and maintains excellent relationships with many of our community partners including the Sexual Assault Response Network of Central Ohio, the Ohio Alliance to End Sexual Violence, and many others including the Franklin County Prosecutors Office and the Ohio Attorney General's Office. I should point out that here at Ohio State, we have excellent support from our very own Ohio State Public Safety Division and our Ohio State Police. They work very closely across the campus to ensure the safety, and in a supportive way, of all of our students and I want to commend them for the work they do.

We also continue to grow our relationships and ensure that we're taking a community approach. We cannot see this as a one off. We have to create a culture here on this campus that says, we are able to take advantage of the wealth of the knowledge that exists, but we also understand that to do nothing is problematic. To do something in an ordered way, that changes the lives of our students and our community, is critical.

We have also realigned and enhanced our support services. We now call them the Sexual Civility Empowerment program. It's a comprehensive team that offers advocacy support, education, prevention, and what we call our new Student Incivility program. We must teach students where their thinking may be off-base and help them to change that thinking.

In that context, we are adding additional sexual violence support advocates to work directly with those who are involved in reported cases. We are also adding a psychological counselor who will focus specifically on trauma related issues that our students are confronting. As a university, we've refined and strengthened our policy that defines and prohibits sexual misconduct, sexual harassment, and relationship violence. The revision of this policy also gave us the opportunity to ensure that all employees understand their obligations.

One of the overarching goals is to shift the culture, promoting openness and respect for all people. In addition to programs like Buckeyes Got Your Back, that I mentioned earlier, two years ago, we launched a local Consent is Sexy campaign, designed to create a culture where consent is understood and is an integral part of intimate relationships. Also

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through Buckeyes ACT, students are able to receive direct, online training in these topics and others related to sexual misconduct.

In the upcoming year, training for students becomes mandatory through orientation, First Year Experience, and Second Year Transformational Experience program, or STEP. There will be three touch points for every student for understanding and being able to work through issues related to sexual assault, sexual misconduct, and understanding sexual civility.

Buckeyes ACT also includes a faculty committee, so that we have the best minds around current research and assessment, who work directly with us as we continue this evidence based initiative. And, we have launched a faculty-staff online training module to help employees understand their obligations and to be prepared to support students in times of crisis.

What we're really talking about here is a shift in the culture and that will take time and effort. It is not one individual or one groups' responsibility but we have an outstanding student group and many students who are engaged and involved in thinking about how we can change this culture for our university. I am very pleased and appreciative that our Undergraduate Student Government is a leader both for the university and for the nation. With that, I'd like to ask Undergraduate Student Government President, Abby Grossman, and Vice President, Abby Waidelich, to discuss student involvement.

Ms. Grossman:

Thank you, Dr. J. As many of you might already know, *It's On Us* was a campaign that was an initiative by the White House, a little over a year ago beginning in September of 2014. *It's On Us* rapidly became an issue at the forefront of student concerns across the nation. Over 300 campuses adopted the *It's On Us* campaign to encourage students in their community to take the *It's On Us* pledge. The *It's On Us* pledge is a pledge to recognize that non-consensual sex is sexual assault, to identify situations in which sexual assault may occur, to intervene in situations where consent has not or cannot be given, and to create an environment in which sexual assault is unacceptable and survivors are supported.

Nearly 250,000 people across the nation have taken this pledge. Living this pledge, day to day, needs to be an integral part of what campuses nationwide are doing and especially a part of what it means to be a buckeye.

As you will soon hear, students across Ohio State have continuously been working to advocate for more awareness and resources for sexual assault prevention here on our own campus. These Ohio State student-led initiatives are what resulted in the vice president of the United States of America visiting Ohio State's campus to celebrate the one year anniversary of the *It's On Us* campaign. Over 2,000 tickets were distributed, resulting in overflow, standing room only for the event. In seeing as the vice president had traveled across the country, visiting multiple universities who have been leaders in the *It's On Us* initiative, it was an honor to be able to host him for the anniversary celebration.

Vice President Joe Biden's support for the Ohio State community highlighted the amazing work that Ohio State has already done to work on the issues of sexual assault on college campuses. But more importantly, the vice president highlighted all of the work that still needs to be done. USG has continued to work on these efforts and as you can see, the *It's On Us* movement at Ohio State has been student-led from the forefront. Students are speaking up and we are behind this. Now, Abby will speak more on the Ohio State student initiatives.

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Ms. Waidelich:

Thank you, Abby. The *It's On Us* campaign against sexual assault at Ohio State began with a small group of eager individuals. From the roundtable of student leaders, Ohio State had many successes this last year and over 1,000 *It's On Us* signatures for the pledge against sexual assault. Ohio State has had the largest number of signatures compared to any other Big Ten institution, which we are very proud to show that buckeyes are leading the way in this initiative.

Last fall, Ohio State created a public service announcement that featured 18 student leaders and student athletes across campus and played at two home games of the national championship football season. Awareness was, and continues to be, Ohio State's strongest attribute in the fight against sexual violence.

We held three main awareness events this past year. The first was to empower College Republicans, College Democrats, and the Multipartisan Coalition to not only spread the word to students around campus, but also to politicians. This was the beginning to the conversation on how and why sexual violence is a nonpartisan issue and deserves support regardless of political affiliation.

Our second event featured survivors and allies which educated students around the realities of sexual assault. It broke down the common misconceptions and made aware the horrifying discrimination survivors face each day. Our third event was a fundraiser to benefit the new student organization that supports survivors, CS (Co-Survivors Alliance).

Furthermore, we advertised the *It's On Us* campaign to local businesses, campus buses, social media, flyers, and door hangers, which is seen on the screen behind you, which included pictures of individuals passionate about the campaign. Those were hung in the residence halls around campus.

Our awareness efforts led to the creation of a Sexual Violence Task Force, which released a 22-page report detailing the climate surrounding sexual assault on Ohio State's campus and listed 12 policy recommendations to better support survivors and prevent sexual assault. Many of these recommendations are seen in the Buckeyes ACT initiative, demonstrating the importance of student input on these initiatives. This report and these recommendations were released a year ago with many great strides in the right direction. However, our work is not done at Ohio State, this is just the beginning.

Since hosting Vice President Biden, we have held a sexual violence town hall and plan to have an interactive display next week in the Ohio Union where students can take the pledge and demonstrate why they support survivors and why they are taking the initiative on them to stop sexual assault. As we have come to find out as student leaders, campus culture is one of the hardest things to change but it takes each of our efforts to do our part in ending sexual assault. We have been and are very proud of the collaboration we've had with administrators, staff, and faculty on this issue but this is only the beginning until those statistics no longer exist. Thank you.

(See Appendix XIV for background information, page 353)

Dr. Wadsworth:

Thank you very much, Dr. J., Abby, and Abby for a very lucid explanation of the program but maybe more importantly for the very valuable work that it reflects. As the president said, student safety, and safety on campus generally is a huge priority for us.

Abby, you are quite correct, it's difficult to change a culture but cultures do change and will change and we will get to where we need to be with leadership of the kind that you are showing. Thank you very much. I think they deserve a round of applause.

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Mr. President, I will turn to you for the next phase.

PRESIDENT'S REPORT

President Drake:

Thank you very much Jeff and thank you, Abby, Abby, and Dr. J. I appreciate your comments. I know we look forward to continuing to work closely together on Buckeyes ACT.

I want to begin my report by taking a moment to thank and acknowledge our Executive Vice President and Provost, Dr. Joseph Steinmetz. Joe has accepted a position as chancellor of the University of Arkansas. He's been a dedicated scholar and valued leader here at Ohio State, advancing our discovery themes, leading our faculty and students, and elevating the important work of the university. We have Joe for a few more weeks here at Ohio State and he will be an integral part of ensuring a smooth transition. I want to take this moment to really acknowledge the incredible work you have done and to congratulate you on this wonderful acknowledgement and your future career, Joe. We will have a campus wide celebration in about three weeks but I want to take a moment to acknowledge you here today.

Our research universities are at the heart of so much excellence and innovation here in the United States and around the world. Dr. Wadsworth and I were a part of a group, actually with several other trustees and community leaders of business and education, leaders that traveled recently to Silicon Valley to visit companies and universities and to learn a bit about how they describe their creativity and success and to exchange things with them that we do here. I was pleased to observe that much of what has made these institutions so successful is happening at our university and throughout our state.

In September, Ohio State was named one of the world's most innovative research universities by Reuters, measured by contributions to science and technology and by overall impact on the global economy.

At our annual State of Research Address, Dr. Caroline Whitacre highlighted some of the incredible researchers and the work they are doing, including our annual Innovator Awards. This year's winners ranged from the development of novel drug delivery systems to treat cancer, to new apps that test for eye misalignment and provide underserved populations with confidential access to free health care clinics, housing, and more. These are just a few examples of the transformative research that takes place at Ohio State. Congratulations to these innovators and many others across the university.

Another important way that we are impacting health and wellness is in the area of food safety. This is happening at home and around the world. I had the opportunity to visit China this past month and talk with alumni and friends and discuss current or upcoming partnerships with universities, spoke at a conference on the science of food safety, and we talked about innovative approaches to food safety. One such approach is a partnership with the China Agricultural University (CAU) and I was joined there by Dean Bruce McPheron and researchers in the College of Food, Agricultural, and Environmental Sciences to renew our commitment to collaboration with CAU through research, scholarly exchanges, and international teaching and learning.

It was wonderful to visit our China gateway office in Shanghai, actually we opened a new office and we are able to engage with so many wonderful graduates who live halfway around the world but were still proudly displaying scarlet and gray. I particularly enjoyed meaningful interactions we had with parents whose students attend Ohio State. These alumni association meetings had students who had recently graduated, students

who had been graduated for many many years and had lived in China for many years, but also about half of the people there were parents of current undergraduate students wanting to know how their son or daughter was doing halfway around the world. It was great to see them there with such enthusiastic buckeyes. As I mentioned to some of you, I came back a week ago and was walking on campus on Monday and one of the RAs (resident assistants) saw me and walked up and mentioned what a great trip I had. I asked how did she know and she said well one of her students had gotten a picture of her mother with me in China waving to her on twitter. We knew we were nicely connected and it was just great to see our impact there.

I also enjoyed a chance to let the parents know what a great time their students were having and how well integrated they are in our campus and it was quite comforting to them. As you know, China for many years, has just moved to liberalize their one child policy, but for many families they grew up raising just one child. Now they have sent that child to a place they've never been. We have a great responsibility there and it was very nice to connect with those families.

And speaking of our alumni, in their lives and their work, these were very much on our mind when we partnered with Gallup to survey alumni engagement and well-being. We are pleased to see that Ohio State alumni are far more likely than graduates of their peer group to check strongly agree to the comment or the question, "was this university the perfect school for you?" and strongly agree was 43% and agree was even more, or, that they can't imagine a world without Ohio State. This contributes to Ohio State alumni being almost twice as likely as the national average, that's 35% versus 18% to be emotionally attached to their alma mater. This is an incredible statistic. Certainly we feel that as we travel around. Our alumni really are connected.

These results will help to inform our outreach efforts and demonstrate the great work of our faculty, students, and staff of the alumni association.

I would like to take a moment to call out another item, speaking of the impact that we have across the country and around the world. This is something that is on our consent agenda a little bit later on today and that is that we will be renaming 17th Avenue on our campus. It will become Annie and John Glenn Avenue. Yesterday we were very excited to have Annie and John Glenn with us as we proposed this renaming. We already are the home of the John Glenn College of Public Affairs and this naming will further ensure that everyone who walks or rides to the heart of campus each day will be reminded of and inspired by the remarkable contributions of Annie and John Glenn. And one of the very nice things is that they are such a partnership, as he mentioned yesterday, they have been married for almost 73 years but they knew each other for 20 years before they were married. They have had a real true lifelong partnership and it is nice that we will be able to acknowledge the two of them together.

The Glenn College is known nationally, internationally, and certainly be fitting of recognition of his great career. Here, locally, it's great to be able to recognize their partnership and how that has endured, such an inspiration to us all. It was great to have them with us yesterday. Maybe we would take a moment more to acknowledge them if we could.

With Veteran's Day coming up next Wednesday, I am proud to note that we have 1,200 faculty and staff veterans and more than 2,000 current students who have served or continue to serve. Ohio State was recently named a top five college in the nation for our many programs that help to ensure access, affordability, and excellence for veterans. I am also proud to have with us today, Cadet Patrick Brito. Patrick is the number three cadet in the country on the national order of merit list, a list that ranks army ROTC (Reserve Officers' Training Corps) seniors in academic performance, physical ability, leadership qualities, and more. Patrick ranks number three out of 5,600 cadets across the nation. Congratulations Patrick.

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That is truly an amazing accomplishment. My mother would have said, only two more places to go. Wonderful.

Also impressive is the number of cadets at Ohio State receiving the designation of Distinguished Military Graduate, which is reserved for the top 20% of all cadets nationally. This year, that honor went to eight of our graduating students, or almost a third of our class. These honors speak to the amazing leadership demonstrated and imparted through our ROTC program. I would like to ask Cadet Britow and Lieutenant Colonel James Bunyak of Ohio State's ROTC to please stand and be recognized together and I ask that you join me in showing our deep appreciation and gratitude for all of our veterans and military members. Thank you. We really do appreciate your service and are proud to have you as buckeyes.

To conclude my report, I would like to say a few words about our focus on balancing affordability and access with excellence. As a part of that effort, we were able, this fall, to award 12,000 affordability grants to students from all 88 counties in Ohio. Our first affordability grant recipients are a little more than halfway through the semester right now and we are pleased to welcome three of these outstanding students to talk about their experiences.

Ms. Komm:

Thank you President Drake and thank you to the members of the board. Well, good morning everybody, my name is Brooke Komm and I am a second year pursuing a major in Marketing with a minor in Chinese.

As a first generation college student, I had no idea what to expect when I was applying to various universities. I had questions like, what were classes going to be like? Was I going to be able to make any new friends? And, would I be able to afford it? No one in my family was able to answer these questions nor were they able to help me out financially, so I decided to take the risk and make an investment in myself regardless of what the cost may be.

The Presidential Affordability Grant has proven to me that the investment I made was a wise one. Not only did this grant provide me with the confidence to pursue my dreams and passions, but it will take some pressure off of me when I decide to study abroad this summer in Australia, or when I have to pay off my student loans in a few years, luckily I don't have any yet.

I am so grateful for all of the opportunities Ohio State has given to me and all of the relationships that I have been able to make. I would just like to say thank you to Ohio State for always believing in my dreams, even when I find it hard to believe in them myself. I would also like to thank you all for providing me with the Presidential Affordability Grant. I am so lucky to be part of an institution that puts me first and I have never been more proud to be a buckeye. Thank you.

Mr. Heyd:

Good morning. I didn't make the smartest outfit choice this morning, next to these two, red, scarlet, it's not quite Michigan week so hopefully this time can pass.

My name is Braden Heyd. I am a third year film studies major from Dayton, Ohio. I echo all of Brooke's comments. I am completely humbled to be a recipient of this grant. It is helping to subsidize my impending student loans as well, as a student who is financing nearly his whole college experience. It really, on a more personal level, has allowed me to get involved and pursue my passions.

As a student, a 20-year old boy, who wants to end up in Los Angeles, it's very clear that I have big dreams. Coming to Ohio State, this has allowed me, with grants such as this

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one and with scholarships that I work nearly every week to obtain, it really allows me, like I said, to pursue my passions and get involved and meet as many people as I can. I really can't thank you enough for this grant and the work you are doing with affordability and allowing students like myself.

I am confident through this recognition and through my hard work that I will be able to achieve my goals. Thanks again.

Mr. Haynes:

Good morning, my name is DaVonti' Haynes and I am a fourth year public affairs education policy major, originally from Cleveland, Ohio.

As a first generation and first in my family college student, I am extremely grateful for this grant because it allows me to do what I came to Ohio State to do and that is to be a student and to enjoy the student experience without having to worry about loans and how I will pay for the current or future semesters. Furthermore, this grant allows me to spend more time doing what I am passionate about and that is engaging with the Columbus community, more specifically through Student Life's Department of Social Change, where I am able to work with high school students across the state of Ohio, urban and rural, about college accessibility and their understanding and knowledge of the collegiate process.

Again, I would like to thank President Drake and the Office of Financial Aid for this grant.

Dr. Wadsworth:

I would like to thank President Drake for his report and also thank you all for coming to today and for dressing how you wished. Freedom of speech is alive and well in the room.

Because of the work that you are doing as young people, we are reminded again of the important influence the board can have through directing resources. Thank you President Drake for your leadership on all of this.

At this time, we are going to hear committee reports and we are going to start with Mrs. Wexner, who is going to report on the Wexner Medical Center Board that happened on Wednesday of this week.

COMMITTEE REPORTS

Mrs. Wexner:

Thank you Mr. Chairman. As you mentioned, the Wexner Center Board met on Wednesday and we reviewed several items.

We started our meeting with a recognition of Pete Geier. Pete has been with us for 14 years and has been instrumental in the success of the medical center. Pete was recruited to The Ohio State University Wexner Medical Center's chief operating officer position in 2001, in order to align the organization with the changing health care environment and improve its financial performance. Two years later, Mr. Geier was asked to take on additional responsibility for the OSU Health System as chief executive officer. Mr. Geier's success in both of his major roles has been remarkable. He led the medical center's financial strategy and developed the organization's first consolidated financial statement. His track record at the OSU Health System has been equally impressive. In this role, Mr. Geier has directed process, financial, and strategic improvements, providing leadership and oversight for six hospitals, primary care sites,

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ambulatory surgery centers, and affiliated hospitals. We are indeed very grateful and we would like to ask Pete to stand and be recognized and show our appreciation to you.

We heard an update from Dr. Retchin, Dr. Retchin is here as well. During this, he reviewed the medical center performance scorecard. The scorecard contains several new metrics under quality and service, as well as new metrics under financial viability and cost management. As Dr. Retchin mentioned in his State of the Medical Center address in October, one of his goals is to push transparency across the organization. These new metrics on the scorecard support that initiative.

Mark Larmore, the new chief financial officer for the medical center, provided an update on the financial scorecard. Our days cash on hand is still trending in the right direction and overall the scorecard is green. Currently, our case mix is running ahead of where we projected and that's helping offset the budget shortfall.

Dr. Moffatt-Bruce presented the Clinical Quality Management, Patient Safety and Service Plan. A review of this plan is required annually. The Wexner Medical Center Board approved the plan for the fiscal year. Dr. Retchin reviewed several bylaw amendments with the board. This included amendments to the *Bylaws of the Wexner Medical Center Board* and amendments to the *Bylaws of the Medical Staff* for both University Hospitals and the James. The bylaw amendments were also reviewed by the Governance Committee.

Mr. Kasey reviewed several contracts that are specific to the medical center. Those contracts included an increase to the Brain and Spine project, a design-only contract for the 7th floor of 300 W 10th Avenue, and a design-only contract for the relocation of University Hospitals surgical pathology. These contracts were also reviewed by the Finance and Master Planning and Facilities Committees of the board.

All resolutions were approved by the medical center board and are being recommended to the university board for approval.

We concluded our meeting with a presentation by Dr. Clinchot, Vice Dean for Education in the College of Medicine and a demonstration by our medical students on how they are trained. This included a simulation where a "patient", and this was a full mannequin, which was pretty fascinating, life size, life acting mannequin, presented to the hospital after suffering a gunshot wound and we observed how the medical students handled that. It was a real live simulation and it was absolutely fascinating to see that kind of hands on interaction. Unfortunately, the patient didn't make it but as part of the training the students had to communicate with the family members who were present. It was really heartening to see the very practical interaction that our students are given and how they are trained, not only on the kind of medical necessities but importantly on how to handle a real live family situation. I think that was very rewarding for all of us.

We then met in executive session and that concludes my report, Mr. Chairman.

(See Appendix XV for background information, page 356)

Dr. Wadsworth:

Thank you very much, Mrs. Wexner. President Drake and I were present, of course, along with many of the trustees. It was a very powerful meeting. The education part was very illustrative but so was the content going forward recognizing that the medical center is about half of the total enterprise of The Ohio State University.

Thank you very much. Any questions from the trustees?

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If not, I would like to call upon Mr. Alex Fischer to talk about a relatively new committee, Master Planning and Facilities. This has grown out of the realization that we need to pay a lot of attention to this and Alex is chairing that committee. Alex?

Mr. Fischer:

Thank you, Mr. Chairman. Our new Master Planning and Facilities Committee has been organizing over the summertime. I would first like to recognize the superb staff support. Jay Kasey and Keith Myers are perhaps two of the unsung heroes of this institution, and those of us that are involved in the committee recognize the great professional staff work that we are lucky to have in our institution.

We met for the first time as a formal committee on October 29th, last week. During that meeting we discussed two items that have moved forward. The first, Graham Wyatt, a partner with Robert A.M. Sterns Architects, known as RAMSA, presented the Design Guidelines for Buildings and Landscape. RAMSA developed, with the help of OLIN Landscape Architects and our team internally, a set of guidelines to reinforce the best physical aspects of the existing campus. These guidelines also establish the general structure for the landscape and building design review process. This design review will provide oversight and guidance to ensure that the quality and character of the campus are preserved and enhanced. It represents the first comprehensive effort of this type by our Board of Trustees and the university.

We also reviewed the schematic designs of Pomerene and Oxley Halls. These are state funded projects which are renovating two historic buildings for use by the new comprehensive data analytics program and the Department of Linguistics. The current design preserves a historical integrity of both buildings and significantly improves access and circulation in and around Pomerene Hall.

After lengthy discussion, both the design guidelines and the schematic designs of Pomerene and Oxley Hall were moved to action and those resolutions were approved at yesterday's meeting of the Master Planning and Facilities Committee and are on the consent agenda. As a personal note, if you haven't seen the designs of Pomerene and Oxley Hall, I think you are going to be very excited as we bring back to life two of our historic, signature buildings, in very prominent places on the campus.

Our committee also met yesterday morning and covered a number of other items. During the meeting, there were five items presented for discussion. Mr. Kasey presented the physical environment scorecard and discussed briefly those items coded yellow and red in a process that the committee will undertake in future meetings to monitor all building projects across the campus.

Mr. Myers also provided a verbal update on the progress of the Framework 2.0 plan. This is the plan that the university is working with Ayers Saint Gross, a planning and architectural team that specializes in higher education and campuses. It is an update to the current master plan and we will emphasize that it is not starting from ground zero but rather building on the Framework 1.0 plan that was completed and approved by this board in 2010.

For the past few months, Ayers Saint Gross has been meeting with users and assessing existing conditions of campus, meeting with deans, meeting with faculty, meeting with the leadership of the university, and performing an internal analysis to review past and current planning efforts. These will be used to refresh the principles of the existing Framework plan. The next phase of the work will be around space utilization and will include a deeper dive into five selected parts of the campus. Open houses and stakeholder engagement meetings are going to be held throughout the months ahead and throughout the duration of the plan and, by way of schedule, I think you can expect this work to come and be complete about this time next year with lots of opportunities

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for input throughout the campus family, and we would invite all trustees to look for opportunities to be engaged in the process.

Mr. Kasey also provided a report on the flood mitigation efforts currently underway. The university is developing an all-hazards mitigation plan and a detailed flood response plan. Various flood mitigation equipment and materials have been purchased and a practice drill for deployment of the flood barriers took place in early October. A very comprehensive and time consuming and complicated set of drills and activities to make sure that our core assets are protected in the event of an unfortunate 100 or 500 year flood that could hit our community. The entire plan will be completed by the spring of 2016.

The construction project status report was presented by Ms. Readey and it was noted that most all of our major projects are rated green on the report and are on time and on budget, which is something our committee, is a terminology, that we look forward to having much more of into the future. Ms. Readey also provided a background on construction reform and the project delivery process. She also presented the facilities operations and development annual report. These reports detailed the capital project activity for the fiscal year 2015 as well as a 10-year analysis of capital expenditures. Knowing that we have four or five members of the General Assembly here, I'll ad hoc and let each of you all know that the construction reform efforts that all of you took the leadership on are really paying huge dividends throughout the university and our partnership in getting those reforms piloted and now permanent on our campus are greatly appreciated.

Finally, the Master Planning and Facilities Committee discussed four items for the consent agenda. I will briefly review these. Ms. Readey and Mr. Kasey presented several requests for approval to enter into or increase professional services or construction contracts. The materials for each of these projects can be found in your board material. Mr. Myers presented on the sale of one unimproved real property located at the northwest corner of Hamilton and Beecher Road and the sale of two pieces of property along Olentangy River Road and Taylor Avenue. These resolutions, which were also reviewed at yesterday's Finance Committee were passed by the Master Planning and Facilities Committee and are included on the Board of Trustee's consent agenda today.

Mr. Chairman that concludes my report.

Dr. Wadsworth:

Thank you Mr. Fischer and thank you for your leadership in taking on this new role. The meeting was extremely interesting and again, the scope and extent of the responsibilities here are vast and very important and I think it is a great time for us to get together and think about this with the university leadership.

Mr. Kellogg:

I have a question. The open houses of the stakeholders, will we get information on when those are going to happen?

Mr. Fischer:

We will make sure that the board Secretary's Office distributes those and gives everybody opportunities.

Dr. Wadsworth:

Any other questions? If not, I would like to move on to Mrs. Erin Hoeflinger, who is going to present the Advancement Committee report.

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Mrs. Hoeflinger:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and we began with several items for action.

First, Mr. Eicher, who continues to improve his team, brought forward our new Vice President of Marketing and Chief Marketing Officer, Adrienne Nazon. Adrienne brings a wealth of experience to Ohio State, having served as executive director of marketing for the University of Chicago, Booth School of Business.

Mr. Eicher and Dr. Wampler then provided the University Foundation Report. In October, we hosted dozens of leadership volunteers for meetings and engagement events including Foundation Board meetings, Celebration of Excellence award dinner, and an opportunity to honor our Oval Society members at the homecoming game, which they spoke well about how excited they were to be a part of that and be down on the field. The committee also viewed a video from the Celebration of Excellence dinner, which highlighted Blake Haxton, a student at OSU whose life experiences are a reminder of the life-changing impact of our collective efforts. It is incredible. If you haven't gotten a chance to see the video, he's an incredible man who lost his legs from a flesh-eating disease. He goes back to "But for Ohio State" he would not be here and if he wasn't at the Ross Heart Hospital, which had the only items that he needed to stay alive and his cardiologist sleeping in his room by his bed because he didn't want to lose him again. He's at our law school now and is an incredibly positive, optimistic man. We got to see the video for that from him having spoken.

Mrs. Wexner:

He is also a world class rower.

Mrs. Hoeflinger:

Thank you. Yes, world class rower.

Mrs. Hoeflinger:

Yes. It is an incredible thing to see and how positive and excited he is about life. Thank you.

Mr. Eicher provided an update on fundraising. Total activity through the end of September is \$2.47 billion, almost 99% of our \$2.5 billion goal. We've seen tremendous growth for gifts and pledges, a 23% increase compared to last year alone.

On the scorecard, there are a couple areas of note. Our engagement numbers are reflecting strong performance for the first quarter. In media and marketing, Ohio State's comprehensive plan to combat sexual misconduct and relationship violence called Buckeyes ACT, that you heard about earlier, appeared in hundreds of outlets. We launched President Drake's twitter handle, @OSUPresDrake. I followed you yesterday, I'm not just informal anymore and in one month it has 2,300 followers. It is exciting to see it out there and connecting with the students.

Ms. Barbie Tootle presented background on our Student-Alumni Council. The mission of the Student-Alumni Council is to advance OSU through programs that enhance the student experience, promote student-alumni interactions, establish a spirit of loyalty, and cultivate relationships between students past, present, and future.

Mr. John Woods discussed the objectives of the gift planning programs. Their goal is to drive growth by embracing complex gifts from alumni and friends and create out of the box ideas that will lead to larger transformational gifts. He is someone else that's newer to the team and just a great addition.

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Mr. Gurd shared some interesting facts and figures that illustrate the profiles of our alumni. It was very fascinating to learn about the over half a million living Ohio State alumni. It's just incredible. I forget how many of them are married but we are following how many buckeyes married buckeyes as well. Buckeye-Buckeye marriages, I am one.

Dr. Fincher presented three namings for approval: naming of internal spaces at CBEC; naming of spaces at the James; and the naming of Donald Harris faculty office.

President Drake then presented for approval the renaming of 17th Avenue in honor of Annie and John Glenn, whom he spoke about earlier. We were so honored to have them join us, and as President Drake said, just an incredible couple and how they are and how they work together. It will be great for our students to see that there.

The foundation report and naming resolutions were passed by the Advancement Committee and are included in the consent agenda today.

The committee then met in executive session and that concludes my report, Mr. Chairman.

Dr. Wadsworth:

Thank you very much, Mrs. Hoeflinger. Any questions or comments?

If not, we'll move to Mr. Gasser. Don't be surprised to see him come back in a few minutes, he's doing double duty today. The first report is on Audit and Compliance.

Mr. Gasser:

Thank you, Mr. Chairman. Jerry Jurgensen chaired the committee yesterday but he was not able to be here today so I will give the report on his behalf. Thank you.

The Audit and Compliance Committee met yesterday and we had three items for discussion on the agenda. The first item for discussion was an update from our external audit partner, Ms. Krista Dewire of PwC (PricewaterhouseCoopers). Ms. Dewire began with an overview of PwC's audit objective and made the committee aware that PwC is in the process of completing their detailed audit procedures of the university's financial statements. I would add that she stated the great cooperation of the staff this year, there will be a clean opinion, the only change from last year will be a new pension liability requirement. That is part of the GASB (Governmental Accounting Standards Board) 68, which is a schedule of collective pension amounts. We have talked about this in the last couple of meetings, where in case the state goes broke then we are liable for those pension liabilities. It is a balance sheet entry only but it will be on this report for the first time.

Next, Gates Garrity-Rokous provided the committee with an update on the university's compliance and integrity program. Mr. Garrity-Rokous began with an overview of the status of the compliance program and outlined for the committee the fiscal year 2016 annual compliance plan. Within the plan, Mr. Garrity-Rokous discussed three areas of focus for fiscal year 2016 and they are integrity and governance, risk mitigation, and issue response. We talked about all three of those in some detail. The compliance team has identified key objectives in all three of these areas, as well as discussed the factors that influenced the planning for these. In addition to the annual compliance plan, Mr. Garrity-Rokous discussed Buckeyes ACT, which I think you are going to hear quite a bit about and already have today which is good, the university's comprehensive plan to combat sexual misconduct and relationship violence. And as we have just heard from Dr. Drake and Dr. J this morning, this impressive plan combines new programs with existing university initiatives focused on action, counseling, and training.

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Finally, Mr. Garrity-Rokous presented the Audit and Compliance Committee scorecard. The updated scorecard includes 12 areas of strategic risk identified in the university's risk plan. The Compliance Office will be working with the university's Risk Management Committee and the Office of Business and Finance to identify goals to track plan progress and will present the updated scorecard at our January meeting.

The committee then met in executive session and that concludes our report, Mr. Chairman.

Dr. Wadsworth:

Thank you very much and as always, that committee deals with a lot of complex issues and we appreciate the work. Any questions?

If not, I would like to move on to Mrs. Kass who is going to talk to us about the Academic Affairs and Student Life Committee. Thank you, Linda?

Mrs. Kass:

Thank you Mr. Chairman. Yesterday's meeting of the Academic Affairs and Student Life Committee began with the committee's review of several items of action including: a number of routine personnel actions; approval of the resolution for degrees and certificates to be awarded at the December 20, 2015 autumn commencement; an honorary doctor of science degree to be awarded to Dr. Louis Ignarro; the Joseph Sullivant Medal to be presented to Thomas D. Brock; and the approval for the establishment of the Department of Engineering Education in the College of Engineering. These resolutions were passed by the committee and are included on the consent agenda for approval by the full board.

I would like to comment on the last three items if I could. First, on Dr. Louis Ignarro, who is recommended to receive an honorary doctor of science degree. Dr. Ignarro is an American pharmacologist. For demonstrating the signaling properties of nitric oxide, he was co-recipient of the 1998 Nobel Prize in Physiology and Medicine. He is a professor of pharmacology at the UCLA School of Medicine's Department of Molecular and Medical Pharmacology.

Next, the Joseph Sullivant Medal, an extremely prestigious award of achievement bestowed once every five years to a son or daughter of the university, is being given to Dr. Thomas D. Brock, considered a scientific pioneer. Born in 1926 in Cleveland, Dr. Brock came to Ohio State under the GI Bill in 1946, then earning his BS, his Master's degree, and PhD all at Ohio State. His career included a position with the Upjohn Company and he served on the faculties of several universities, eventually joining the University of Wisconsin-Madison in 1971, where he became chairman of the Department of Bacteriology. His discovery of the bacterium *Thermus aquaticus* has been considered one of the fundamental milestones of microbiology.

The third item I want to comment on is establishing the Department of Engineering Education in the College of Engineering. Establishing this new department aligns with the high value placed on pedagogy and the overall goal as a university to enhance the quality of teaching.

The committee also had several items for discussion. First, we reviewed the Academic Initiatives Scorecard. Overall the scorecard is green but there are several areas that are tracking yellow and we are watching these closely. There was considerable discussion about the specific metrics we are following and I would like to note that the scorecard is something we're reviewing to ensure that the metrics we're tracking are meaningful and align with the university's goals around research, teaching and learning, and outreach and engagement.

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Dolan Evanovich, Vice President of Strategic Enrollment Planning, then provided the committee with an update. He first reviewed the goals of the previous 2010-2015 enrollment plan, particularly its steady progress in meeting quality goals to strengthen the undergraduate student profile and meeting diversity goals aimed to enhance the racial, ethnic, geographic, and economic diversity of our student body. Dolan noted increases in freshmen and transfer enrollment, the ACT composite, first-year retention, and four- and six-year graduate rates at the Columbus campus. Noteworthy was the 72% increase in applications to Ohio State which went from 26,635 applications in 2010, to almost 46,000 applications in 2015. And I might add here that November 1 was the early action deadline, where students have priority consideration. Dolan shared with us that the office received 31,000 applications over the weekend, a 12% increase from 2014. It is very likely that our total application numbers will be significantly above even this year's numbers.

The new enrollment plan for 2016 to 2020 was endorsed by this committee and by the Board of Trustees in June. Mr. Evanovich outlined the objectives of our new enrollment plan based on its three key drivers: access, affordability, and excellence, as well as the sound fiscal foundation objectives. The enrollment plan is a critical component of our work at the university. To emphasize that point, Dolan passed around a laminated card listing all key points of the new enrollment plan, and this card I have to add was inspired by Tim Smucker, who has encouraged a strategic goal booklet as well that I know we are working on This is quite handy and we will keep this in front of us.

Just to emphasize the strong work of our enrollment planning office, I want to make note of the tremendous progress we've made since 1995 when Ohio State moved from open admission to competitive to selective admission. To pull out one metric, we're retaining 94% of the university freshmen, an incredible percentage especially when you consider the ranking of first year retention rates look at percentages, not sizes of universities.

The committee then heard from Dr. Caroline Whitacre, Vice President of Research, who discussed several metrics to measure excellence in research. The scorecard that she presented was new and is still in draft form. It includes metrics around sponsored research awards, research expenditures, individual citations and honors, patents issued, and start-ups formed. There was considerable discussion around what the metrics tell us and the difference between the measurement at university and the individual level. Research is an area we will continue to monitor closely.

The committee then met in executive session and that concludes my report, Mr. Chairman.

Dr. Wadsworth:

Thank you, Mrs. Kass. Any questions? I was able to be at that meeting as another very high engagement committee which covers a series of very important investments in our future.

We're back with Mike Gasser. Mike, if you're ready for the Finance Committee report please.

Mr. Gasser:

Thank you Mr. Chairman. The Finance Committee did meet yesterday and as normal, had a very full and interesting meeting. Mr. Chairman, you weren't there, it seems like you were at every meeting other than the Finance Committee.

Dr. Wadsworth:

That is a very accurate observation.

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Mr. Gasser:

We started with four items for discussion. Ms. Devine presented the university financial scorecards and the fiscal year 2016 interim financial report through September 30, 2015. She stated that both the university and Wexner Medical Center are overall financially on budget for the year, which is very positive. The consolidated scorecard shows that all metrics are exceeding budget except for change in net assets and change in net financial assets, both of which have to do with the performance of the long-term investment pool. At that point, Mr. Chatas did interject and say that the university investments are still outperforming our benchmarks and we all know that the financial markets are tough right now.

Ms. Readey then reviewed the progress of seven major projects over \$20 million. All but one were labeled green, meaning that they are on time and on budget. The Jameson Crane Sports Medicine Institute is the only project coded as yellow and university leaders continue to carefully monitor that project. I think Jay would say that they are being conservative by making it yellow, which I think is the right thing to do to make sure we continue to monitor that.

Ms. Readey gave the annual report on capital projects for fiscal year 2015. This included the total capital expenditures for fiscal year 2006 to 2015. The primary expenditure over this period was the Wexner Medical Center expansion, which is a beautiful building by the way.

The Finance Committee additionally reviewed five items for the consent agenda and I will briefly review these resolutions. Mr. Chatas first presented the resolution for approval of athletic prices for fiscal year 2017 that includes differentiated pricing for football and men's basketball tickets. For the 2016 football season, the proposal calls for tiered ticket pricing ranging from \$70 to \$195 per game. We are holding the student ticket prices flat again this year. Your materials detail the proposed prices for each game. For men's basketball, the proposal would designate up to five games as premier games. For the golf course membership, membership dues would increase 1.5% for alumni and affiliates, faculty and staff, and student membership again, remains unchanged.

In discussing the ticket proposal, Mr. Chatas and Mr. Smith noted that athletics revenues provides scholarship for more than 625 student-athletes, as well as financial support for the university. Mr. Smith acknowledged the university has been balancing a variety of factors to keep ticket prices affordable while generating revenues that can help support the overall university's priorities.

The committee then reviewed several requests to increase professional services and construction contracts and the sales of some real property and Mr. Alex Fischer enumerated those a second ago and like the Master Planning and Facilities Committee, the Finance Committee did approve those and they are included, as Alex said, in the consent agenda.

The committee then met in executive session and Mr. Chairman that concludes our report.

Dr. Wadsworth:

Thank you very much. Questions or comments? Thank you Mr. Gasser.

We will now move to Mr. Smucker who is going to report on the Governance Committee.

Mr. Smucker:

Thank you Mr. Chairman. The Governance Committee met this morning, where we had two items for discussion and several items for action.

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We started with an update from Chairman Wadsworth on the presidential review. As you remember, at our August meeting, the chairman gave the performance review report. At that time, our chairman asked Jerry Jurgensen, who is chairing our newly formed Talent and Compensation Committee, to lead the determination of the "performance payment" as stipulated in the president's contract terms, as well as the determination of the president's Annual Merit Compensation Process, called the AMCP, increase. We will hear more about those items when Janet Reid delivers the Talent and Compensation Committee report.

Steve Loborec then updated the committee on the process to select the next graduate student trustee. I know this is a bittersweet moment for our student trustees, when they get to lead the process to select their successor. It seems to happen so quickly. Steven reported that they have started generating interest in the position through educational sessions, soliciting nominations from all graduate and professional programs on campus, and forming a committee to interview candidates and make recommendations to the Governor's office.

Ms. Link then updated the committee on several amendments to bylaws. This included Amendments to the *Bylaws of the Board of Trustees*, Amendments to the *Bylaws of the Wexner Medical Center Board*, and Amendments to the *Bylaws of the Medical Staff* for both University Hospitals and the James.

Chairman Wadsworth presented the Ratification of Committee Appointments and the Ratification of the Appointment of the Chair of the Wexner Medical Center Board.

Ms. Douglass and Dr. Reid then reviewed the Talent and Compensation Committee charter which further defines and delineates that committee's role and responsibilities.

Finally, I get the honor to bring forward to the board, the approval of student trustee voting rights. As all of us around the table know, our board has been a longstanding supporter of student trustee voting rights. I want to take a moment to welcome several members of our state legislature to our meeting, because without their work on this important initiative, we would not be here today. Representative Mike Duffey, Representative Niraj Antani, Representative Michael Stinziano, and Senator Jim Hughes, could you all stand up and be recognized.

It is really remarkable what you have done and this is a historic moment. Thank you so much for the work you've done and thank you for taking the time to be here today. I really appreciate it.

I also want to welcome several former trustees who are joining us today for this historic moment. I would like them each to stand up. Laurel Van Dromme, Emily Quick Schriver, Jason Marion, Alex Anthony, and Ben Reinke. Thank you. I know I echo everybody on this board that every student trustee that we've had, from day one, begins to contribute whether they had the voting rights or not. We are thrilled that they do have the voting rights, their voices are heard, and is much appreciated.

Student Trustee voting has a long history in our state. In 1973, Representative Michael Stinziano Sr. began efforts to include student trustees on boards and to give them voting rights. It wasn't until 1988 that legislation was passed that approved two student trustees per public university governing board, but those students were without voting rights. Through the 1990's and 2000's, student trustee voting legislation was introduced a series of times and this board has consistently expressed its support for this legislation, including through board resolutions in 2012 and 2013.

In May 2015, Representatives Antani and Stinziano Jr., good follow up with your father, introduced voting legislation in the form of House Bill 183, and ultimately that effort culminated in language allowing student trustee voting to be included in the state budget bill.

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On June 30, 2015, that budget measure, House Bill 64, was approved by the legislature. It specifically allows Ohio State to provide student trustees with voting rights. The budget bill took effect 90 days after it was passed, making the effective date September 29, 2015, and this board now has the opportunity to adopt a resolution that allows student trustees the right to vote. Pursuant to the language included in House Bill 64, any resolution we adopt will go into effect on May 14 of the year following its adoption, which would make the effective date of this board resolution May 14, 2016.

Clearly, freedom allows us to do this but patience allows us to make it reality, thank you. So, before the board today is a resolution which would bestow full voting rights to our student trustees. Bylaw amendments reflecting this action will be brought to the governance committee and the full board prior to the May 2016 effective date of this resolution.

With that, I would like to again thank the members of our legislature and our student trustees, both current and former.

All resolutions are on the consent agenda for board approval.

The committee then met in executive session. That concludes the report.

Dr. Wadsworth:

Thank you very much Mr. Smucker. Allow me on behalf of the trustees as well, to thank the members of the legislature but also the students. I have to echo how important it is to have their voice and to be fully recognized with voting rights even though we don't really vote that often in the sense that people might think, is very important as a reality but also a gesture of their full membership. We thank the former ones coming forward.

Every year it is a bittersweet moment when we have to change one out but thank you, Dr. Loborec for hanging in there even though the final date, I think, is after you graduate.

We didn't design it, and it certainly wasn't designed that way, but we appreciate your humor in recognizing that this morning. Thank you.

Any questions, comments? If not, let's go to the final committee report which is Dr. Reid, thank you.

Dr. Reid:

Thank you Mr. Chairman.

Dr. Wadsworth:

The Talent and Compensation Committee, sorry.

Dr. Reid:

I was just going to mention that. The Talent and Compensation Committee met yesterday and we had two items for discussion and one for action.

Ms. Douglass provided the committee with an update on the talent scorecard. She reviewed the current data and reported that overall, figures show that we are consistent for most categories and continuing to improve the identified targets for the scorecard. Ms. Douglass provided the committee with an update on the performance management and goal setting process for senior leadership to include metrics required for each objective.

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The committee reviewed revisions to the Talent and Compensation Committee charter, reflecting its' standing committee status. We ensured that the charter complies with the bylaws of the Board of Trustees.

The committee also reviewed the procedure for setting and reviewing compensation for university executives and recommended updates to reflect, again the change in the status of the Talent and Compensation Committee from ad hoc to full committee.

The approved resolutions are included in the consent agenda today. Then the committee then met in executive session.

If I may, Mr. Chairman, I would like to ask that we move to a Committee of the Whole to take under consideration the president's performance award and annual merit performance compensation with the understanding that a vote of the Committee of the Whole will constitute a vote by the whole body.

Dr. Wadworth:

Yes. We have a motion on the floor to convene as Committee of the Whole. May I have a second?

Upon motion of Dr. Reid, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing motion by unanimous voice vote.

Dr. Wadsworth:

Janet, please continue.

**PRESIDENT'S PERFORMANCE AWARD AND
ANNUAL MERIT PERFORMANCE COMPENSATION**

Resolution No. 2016-52

Dr. Reid:

Thank you Mr. Chairman. As mentioned before, since Mr. Jurgensen cannot be with us today, I am speaking on behalf of the committee with our recommendations.

In August, the Board of Trustees completed its standard comprehensive process to evaluate the president's performance for the past year. As noted at our August board meeting, the board has been impressed with President Drake's many accomplishments, compassion for others, keen intellect, and grounded humility. President Drake has laid out a compelling vision for Ohio State centered on access, affordability, and inclusive excellence. Some of the numerous outcomes of this vision, we were able to witness today in the students that we listened to.

Looking at performance-based compensation, the term sheet that the Board of Trustees and President Drake previously agreed to states that the president shall be eligible for an annual performance award of up to 25% of his base compensation for achieving mutually agreed-upon performance targets and goals. As indicated by the list of accomplishments highlighted during the review of President Drake's performance at our August meeting, the president's strong leadership led to an excellent year for our university.

As such, we are recommending that President Drake receive a performance-based payment of 25% of his base salary. Consistent with this board's practice, this compensation will not be paid by Ohio taxpayer or student tuition dollars.

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In addition, the faculty and staff of the university recently received an aggregate salary increase of 2%. We are recommending that President Drake also receive a similar salary increase in base pay of 2%.

Mr. Chairman, I would like to move for approval of the compensation recommendations and would like to respond to any questions from my fellow trustees. Also, I would like to invite other members of the Talent and Compensation Committee or other members of the board to share any comments that they may have.

Dr. Wadsworth:

Okay so we have a motion on the floor. I am going to ask for a second and then open for discussion by the Trustees.

Thank you. Any further discussion? Will the Secretary please call the roll?

Upon motion of Dr. Reid, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing resolution with twelve affirmative votes, cast by trustees Mrs. Wexner, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Dr. Reid, Ms. Kass, Mr. Shumate, and Dr. Wadsworth.

Dr. Wadsworth:

Thank you very much and thank you Janet for presenting this to the board. It is one of the most important components of the committees work. I would also like to commend our president and state that we look forward to another year of partnering together to move Ohio State forward and at least give him the opportunity to comment if he wishes.

President Drake:

Maybe a small comment, first to say thanks to the members of the committee and the board for the recognition of this last year's work that we really accomplished together. This is really a team effort of students, faculty, and staff at The Ohio State University along with the board and members of the community working together on a collective effort and we're very pleased about that.

In addition to the things that I do, you've heard me say and you've witnessed the active efforts on behalf of Brenda who does so many things to support the university in so many ways. This week, she lectured yesterday at the Fisher College. She was at a community women's group on Wednesday night, hosted donors and other supporters on Monday and continually does things. At home, it's a collective effort as well and I am really fortunate for, I think, all of us, for me particularly, to have such a good partner working to help to advance the interests of the university. I will say that with our commitment to the community in mind, Brenda and I made a collective decision to contribute back the merit increase as we consider our own personal philanthropy and we look forward to doing that. I wanted to say how much we've appreciated the friendship and support that we felt from all of you. Thank you very much.

Dr. Wadsworth:

Thank you President Drake. The consent agenda is now before the trustees and I would like to call upon our president to present it to the board.

CONSENT AGENDA

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President Drake:

Thank you Chairman Wadsworth. The consent agenda has been updated and revised copies are at your seats and are available for the public.

Today we have a total of 27 resolutions on the consent agenda. We will hold a separate vote on item two, Amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*; item three, Amendments to the *Bylaws of the Medical Staff of the Ohio State University Hospitals*; item four, Amendments to the *Bylaws of the Medical Staff of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute*; item seven, Ratification of the Appointment of the Chair of the Wexner Medical Center Board; and item eleven, Personnel Actions.

Therefore, we are seeking approval for the following:

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

Resolution No. 2016-21

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

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

NOW THEREFORE

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

(See Appendix XVI for background information, page 436)

RESOLUTIONS IN MEMORIAM

Resolution No. 2016-22

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.

John J. Clarke

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 28, 2015, of John J. Clarke, Professor Emeritus of Journalism in the College of Arts and Sciences.

Professor Clarke received his BA degree from the University of Scranton in 1948, and Master's degrees in English from Fordham University, and in Journalism from Columbia University. He earned a doctorate in English and American literature from Brown University in 1957. He was part of a team that won the Pulitzer Prize for Journalism for local news reporting in 1953 at the Providence (RI) Journal and Evening Bulletin. The reporting involved a dramatic bank robbery and police chase from East Providence to Pawtucket in which a police officer was killed.

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Dr. Clarke was a faculty member from 1967 to 1986. At Ohio State he taught courses on literature and journalism. Dr. Clarke was a notable national figure in the teaching of news editing. He taught editing to undergraduate and graduate students, and directed the prestigious copy editing internship program for the Dow Jones Newspaper Fund from 1970 to 1991. Students from all around the country would be invited to Ohio State for intensive formal instruction in editing and related skills. After completing the program, they would be placed in professional newsrooms throughout the United States. Dr. Clarke trained more than 200 journalists through this program. In the 1970s he built a computerized news editing lab, which was used for instruction and for production of *The Lantern*. Ohio State was the first university to have such equipment.

Earlier in his career, Dr. Clarke had been a reporter, copy editor, and news editor for *The Scranton Times* for a dozen years, while also teaching graduate and undergraduate English courses at the University of Scranton and Marywood College. He was a former president of Newspaper Guild Scranton Local 177. In 1986 the national Society of Professional Journalists named him that year's distinguished journalism professor. After his retirement from Ohio State, he served as professor at the University of Scranton from 1986 to 1995 teaching print media courses. During the 1990s he was also a writing and editing coach for *The Times*.

On behalf of the university community, the Board of Trustees expresses to the family of Professor John J. Clarke 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.

Fred O. Hartman

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 21, 2015, of Fred O. Hartman, Professor Emeritus of Horticulture and Crop Science in the College of Food, Agricultural, and Environmental Sciences.

Dr. Hartman received his BS degree from the University of Toledo in 1938. He then began a 42 year association with The Ohio State University where he earned his MS and PhD in Horticulture, specializing in pomology. He was a faculty member from 1951 until he retired in 1982. During World War II he served as a medical technician and attained the rank of captain.

While on the faculty, Dr. Hartman had an active research program in pomology and published many books and articles on fruit production, particularly in apples, that remain relevant to fruit growers. His classes included fruit production and morphology of horticulture crops. The latter was popular with students because of his habit of bringing fresh produce to class to both study and consume. In addition to teaching and research he spent considerable time working with fruit growers in and outside of Ohio.

He was an active member of the Ohio Fruit Growers Society, the American Society for Horticultural Science, and the American Horticultural Society Tropical Region. Other memberships included the OSU Faculty Photographic Society, OSU Faculty Club, and life membership in the OSU Alumni Association. He and his wife Joan established the Excellence in Fruit Production Endowment Fund at OSU that provides scholarships to students interested in pomology.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Fred O. Hartman 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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Hershel J. Hausman

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 5, 2015, of Hershel J. Hausman, Professor Emeritus in the Department of Physics.

Professor Hershel "Hersh" Hausman was born in 1923 in Pittsburgh, PA. Prior to entering college, he was a 1st lieutenant in the 8th Air Force Bomber Group and successfully piloted his B-24 bomber on 22 missions over Europe earning numerous medals and citations. Upon his return to Pittsburgh, he attained a BS and MS in Nuclear Physics at Carnegie Mellon University, followed by a PhD from the University of Pittsburgh. He joined the faculty at Ohio State in 1952 and attained the rank of full professor in 1965. In over 38 years at Ohio State he mentored more than 20 PhD students. He was a fellow of the American Physical Society and a member of the American Association of University Professors, Sigma Pi Sigma, and the American Association for the Advancement of Science.

Under his steady leadership, the Van de Graaff Laboratory at OSU was an important center of low-energy nuclear physics research for nearly three decades. The laboratory research program was supported by National Science Foundation continuing and renewal grants for this entire period.

For many years, Hersh was the physics department's mainstay in the teaching of the non-calculus introductory physics sequence, typically taken by pre-medical and other pre-health-professional students. In this role, he was both loved and feared. He was gentle and fair, and his lectures sparkled with a great sense of humor as well as a deep conviction of the importance of the material to future health professionals.

Professor Hausman was held in high esteem by his colleagues and students most notably evidenced by the dedication of a faculty office in his honor by a former graduate student, Norman Gearhart and his wife, Carolyn. He is survived by Korene, his loving wife of 71 years, three children and four grandchildren.

Hersh always kept himself in excellent physical condition. He was a fearsome competitor at golf, volleyball (the court was right behind the Van de Graaff Laboratory), and most especially, tennis. He was an avid OSU sports fan, attending home football games for decades and proudly serving on the OSU Athletic Council from 1983-1987.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Hershel J. Hausman 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.

Richard J. Lundman

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 7, 2015, of Richard J. Lundman, Professor Emeritus of Sociology.

Professor Lundman held a Bachelor of Sociology degree from Beloit College, a Master of Sociology degree from the University of Illinois, and a PhD in Sociology from the University of Minnesota. He taught at the University of Delaware before coming to The Ohio State University in 1975. Professor Lundman was promoted to the rank of full professor in 1984 and taught in the Department of Sociology for 40 years. His teaching and scholarship interests focused on deviance and crime, with particular interest in police and policing, white-collar and corporate deviance, and race and gender inequalities.

Professor Lundman was a passionate teacher who treated students as honored colleagues. During his career, he taught more than 15,000 undergraduate students,

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supervised the dissertations of 25 PhD students, and served on the doctoral committees of 67 others. More than 200 of his former students, many of whom were inspired by his police and policing course, are employed by the Columbus Police Department. During the course of his career, Professor Lundman was the recipient of many teaching awards including the University Distinguished Teaching Award.

As a scholar, Professor Lundman was the author of nearly 40 articles, two influential books, and a widely-read edited volume: *Police and Policing* (1980); *Prevention and Control of Juvenile Delinquency* (published in three editions between 1984 and 2001); and *Corporate and Governmental Deviance: Problems of Organizational Behavior in Contemporary Society*, which reached its sixth edition in 2002. Many of his journal-article publications were reprinted in edited volumes, and his research reached wide audiences both inside and outside of academia. He served as associate editor of two journals, *Criminology* and *The Sociological Quarterly*, and was a member of the American Sociological Association, the American Society of Criminology, and the Academy of Criminal Justice Sciences.

Richard Lundman was an active member of the university community and served the department, college, university, and wider community in many ways. He mentored young minority scholars from other institutions in the Crime and Justice Summer Institute. He served on or led many departmental, college, and university committees, including serving as Chair of Graduate Studies in Sociology. He gave his time as a faculty volunteer to help with orientations for families of first-year OSU students and as a volunteer during Welcome Week for new and returning students. Beyond the university, Professor Lundman gave many talks and presentations to community groups on issues related to policing. He served as an instructor at the Columbus Police Academy, and gave numerous newspaper, radio, and television interviews over the course of his career.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Richard J. Lundman 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.

John A. Negulesco

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 14, 2015, of John A. Negulesco, Professor Emeritus of Anatomy in the College of Medicine.

Professor Negulesco received his BA degree in Biology and Chemistry from Western Reserve University in 1960, his MA in Cell Biology from Kent State University in 1962, and his PhD in Anatomy from The Ohio State University in 1971. He joined the Department of Anatomy at The Ohio State University in 1972 and served on its faculty until his retirement in 2005. Professor Negulesco also held courtesy appointments in the Department of Anesthesiology in the College of Medicine and the Department of Orthodontics in the College of Dentistry. During his career, Professor Negulesco taught gross anatomy to undergraduate and graduate students, and professional students and residents in medicine and dentistry. His scholarly interests focused earlier in his career on the role of capsaicinoids in the development of atherosclerosis in blood vessels, and later, on the modernization of anatomy teaching through use of medical imaging technologies and computers. The computer laboratory that Professor Negulesco designed and developed for teaching and testing anatomy in Hamilton Hall was the forerunner for the modern use of these technologies in anatomical education in the College of Medicine. He pursued this pioneering work while encouraging students to develop an appreciation for the historical context of anatomy. Professor Negulesco was a national leader in curriculum reform in medical anatomy teaching and served on the Medical Education Committee of the American Association of Clinical Anatomists that published the influential guide, "A Clinical Curriculum for the Medical Student of the 21st Century" in 1996.

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Throughout his career, Professor Negulesco had a number of leadership positions, including Chair of the Graduate Program in Anatomy, Director of Basic Medical Sciences in the College of Medicine, and Director of the Division of Anatomy. He served two terms on University Senate. He also served on the Executive Committee of the American Association of Clinical Anatomists. Professor Negulesco was recognized as an outstanding educator on numerous occasions and was named Professor of the Year by students in the College of Medicine in 1990, and received the Medical Alumni Teaching Award in 1991. He was a Visiting Professor on the Medical Faculty of Concepcion University in Concepcion, Chile and was an Honorary Member of the Romanian Academy of Medical Sciences.

Professor Negulesco's greatest legacy is the demanding, caring, and supportive influence he had on thousands of undergraduate, graduate, medical, and dental students. For many, many years Professor Negulesco personified anatomy in the College of Medicine, and countless former students carry his positive impact with them into their clinical practice.

On behalf of the university community, the Board of Trustees expresses to the family of Professor John A. Negulesco 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.

Jean D. Powers

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 22, 2015, of Jean D. Powers, Associate Professor Emeritus in the College of Veterinary Medicine.

Dr. Powers attended The Ohio State University earning her BS in Biological Sciences in 1950, a MS in Genetics in 1951, and a PhD in Biostatistics in 1968. Prior to coming to The Ohio State University, she held faculty positions at Capital University in the mathematics department from 1968 through 1973. She returned to The Ohio State University in 1973 holding faculty positions in the College of Veterinary Medicine (Department of Physiology/Pharmacology), the College of Medicine (Department of Preventive Medicine), and the College of Mathematics and Physical Sciences (Department of Statistics).

Dr. Powers and her late husband, Dr. Thomas E. Powers, were the first husband and wife to each independently receive a Fulbright scholarship, which they used to teach and do research at a veterinary school in India. She was on the graduate committees of multiple doctoral students and published over 60 articles in various peer-reviewed journals and textbooks. She and her husband founded the American Academy of Veterinary Pharmacology and Therapeutics for which Dr. Powers held the position of secretary and treasurer for many years.

Dr. Powers organized a special symposia bringing together members of academia, industry, and the regulatory agency (primarily the FDA) to identify and define the perceived problems related to the critical problems of the availability of new animal drugs in the veterinary profession.

The Thomas and Jean Powers Teaching Awards are presented each year in two categories to the best teaching assistants of recitations and lectures, as well as an outstanding faculty in the Department of Statistics at Ohio State. These awards are the result of a generous gift to the Department of Statistics in 1989.

Following Dr. Powers retirement in 1992, she continued to contribute to the work being performed by veterinary students and residents in the College of Veterinary Medicine. More recently, the Dr. Thomas E. and Dr. Jean D. Powers Endowed One Health Residency Fund was established in June 2013 with contributions from many friends and colleagues. This

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funds residents who spend time at the college, the Columbus Zoo, and The Wilds, and is centered on ecosystem health and conservation medicine.

On behalf of the university community, the Board of Trustees expresses to the family of Associate Professor Jean D. Powers 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 her family as an expression of the board's heartfelt sympathy.

Kurt Reibel

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 13, 2015, of Kurt Reibel, Professor Emeritus in the Department of Physics.

Dr. Reibel was born May 23, 1926 in Vienna, Austria. After the Nazi takeover of Austria, he and his mother came to the United States in 1938 in steerage on the Queen Mary. He became a citizen in 1944 and graduated from high school in Philadelphia in 1945. He volunteered for service in World War II but was rejected due to terrible eyesight.

During the Korean War, Kurt worked at the Frankford Arsenal, doing calculations for automated fire control systems to guide tank guns. Unimpressed with the physicists supervising him and sure he could do better, he set his sights on a career in physics. He resumed his education at Temple University and graduated in 1954. That same year he married the former Eleanor Mannino and began graduate training in physics at the University of Pennsylvania. He received his master's degree in 1956, and following his dissertation research at Brookhaven National Laboratory he received his PhD, in 1960, from the University of Pennsylvania. After two years as a postdoctoral research associate at the University of Pennsylvania, Kurt accepted a tenure track assistant professorship at The Ohio State University in 1961.

Kurt had a distinguished career as an experimental elementary particle physicist at Ohio State. As the first to be hired in particle physics, he played a key role in recruiting other particle physicists to the department. He was awarded tenure and promotion in 1964. A sabbatical at CERN (Conseil Européen pour la Recherche Nucléaire) followed in 1968-1969; he was promoted to professor in 1970. A second CERN sabbatical followed in 1975-1976. He participated in many experiments on accelerators at the Argonne National Laboratory ZGS (Zero Gradient Synchrotron) and later at Fermilab, where he was a member of the E531 and E653 collaborations.

He was a member of Sigma Pi Sigma, Sigma Xi, the American Physical Society, the American Association for the Advancement of Science, the American Association of University of Professors, and the Federation of American Scientists.

Kurt received many research grants and co-authored over 50 scientific papers as well as co-authoring a book. He retired in 1992 to undergo open-heart surgery. After his retirement Kurt and Eleanor enjoyed long trips to Australia and South America. Eleanor passed away in November 2014; Kurt is survived by his children Leah, Michael, and David, nieces and nephews, cousins, and many friends.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Kurt Reibel 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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Georgianna Short

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 12, 2015, of Georgianna (Sam) Short, Professor Emeritus of Arts Administration, Education and Policy in the College of Arts and Sciences.

Dr. Short received her BFA from the University of Colorado in 1971, MA from Pittsburg State University in 1974, and PhD from The Department of Art Education at The Ohio State University in 1995.

During her tenure in the Department of Art Education at The Ohio State University, starting in 1995 until her retirement in 2009, Dr. Short taught courses in research methodologies, pedagogy, ethnic studies and material culture, participated in the development of the licensure program in art education, and was responsible for the student teaching program and the preservice education of art teachers. She worked directly with students, teachers, and school districts within and beyond Franklin County. She was a member of the Undergraduate and Licensure Committee and served on numerous university committees. Dr. Short also acted as the director of the Saturday Art Workshop and participated in The Ohio Partnership through the Arts Getty Foundation Grant, as well as the Transforming Education Through the Arts Challenge (TETAC) Annenberg Grant. Dr. Short guided and advised numerous graduate students through their thesis and/or dissertation research and degree programs.

Dr. Short maintained a life-long interest in the visual arts, art education, and teacher education. She had an enduring interest in the sustainability of material culture. She researched and traveled internationally to experience firsthand the various cultural settings and cultural heritage of disenfranchised groups. Her publications focused on the preservice education of art teachers, comparative art contexts, and the sustainability of cultural capitol. Upon her retirement from The Ohio State University in 2009, Dr. Short was awarded the prestigious rank of Professor Emeritus, Faculty-Emeritus.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Georgianna Short 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 her family as an expression of the board's heartfelt sympathy.

Jon R. Woods

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 14, 2015, of Jon R. Woods, Professor Emeritus of Music in the College of Arts and Sciences.

Dr. Woods was born in Spangler, Pennsylvania and was surrounded by a musical family. It was a love of big band music that led to his choice of playing the trombone.

After graduating from Northern Cambria High School in 1956, he attended nearby Indiana University of Pennsylvania (IUP), receiving a BA in Music Education degree in 1960. His teaching career began during his senior year at IUP when he returned to his home high school to conduct the band and choir, where he stayed for six more years. Dr. Woods earned his MA degree at Pennsylvania State University in 1966, working as a Graduate Assistant Director with the Penn State Blue Band.

His next career move was to Newark, Delaware, where he developed an outstanding high school band program. During his seven years in Newark, Dr. Woods attended summer classes at The University of Michigan. He left Newark in 1973 to do his residency for a PhD degree in music education and he saw the OSU Marching Band perform for the first time. He received his PhD from Michigan in 1979.

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Professor Woods was hired by the OSU School of Music in 1974 and served with great distinction for 38 years before retiring in 2012. He was the Associate Director of Marching Band for 10 years and then served as director for 28 years. He received nationwide acclaim as a master drill writer and show designer. He was one of the first college band directors to use computer generated charting techniques. During that time he was also a Professor of Music Education. Several of his graduate students have become band directors at prominent universities.

Professor Woods received major awards from The Ohio State University including a Distinguished Teaching Award from the School of Music, Script Ohio Award from the TBDBITL (The Best Damn Band in the Land) Alumni Club, Honorary Membership in Sphinx, and the Distinguished Service Award from the university upon his retirement. He also received a Distinguished Service to Music Medal from Kappa Kappa Psi, a National Honorary Band Fraternity, and similar awards from Phi Beta Mu and the College Band Directors Association.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Jon R. Woods 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.

RATIFICATION OF COMMITTEE APPOINTMENTS 2015-2016

Resolution No. 2016-23

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2015-2016 are as follows:

Academic Affairs and Student Life Committee:

Alex Shumate, Chair
Linda S. Kass, Co-Chair
Cheryl L. Krueger, Vice Chair
Janet B. Reid
Clark C. Kellogg
Timothy P. Smucker
Abigail S. Wexner
Alan VanderMolen
James D. Klingbeil
Halie M. Vilagi
Richard K. Herrmann (faculty member)
Jeffrey Wadsworth (ex officio)

Finance Committee:

Michael J. Gasser, Chair
Brent R. Porteus, Vice Chair
W. G. "Jerry" Jurgensen
Erin P. Hoeflinger
Alexander R. Fischer
Corbett A. Price
Steven M. Loborec
Jeffrey Wadsworth (ex officio)

Advancement Committee:

Janet B. Reid, Chair
Erin P. Hoeflinger, Vice Chair
Linda S. Kass
Clark C. Kellogg
Cheryl L. Krueger
Brent R. Porteus
Alexander R. Fischer
Abigail S. Wexner
Corbett A. Price
Alan VanderMolen
Steven M. Loborec
Nancy J. Kramer
Craig S. Bahner

BARBARA J. TOOTLE (Alumni Assn member)

Samira K. Beckwith (Alumni Assn member)

JAMES F. DIETZ (Foundation Board member)

Daniel J. Wampler (Foundation Board member)

Jeffrey Wadsworth (ex officio)

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Audit and Compliance Committee:

W. G. "Jerry" Jurgensen, Chair
Michael J. Gasser, Vice Chair
Timothy P. Smucker
James D. Klingbeil
Halie M. Vilagi
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Jeffrey Wadsworth (ex officio)

Governance Committee:

Timothy P. Smucker, Chair
Alex Shumate, Vice Chair
Linda S. Kass
Janet B. Reid
Erin P. Hoeflinger
Alan VanderMolen
Steven M. Loborec
Jeffrey Wadsworth (ex officio)

Talent and Compensation:

W. G. "Jerry" Jurgensen, Chair
Janet B. Reid, Vice Chair
Michael J. Gasser
Erin P. Hoeflinger
Corbett A. Price
Jeffrey Wadsworth (ex officio)

Master Planning and Facilities:

Alexander R. Fischer, Chair
Brent R. Porteus
James D. Klingbeil
Robert H. Schottenstein
Jeffrey Wadsworth (ex officio)

STUDENT TRUSTEE VOTING RIGHTS

Resolution No. 2016-24

Synopsis: Approval of voting privileges for student trustees, is proposed.

WHEREAS The Ohio General Assembly approved House Bill 64 on June 30, 2015, which provides The Ohio State University Board of Trustees with the authority to grant full voting privileges to its student trustees; and

WHEREAS The Ohio State University student trustees have consistently served the people of Ohio exceptionally well through their hard work, thorough preparation, and full engagement in the business of the board; and

WHEREAS the Board of Trustees highly values the input and perspectives of its student trustees and their critical voice in deepening the board's understanding of the student experience on campus; and

WHEREAS Ohio State University's student trustees have consistently represented the best interests of the people of Ohio and the entire university; and

WHEREAS the Board of Trustees consistently has allowed for student trustees to fully participate in executive sessions and in the work of the board performed by its committees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby grants full voting power to its student trustees; and

BE IT FURTHER RESOLVED, That student trustees shall be considered as members of the board in determining whether a quorum is present and shall be entitled to attend executive sessions of the board; and

BE IT FURTHER RESOLVED, That pursuant to House Bill 64, voting power for student trustees shall take effect on May 14, 2016.

TALENT AND COMPENSATION COMMITTEE CHARTER

Resolution No. 2016-25

Synopsis: Adoption of the Talent and Compensation Committee charter, is proposed.

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

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

WHEREAS section 3335-1-02(C)(1)(f) of the *Bylaws of the Ohio State University Board of Trustees* sets forth the description of the Board of Trustees Talent and Compensation Committee; and

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

WHEREAS the Governance Committee shall consider and make recommendations to the board on matters pertaining to the organization of the board and involvement and role of trustees; and

WHEREAS the Governance Committee recommends the proposed Talent and Compensation Committee charter be approved by the full board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees adopts the Talent and Compensation Committee charter.

(See Appendix XVII for background information, page 438)

PROCEDURE FOR SETTING AND REVIEWING COMPENSATION FOR UNIVERSITY EXECUTIVES

Resolution No. 2016-26

Synopsis: Approval of the attached Procedure for Setting and Reviewing Compensation for University Executives, is proposed.

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

WHEREAS the university must set a foundation for a consistent and standardized approach for determining and approving executive compensation:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Procedure for Setting and Reviewing Compensation for University Executives.

(See Appendix XVIII for background information, page 440)

DEGREES AND CERTIFICATES

Resolution No. 2016-27

Synopsis: Approval of Degrees and Certificates for autumn 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 December 20, 2015, 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 XIX for background information, page 443)

HONORARY DEGREE

Resolution No. 2016-28

Synopsis: The awarding of an honorary degree, is proposed.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of an honorary degree as listed below:

Louis Ignarro

Doctorate of Science *honoris causa*

NOW THEREFORE

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

(See Appendix XX for background information, page 497)

JOSEPH SULLIVANT MEDAL

Resolution No. 2016-29

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

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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 Thomas D. Brock be the recipient of this award; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Joseph Sullivant Medal be presented to Thomas D. Brock in accordance with the provisions for granting this award.

(See Appendix XXI for background information, page 498)

ESTABLISHMENT OF THE DEPARTMENT OF ENGINEERING EDUCATION

Resolution No. 2016-30

IN THE COLLEGE OF ENGINEERING

Synopsis: Approval to establish the Department of Engineering Education in the College of Engineering, is proposed.

WHEREAS there is substantive long-term value in the Department of Engineering Education's mission to "advance the engineering profession and enable student success by developing and delivering state-of-the-art, innovative, multi-disciplinary engineering courses and programs; by modeling and advocating scholarly, evidence-based teaching within the College of Engineering; and by integrating pedagogical discovery, practice, and dissemination through world-class engineering research"; and

WHEREAS the importance of engineering education research is recognized as a distinct pursuit within its field for ensuring the effectiveness of engineering education, the ultimate success of our students, and for the betterment of society; and

WHEREAS in the Department of Engineering Education's strategic objectives there are opportunities to contribute to world-class undergraduate and graduate engineering education at Ohio State through its research and scholarship; and

WHEREAS there are opportunities for collaboration across the college's departments that are immediate and sustainable; and

WHEREAS the Department of Engineering Education will enhance the ability to execute the education, research, and engagement missions across the entire college; and

WHEREAS the success of the Department of Engineering Education is anticipated to be marked and rapid as a result of its outgrowth from the already successful Engineering Education Innovation Center; and

WHEREAS the Department of Engineering Education is expected to become a pre-eminent academic department capable of attracting faculty, students, and staff of the highest caliber who will define the direction in the discipline; and

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WHEREAS the proposal has the support of the Office of Academic Affairs; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs at its meeting on October 21, 2015; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on October 29, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of the Department of Engineering Education in the College of Engineering.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2016-31

Synopsis: Approval of the University Foundation Report as of September 30, 2015 and one-time re-allocation of endowment distribution, 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

WHEREAS this report includes the establishment of Robert Max Thomas Professorship Fund; eighteen (18) additional named endowed funds, the creation of two (2) endowed funds as part of the Ohio Scholarship Challenge: the Robert Neale Phillips, DDS Endowed Scholarship Fund, the S. Christopher Lee MD Medical Student Scholarship Fund; and the revision of five (5) named endowed funds; and

WHEREAS the College of Optometry combined The Richard and Leonora Hill Endowment for Optometry and The Richard M. Hill Foundation Assured Endowment Plan to create the Richard and Leonora Hill Endowed Lecture Series on Frontiers in Vision Research (Fund) to provide an endowed annual lecture series, with approval from the donors who gave to the funds; and

WHEREAS the donors to the Fund have approved the use of \$50,000 of distribution funds for the renovation of Fry Hall rather than the annual lecture series:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of September 30, 2015; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the transfer of \$50,000 from the distribution funds of the Richard and Leonora Hill Endowed Lecture Series on Frontiers in Vision Research to the College of Optometry Facilities Building and Renovation Fund to be used for the renovation of Fry Hall.

(See Appendix XXII for background information, page 499)

NAMING OF INTERNAL SPACES

Resolution No. 2016-32

IN THE CHEMICAL AND BIOMOLECULAR ENGINEERING AND CHEMISTRY BUILDING

Synopsis: Approval for naming of internal spaces at the new Chemical and Biomolecular Engineering and Chemistry (CBEC) building, located at 151 West Woodruff Avenue on the Columbus campus, is proposed.

WHEREAS the CBEC building will bring transformational advancements to the departments housed within it and the interdisciplinary education that will result from having the departments in one building will better prepare students for careers in research, either within academia or the private sector; and

WHEREAS the building design enables biochemistry, chemistry, chemical and biomolecular engineering faculty, researchers, and students to work synergistically, combining expertise across diverse fields, and the collaborative environment will give Ohio State graduates the edge they need to come out on top in today's competitive job market; and

WHEREAS the donors listed below have provided significant contributions to the building funds in the College of Engineering for the new CBEC building:

- William C. Leipold Jr.
- Bhavesh and Shital Patel

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 internal spaces in the CBEC building be named the following:

- | | |
|-------------------|---|
| • Room 053 | William C. Leipold Jr. Polymer Process Laboratory |
| • Within Room 360 | Patel Lab Bench in memory of Shirish Patel |
| • Room 360F | Patel Graduate Student Workstation in honor of Usha Patel |
| • Room 360G | Patel Lab Support in honor of Usha Patel |

NAMING OF SPACES

Resolution No. 2016-33

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

Synopsis: Approval for naming of internal spaces at The Ohio State University Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, located at 460 West 10th Avenue, is proposed.

WHEREAS this expansion of the Wexner Medical Center's campus was the largest project in Ohio State's history, increasing world-class cancer care in Central Ohio; and

WHEREAS this 21-level hospital will revolutionize the way cancer prevention and care are provided in this nation, with world-class oncologists and cancer researchers working side-by-side to unlock the mysteries of why we get cancer and, using those discoveries, move from treating cancer to preventing it from occurring; and

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WHEREAS the donors listed below have provided significant contributions to the building fund for the new James Cancer Hospital and Solove Research Institute:

- Anna L. Holderman, Robin V. Holderman, Kris H. Hurd, and Adam R. Holderman
- Jean-Clare and Friedrich Bohm and The Bohm Family Fund of The Columbus Foundation
- Deborah and Ronald Brooks
- The Gerbig Snell/Weisheimer Healthcare Initiative of The Columbus Foundation

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 spaces in The Ohio State University Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Richard J. Solove Research Institute be named the following:

- Level 10: Robert E. & Anna L. Holderman Family Visitor Lounge
- Level 19 B1914: Deborah S. and Ronald D. Brooks Translational Research Laboratory
- Level 21: Bohm Family Care Team Education Center
- Exterior: GSW Children's Park

NAMING OF THE DONALD HARRIS FACULTY OFFICE

Resolution No. 2016-34

IN WEIGEL HALL

Synopsis: Approval for the naming of a faculty office, room 301 in Weigel Hall, located at 1866 College Road on the Columbus campus, as the Donald Harris Faculty Office, is proposed.

WHEREAS Donald Harris is Professor Emeritus in the School of Music and an internationally-recognized composer; and

WHEREAS Dr. Harris served as dean of the College of Arts from 1988-1997; and

WHEREAS Dr. Harris was recognized with the Harlan Hatcher Arts and Sciences Distinguished Faculty Award and in 2012 Ohio State honored his work and accomplishments by awarding him an honorary Doctor of Music degree; and

WHEREAS Dr. Harris and his wife Marilyn Harris have made many contributions to the arts on campus and throughout the Central Ohio community, earning reputations as true citizens of the arts; and

WHEREAS naming the Donald Harris Faculty Office will recognize Dr. Harris' service to the Ohio State community and help to share his story and inspire those graduate students who use the space:

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, the naming of the Donald Harris Faculty Office in Weigel Hall.

November 6, 2015 meeting, Board of Trustees

NAMING OF ANNIE AND JOHN GLENN AVENUE

Resolution No. 2016-35

AT THE OHIO STATE UNIVERSITY

Synopsis: Approval for the renaming of 17th Avenue on The Ohio State University Columbus campus, between Tuttle Park Place and College Road, as Annie and John Glenn Avenue, is proposed.

WHEREAS Annie and John Glenn have provided steadfast vision and support for the work of the John Glenn College of Public Affairs to inspire citizenship and develop leadership; and

WHEREAS Annie and John Glenn have spent countless hours sharing their passions and experiences, teaching and inspiring people, and advocating and garnering support for the university; and

WHEREAS the renaming of 17th Avenue on The Ohio State University Columbus campus, which runs between Tuttle Park Place and College Road through the heart of the academic campus, will recognize the Glenns' legacy of improving lives through public service and policy, their commitment to education, and their exemplary leadership and service to the university and the community:

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, the naming of Annie and John Glenn Avenue.

DESIGN GUIDELINES FOR BUILDINGS AND LANDSCAPE

Resolution No. 2016-36

Synopsis: Approval of the Design Guidelines for Buildings and Landscape, is proposed.

WHEREAS the Design Guidelines for Buildings and Landscape are intended to assist the university as it seeks to strengthen the physical identity, coherence, and unique character of the existing campus; and

WHEREAS the Design Guidelines will serve as a resource for architects and engineers contracted by the university, and for decision makers involved in the approval of campus capital projects; and

WHEREAS the building guidelines address the siting, form, and scale of buildings, and provide recommendations on building materials that seek to achieve a cohesive material palette representing the distinct brand of The Ohio State University campus; and

WHEREAS the landscape guidelines provide design and material standards that reinforce a consistent appearance for campus streets, walks, and open spaces; and

WHEREAS the project design approval process encompasses appropriate design reviews by relevant university groups, the Design Review Board, and the Board of Trustees Master Planning and Facilities Committee at appropriate project phases:

NOW THEREFORE

November 6, 2015 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby approves the Design Guidelines for Buildings and Landscape.

SCHEMATIC DESIGN FOR POMERENE AND OXLEY HALLS RENOVATION

Resolution No. 2016-37

Synopsis: Approval of the schematic design for Pomerene and Oxley Halls renovation, is proposed.

WHEREAS Pomerene and Oxley Halls are two of the most historic buildings on the university's Columbus campus; and

WHEREAS the project will include a total renovation of Pomerene and Oxley Halls to house the university's new comprehensive data analytics program and the Department of Linguistics; and

WHEREAS the project will preserve the historical integrity of the buildings while creating flexible, collaborative, and accessible interior spaces; and

WHEREAS the schematic design of both buildings, including the site plan for Pomerene Hall, have been reviewed by Design Review Board and appropriate university groups:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the schematic design of Pomerene and Oxley Halls renovation project.

AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2016-38

Synopsis: Approval of athletic ticket prices for fiscal year 2017 and golf course membership dues and fees for 2016-2017 at the recommended levels, is proposed.

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

WHEREAS Ohio State desires to establish a variable ticket pricing methodology to create affordable options for fans to attend games; and

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

WHEREAS the Athletic Council has approved golf course membership dues and fees and pricing for football and men's basketball as shown on the attached tables; and

WHEREAS the Athletic Council's recommendations have been reviewed and are recommended by the appropriate university administration:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommended prices for football and men's basketball tickets for fiscal year 2017 and for golf course membership dues and fees for 2016-2017.

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(See Appendix XXIII for background information, page 539)

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

Resolution No. 2016-39

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES CONTRACTS

300 W 10th Avenue - Brain and Spine
300 W 10th Avenue - 7th Floor - design only
Airport Enhancements - design only
University Hospital - Relocate Surgical Pathology - design only
Wooster Farm Operations Improvements

APPROVAL TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS

300 W 10th Avenue - Brain and Spine
Marion - Science and Engineering Building
Vet Hospital Enhancements and Expansion
Wooster Farm Operations Improvements

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

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

	Prof. Serv. Increase Requested	Total Project Cost	
300 W 10th Avenue - Brain and Spine - for project increase to include exterior improvements, roadway system, and extended chilled water infrastructure	\$0.4M	\$17.6M	auxiliary funds and university debt
300 W. 10th Avenue - 7th - design only	\$0.5M	\$5.1M	auxiliary funds
Airport Enhancements - design only	\$2.0M	\$2.0M	development funds
University Hospital - Relocate Surgical Pathology - design only	\$0.5M	\$4.9M	auxiliary funds
Wooster Farm Operations Improvements	\$0.6M	\$4.2M	state funds

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

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	Construction Increase Requested	Total Project Cost	
300 W 10th Avenue - Brain and Spine - for project increase to include exterior improvements, roadway system, and extended chilled water infrastructure	\$2.9M	\$17.6M	auxiliary funds and university debt
Marion - Science and Engineering Building - for building construction	\$12.6M	\$15.5M	development and university funds
Vet Hospital Enhancement and Expansion - for phase 4 construction only	\$5.8	\$32.8M	university debt, development, and university funds
Wooster Farm Operations Improvements	\$3.6M	\$4.2M	state funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to enter into/increase professional services contracts and enter into/increase 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 XXIV for background information, page 542)

**SALE OF UNIMPROVED REAL PROPERTY:
BEECHER-HAMILTON ROAD DISPOSITION**

Resolution No. 2016-40

GAHANNA, FRANKLIN COUNTY, OHIO

Synopsis: Approval to sell real property located at the northwest corner of the intersection of Hamilton and Beecher Roads in Gahanna, Ohio, about one-half mile south of the intersection of Morse and Hamilton Roads, is proposed.

WHEREAS the property is titled to the State of Ohio for the use and benefit of The Ohio State University and legislative approval authorizing the sale of this property will be sought; and

WHEREAS the property contains unimproved land identified as county parcels 025-009952 and 025-009951; and

WHEREAS originally intended for use as an ambulatory service site the property is no longer needed for this use due to its close proximity to the existing CarePoint Gahanna and it has been declared surplus property after university and Wexner Medical Center review; and

WHEREAS proceeds from the sale of the above referenced property will benefit the Wexner Medical Center:

NOW THEREFORE

November 6, 2015 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXV for background information, page 549)

SALE OF REAL PROPERTY: OLENTANGY RIVER ROAD

Resolution No. 2016-41

COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Approval to sell real property located along Olentangy River Road, Columbus, Ohio, is proposed.

WHEREAS the property is titled to the State of Ohio and legislative approval authorizing the sale of this property will be sought; and

WHEREAS the property contains land between a retail center, owned and operated by The Lennox Station Holdings, LLC, and State Route 315 including portions of county parcels 010-204010 and 010-222646; and

WHEREAS the sale of this property is necessary to cure an encumbrance by the adjacent land holder, to bring order to the property boundary, and avoid further splintering of The Ohio State University holdings; and

WHEREAS proceeds from the sale of the above referenced property will benefit the general university property account:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVI for background information, page 551)

SALE OF REAL PROPERTY: TAYLOR AVENUE

Resolution No. 2016-42

PARCEL ID # 010-008037, 010-018858, 010-015832, 010-003205, 010-023435,
010-028592, 010-034261, 010-009288, 010-051904, AND 010-018902
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Approval to sell both unimproved and improved real property located along Taylor Avenue, Columbus, Ohio near The Ohio State University Wexner Medical Center University Hospital East, is proposed.

WHEREAS the property is titled to the State of Ohio for the use and benefit of The Ohio State University and legislative approval authorizing the sale of this property will be sought; and

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WHEREAS the property contains ten (10) parcels: Parcel ID # 010-008037, 010-018858, 010-015832, 010-003205, 010-023435, 010-028592, 010-034261, 010-009288, 010-051904, and 010-018902; and

WHEREAS proceeds from the sale of the above referenced property will benefit the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVII for background information, page 553)

Upon motion of Mr. Gasser, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing resolutions with twelve affirmative votes, cast by trustees Mrs. Wexner, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Dr. Reid, Ms. Kass, Mr. Shumate, and Dr. Wadsworth.

Dr. Wadsworth:

Thank you very much. Back to the President.

President Drake:

We are also seeking your approval of the following and Mrs. Hoeflinger will abstain:

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

Resolution No. 2016-43

Synopsis: Approval of the following amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*, is proposed.

WHEREAS the University Board of Trustees approved the creation of The Ohio State University Wexner Medical Center Board at its August 2013 meeting; and

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

WHEREAS the proposed amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board* were approved by the Quality and Professional Affairs Committee on October 20, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board* were approved by the Wexner Medical Center Board on November 4, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*.

(See Appendix XXVIII for background information, page 555)

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**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF*
OF THE OHIO STATE UNIVERSITY HOSPITALS**

Resolution No. 2016-44

Synopsis: Approval of the following amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals, is proposed.

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by a joint University Hospitals and James Bylaws Committee on August 4, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the UH Medical Staff Administrative Committee on August 12, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the UH Medical Staff on August 21, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the Quality and Professional Affairs Committee on August, 25, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the Wexner Medical Center Board on November 4, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached *Bylaws of the Medical Staff* of The Ohio State University Hospitals.

(See Appendix XXIX for background information, page 557)

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF* OF THE ARTHUR G.
JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE**

Resolution No. 2016-45

Synopsis: Approval of the following amendments to the *Bylaws of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, is proposed.

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The James Cancer Hospital were approved by a joint University Hospitals and James Bylaws Committee on August 4, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The James Cancer Hospital were approved by the James Medical Staff Administrative Committee on August 14, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The James Cancer Hospital were approved by the James Medical Staff on August 21, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The James Cancer Hospital were approved by the Quality and Professional Affairs Committee on August, 25, 2015; and

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WHEREAS the proposed amendments to the *Bylaws of the Medical Staff of The James Cancer Hospital* were approved by the Wexner Medical Center Board on November 4, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached *Bylaws of the Medical Staff of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute*.

(See Appendix XXX for background information, page 563)

Dr. Wadsworth:

Thank you. May I have a motion?

Upon motion of Ms. Krueger, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with eleven affirmative votes, cast by trustees Mrs. Wexner, Mr. Fischer, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Dr. Reid, Ms. Kass, Mr. Shumate, and Dr. Wadsworth. Trustee Hoeflinger abstained.

Dr. Wadsworth:

Thank you very much.

President Drake:

In addition, we are asking your approval of the following and Mrs. Hoeflinger and Mrs. Wexner will abstain.

**RATIFICATION OF THE APPOINTMENT OF CHAIR
OF THE WEXNER MEDICAL CENTER BOARD**

Resolution No. 2016-46

Synopsis: Ratification of the appointment of Chair of The Ohio State University Wexner Medical Center Board, is proposed.

WHEREAS The Ohio State University Wexner Medical Center Board is the governing body responsible to the Ohio State University Board of Trustees for the operation, oversight, and coordination of the Wexner Medical Center; and

WHEREAS pursuant to the Wexner Medical Center Board bylaws, the officers of the University Wexner Medical Center Board shall consist of a chair and such officers as the board may deem advisable; and

WHEREAS the Chair of the Wexner Medical Center Board shall be selected among the voting members of the University Wexner Medical Center Board and shall be appointed by the chair of the university board of trustees, in consultation with the university president, and ratified by the board of trustees; and

WHEREAS the chair shall be appointed for a two-year term, renewable for an additional term, and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management; and

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WHEREAS Leslie H. Wexner has significant experience in business management and leading governing boards, and has served as Chair of the University Wexner Medical Center Board since 2013; and

WHEREAS, in consultation with the university president, the Chair of the University Board of Trustees has appointed Leslie H. Wexner to a second term as Chair of the University Wexner Center Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby ratifies the appointment of Leslie H. Wexner to a second two-year term as Chair of the University Wexner Medical Center Board, effective November 6, 2015 and expiring on November 5, 2017.

Dr. Wadsworth:

May I have a motion?

Upon motion of Mr. Porteus, seconded by Ms. Krueger, the Board of Trustees adopted the foregoing resolutions with ten affirmative votes, cast by trustees Mr. Fischer, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Dr. Reid, Ms. Kass, Mr. Shumate, and Dr. Wadsworth. Trustees Hoeflinger and Wexner abstained.

Dr. Wadsworth:

Thank you very much and I'll go back to the President for the final action.

President Drake:

We are seeking your approval of the following and Mrs. Wexner will abstain:

PERSONNEL ACTIONS

Resolution No. 2016-47

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the August 28, 2015 meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointments of Chairpersons, Faculty Professional Leave - Cancellations, Faculty Professional Leave - Changes, and Emeritus Titles, Emeritus Titles - Cancellations, and Emeritus Title Change.

Appointments

Name: JENNIFER A. BOGNER
Title: Associate Professor (The Bert C. Wiley M.D., Chair in Physical Medicine and Rehabilitation)
College: Medicine
Term: October 1, 2015 through September 30, 2019

Name: DANIEL M. CLINCHOT
Title: Associate Professor (The Harry C. and Mary Elizabeth Powelson Professorship of Medicine)
College: Medicine
Term: September 1, 2015 through August 31, 2019

November 6, 2015 meeting, Board of Trustees

Name: GREGORY A. DAVIS
Title: Interim Director, OSU Extension
College: Food, Agricultural, and Environmental Sciences
Effective: July 1, 2015

Name: PHILIP T. DIAZ
Title: Professor (The Battelle Professorship of Inhalation Therapeutics)
College: Medicine
Term: September 1, 2015 through August 31, 2019

Name: PAUL M. JANSSEN
Title: Professor (Fred A. Hitchcock Professorship in Environmental Physiology)
College: Medicine
Term: September 1, 2015 through August 31, 2019

Name: ANI L. KATCHOVA
Title: Associate Professor (Farm Income Enhancement Chair in Agricultural Policy, Trade and Marketing)
College: Food, Agricultural, and Environmental Sciences
Term: January 1, 2015 through December 31, 2019

Name: MARK E. LARMORE*
Title: Vice President
Office: Wexner Medical Center
Term: October 1, 2015 through September 30, 2018

Name: TREVON D. LOGAN
Title: Associate Professor (The Hazel C. Youngberg Trustees Distinguished Professorship)
College: Arts and Sciences - Division of Natural and Mathematical Sciences
Term: September 1, 2015 through August 31, 2020

Name: MATTHEW W. MCNAIR
Title: Vice President of Economic and Corporate Engagement
Office: Business and Finance
Effective: October 15, 2015

Name: ADRIENNE M. NAZON*
Title: Vice President of Marketing
Office: Advancement
Effective: October 19, 2015

Name: VINAY K. PUDUVALLI
Title: Professor (Sanford and Rife Family Chair in Neuro-Oncology)
College: Medicine
Term: September 22, 2015 through September 30, 2019

Name: ROGER A. RENNEKAMP*
Title: Director, OSU Extension
College: Food, Agricultural, and Environmental Sciences
Term: January 4, 2016 through June 30, 2019

Name: MAMOON SYED*
Title: Associate Vice President for Human Resources
Office: Human Resources
Wexner Medical Center
Effective: November 16, 2015

November 6, 2015 meeting, Board of Trustees

Name: KENNETH R. YEAGER
Title: Associate Professor - Clinical (David E. Schuller MD Professorship for Patient Compassion)
College: Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: September 1, 2015 through August 31, 2019

* New to University

Reappointments

Name: WILLIAM T. ABRAHAM
Title: Professor (Chair of Excellence in Cardiovascular Medicine)
Office: Medicine
Term: July 1, 2015 through June 30, 2019

Name: MARTHA BELURY
Title: Professor (The Carol S. Kennedy Professorship in Human Nutrition)
College: Education and Human Ecology
Term: September 1, 2015 through August 31, 2016

Name: GREGORY A. CALDEIRA
Title: Professor (The Ann and Darrell Dreher Chair in Political Communications and Policy Thinking)
College: Arts and Sciences - Division of Social and Behavioral Sciences
Term: July 1, 2015 through June 30, 2020

Name: GEOFFREY S. CHATAS
Title: Senior Vice President
Chief Financial Officer
Office: Business and Finance
Term: February 14, 2015 through February 13, 2017

Name: MARTHA GULATI
Title: Associate Professor - Clinical (The Sarah Ross Soter Endowed Chair in Women's Cardiovascular Health at OSU Heart Center)
College: Medicine
Term: July 1, 2015 through June 30, 2019

Name: ELECTRA D. PASKETT
Title: Professor (The Marion N. Rowley Chair in Cancer Research)
College: Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2015 through June 30, 2019

Name: IAN M. SHELDON
Title: Professor (The Andersons Endowed Chair in Agricultural Marketing, Trade and Policy)
College: Food, Agricultural, and Environmental Sciences
Term: September 1, 2015 through August 31, 2020

(See Appendix XXXI for background information, page 569)

Dr. Wadsworth:

May I have a motion? Thank you.

Upon motion of Mr. Gasser, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolutions with eleven affirmative votes, cast by trustees Mr. Fischer, Mrs.

November 6, 2015 meeting, Board of Trustees

Hoeflinger, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Dr. Reid, Ms. Kass, Mr. Shumate, and Dr. Wadsworth. Trustee Wexner abstained.

Dr. Wadsworth:

Thank you very much. There being no other business to come before the board, this meeting is adjourned. The next meeting of the board will take place on Friday, January 29, 2016. Thank you all very much.

Attest:

Jeffrey Wadsworth
Chairman

Blake Thompson
Secretary

November 6, 2015 meeting, Board of Trustees



THE OHIO STATE UNIVERSITY

OFFICE OF STUDENT LIFE

Buckeyes ACT: An Update

Javaune Adams-Gaston, PhD

Abby Grossman

Abby Waidelich

Buckeyes ACT



ACTION

Sexual Civility and Empowerment

**I'VE GOT
YOUR BACK**

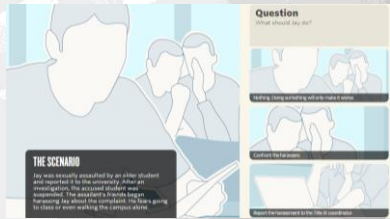
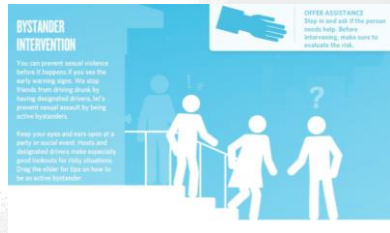
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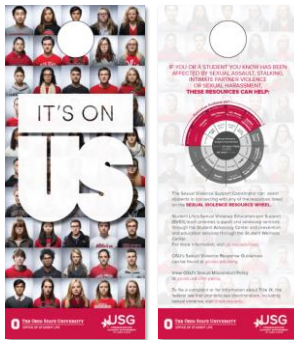
COUNSELING



TRAINING



STUDENTS



November 4, 2015 meeting, Wexner Medical Center Board

Mr. Wexner called the meeting of the Wexner Medical Center Board to order on Wednesday, November 4, 2015 at 9:51am.

Present: Leslie H. Wexner, Jeffrey Wadsworth, Janet B. Reid, W.G. Jurgensen, Cheryl L. Krueger, Abigail S. Wexner, David B. Fischer, Stephen D. Steinour, John F. Wolfe, Michael V. Drake, Sheldon M. Retchin, Geoffrey S. Chatas, E. Christopher Ellison, Peter E. Geier, Michael A. Caligiuri, Amanda N. Lucas, Elizabeth O. Seely, and Martha C. Taylor. Corbett A. Price was absent.

Mr. Wexner:

Good Morning. The minutes of the August meeting have been distributed. If there are no additions or corrections, the minutes are approved as distributed.

We are beginning with hellos and goodbyes. First, I want to welcome Mark Larmore, our new chief financial officer to the medical center. We look forward to working with you over the years to come. At the last meeting of this board and the university board of trustees, the bylaws were amended to allow all hospital CEOs (chief executive officers) or executive directors to join as ex-officio, non-voting members of the board. Therefore, I want to welcome Amanda Lucas and Elizabeth Seely to their first meeting and to also recognize Marti Taylor and Mike Caligiuri.

We also approved the addition of the CEO of the OSU Health System as an ex-officio, member. Currently this position is held by Pete Geier.

Pete, as you know, will be leaving his position but has been with the medical center for 14 years. I would like to take this opportunity to recognize him and his contributions to the medical center. As the chief operating officer, beginning in 2001, Pete began to work with the organization to align it, change it, and improve it. Clearly, we've seen significant improvements in performance, which have been enabled by Pete's support: the construction of the \$150 million biomedical research tower, which was opened on time and budget, and likewise, the James. He merged 32 physician practice businesses into a 600-member physician group with more than \$200 million in annual revenue. He also standardized and created a consolidated financial statement that we have for six hospitals, 1,100 beds, primary care sites around the city, ambulatory surgery centers, affiliated hospitals, and, to remind everybody, more than 19,000 employees. This is a very big business. We have also had improved margins.

As Pete leaves, the financial state and other states of our health are very good. Pete I'd like to give you an opportunity to speak if you care to.

Mr. Geier:

Thank you, Mr. Wexner, for your kind words. This is a time of mixed emotion for me. This has been a fantastic personal and professional experience and I've been greatly honored to have the opportunity to serve The Ohio State University and the Wexner Medical Center. I am not going far, I'm staying in Columbus. I have some other things that I'm planning to do. I think most of all I'll miss the people and my great colleagues here at the medical center.

Thank you very much for your comments.

Mr. Wexner:

We have three things to do and then we get to vote on some things. First will be Dr. Retchin, then I'm going to ask Mark Larmore to present, and then Dr. Moffatt Bruce will talk about quality and safety.

First, Dr. Retchin.

Dr. Retchin:

Before I start, Les, I also want to add my thanks to Pete for everything that he's done.

First I want to mention the turnaround in the health system and the improvement in the margin. We all say "no margin, no mission." The opportunity he was given at this academic health center, which is as academic health centers go, these are and can be very difficult places. You have lots of, sometimes overlapping missions, difficult to separate out. Mr. Geier gave so much of his professional life to the institution and made several improvements: the movement of the enterprise into the 21st century in electronic medical records, with the installation of Epic was no easy task. Many places have abandoned that effort along the way and he had the prescient forethought to be able to get us there. With the opening of the Ross Heart Hospital and the new James; the list goes on.

On a personal level, Pete, I staked out an office so I could be across from him early on. He was a tutor in my early initiation here. He would come in once a day and give me some life lesson, always, following one of the Seinfeld episodes. It was sometimes difficult for me to make the leap.

Then there are those times when you find out something about somebody that you never knew. Pete Geier played football for Purdue. He played center, which he has maintained is the most skilled position. Who knew? But it's also one of course that has a lot head trauma.

Pete has been a great friend and so I have my own thanks for everything that you've done for the institution.

Please join me in another round of applause.

I'm going to go on to the CEO report make a couple of remarks on this Mr. Chair.

First, the inpatient mortality, as you see here, is slightly above target but certainly among the top of the UHC (University HealthSystem Consortium) hospitals as we have been before. I think the ranking now would be, if you were to run the numbers, 6th. A continued remarkable performance nationally, setting, I think, a mark for other academic health centers to follow and it's one to celebrate.

As I go down this list, you'll notice some new metrics that we have carefully tried to include on the scorecard. You will continue to see this develop in future years as we get more granularity to our performance. Some of these will be great and some of these not so great. Part of the opportunity for growth is to be sure that you have transparency.

The next is a patient safety index (PSI). This is a compilation of numbers and it's referenced on the sheet. Maybe to provide a little more granularity, Susan, will you talk a little bit about the PSI?

(See Attachment VIII for background information, page 95)

Dr. Moffatt-Bruce:

Absolutely. The PSIs are patient safety indicators that nationally we're ranked by and graded on our performance. They come from a number of different things including pressure ulcers, falls, and central line infections. It is the only way that the government and payers, as well as ranking systems like *US News and World Report*, can get our data. This one that we have to keep our eye on because everybody else is. It is one that we manage daily and one that our physicians and nurses and staff are highly invested in.

Dr. Retchin:

Thanks Susan. You see that we're still pushing the envelope on the target on the PSI and we'll be bringing that back to you.

The next one is our readmission rates. CMS (Centers for Medicare & Medicaid Services) decided a 30-day window after an acute patient admission is sort-of the sweet spot. If you go beyond 30 days, there are elements that are out of the hospitals control. They did extend post-acute admission in terms of readmission rights. Lower is better and we're at 13.2%, our target is 11.9%. This puts us, I believe, in the median, or maybe a little below.

Dr. Moffatt-Bruce:

When we are compared to our academic peers, we are worse than the median right now and that's something to be discussed.

Dr. Retchin:

We will be bringing that back to you again. We have efforts underway to improve this. Some of these are value based purchasing. That is one of the elements that CMS is looking at.

The next is CAUTI rates, catheter associated urinary tract infections. Urinary tract infections are one of the most common hospital acquired conditions that is preventable. About 75% of these infections are due or are in conjunction with having a catheter inserted. There is something you can do about it and that is to be sure when you do put a catheter in to take it out very quickly, as soon as it is medically indicated. We might discuss this a little bit Susan, in the context of having nurse decision making.

Dr. Moffatt-Bruce:

Absolutely. This is one of those indicators that requires an entire team to facilitate improvements. In particular, this one we have used at the medical center to really engage nurses and empower them to use evidence-based practice. As you can see, our results have improved dramatically. I think it's a good example of an indicator that now is not only in the ICUs (intensive care unit) where our critical care patients are, but it's across the entire medical center, regardless of what your disease is. Although it sounds like a minor or a smaller type of infection, the impact to the patient is huge and this one that leverages the entire teams engagement.

Mr. Jurgensen:

Is the level that we obtained in fiscal year 2016, .48, is that sustainable?

Dr. Moffatt-Bruce:

We anticipate that it will be with all of our ongoing efforts. Particularly at the bedside with the nurses being able to remove catheters based on protocols that have been derived by physician decision making.

Mr. Jurgensen:

This would be an example, potentially, of a place where you would reconsider your goal given what you've accomplished.

November 4, 2015 meeting, Wexner Medical Center Board

Dr. Moffatt-Bruce:

Yes. Part of the goals have been established also by looking at national benchmarks. We are constantly being compared to all hospitals across the nation. We receive more data on a quarterly and semi-annual basis and we will continue to push that envelope. We intend to get to the top percentile on this, and the goal will change.

Dr. Retchin:

Next is inpatient satisfaction where we've made gains in some areas and in other areas we have room to grow. Susan and Mary, can you comment on the patient satisfaction results?

Dr. Moffatt-Bruce:

Absolutely and we have some more granularity that Mary helped to put together around each of the hospitals performance. Mary do you want to speak briefly?

Dr. Nash:

I think Marti Taylor should be the one to speak on behalf of the University Hospitals.

Ms. Taylor:

Yes, certainly. University Hospital, as we just toured through and saw, has challenges from a patient experience standpoint, with 60% of the beds there being semiprivate. We continue to work on that.

We have some good improvements in the women and infants area; still room to go there, but that is another big focused area for us.

Dr. Moffatt-Bruce:

This is the data through to the end of August. We know that our most recent data is better than this, and we are continuing to see a sustainable improvement every month this year.

Dr. Retchin:

I want to congratulate the staff for their focus in terms of nursing and doctor communication continued efforts. The faculty are shoulder to the wheel in this and we will continue to bring this back as well.

Going on to the financial metrics. As you can see the net medical center operating margin has been changed, Mr. Chair. It includes the physician group, both on the college side and the practice plan. We feel this is integrated and it's important that we show all of the metrics combined. As you can see our target this year, net after distributions for academic missions, is 7%. We are at 6.7% operating margins so far. We are a little behind but after the first quarter I'm very pleased with the results. We will talk a little bit more about that as well.

Days cash on hand is ahead of target, remarkably so. As well now, you'll see day's cash on hand at the practice plan and college, again trying to be sure that we look at this in a comprehensive integrated fashion.

Stop me if you have any questions.

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Mr. Wexner:

I do. The days of cash, just to remind me at 99, is how many dollars?

Mr. Larmore:

That's about \$7 million a day in cash.

Mr. Wexner:

One hundred days is \$700 million in reserves.

Mr. Larmore:

Total cash.

Mr. Wexner:

In cash reserves.

Dr. Retchin:

That includes the physician group and the college?

Mr. Larmore:

Just the hospital.

Dr. Retchin:

Oh yes, you are correct.

Dr. Ellison:

The physician's group is \$100 million a day.

Mr. Wexner:

That is what I was trying to get to is days of cash and then days of cash in other places, so I can see what the total days of cash are?

Mr. Larmore:

The cash in the College of Medicine and the practice plan, as Chris said, is about \$100 million because their amount per day is less. On the health system, if you look at just the health system, is about \$7 million a day. Having 99 days is about \$700 million, about \$800 million in total.

Mr. Wexner:

Would that include reserves that are in the budget also? I'm trying to get to a kind of dooms day scenario. How much cash do we really have? We could have days of cash and then we could have reserves. The reserves may be legitimately reserved but are also part of the total pot.

Mr. Larmore:

This would include all cash except restricted cash, and then there's some cash that's set aside for capital projects that are planned. That would not be included.

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Mr. Wexner:

That is what I'm trying to get to, the big number, the unrestricted.

If a spinach hit the fan, we'd have \$800 million, we'd stop capital projects we'd do a bunch of stuff, so I'm trying to understand, no intention to go use unrestricted cash or do other things, what is the real gross number? If we had to stop right now, stop projects, and stop spending, my guess is it's close to a billion dollars.

Mr. Jurgensen:

You could answer the question if the spinach really hit the fan, the number is like \$3 billion. This sits over a net of the university.

Mr. Wexner:

The university's got a big number too, I'm just trying to get to ours and then I'll let the university worry about theirs. I am guessing, and you don't have to answer, I think we should always be looking at that because you look at days of cash, there's not much difference between 9 days and a hundred. If in fact, from kind of a dooms day or extremist position, if we're sitting on or could mobilize a billion dollars, the world looks different; to me anyway. In your prior experience did people look at it that way in New York?

Mr. Larmore:

Yes. I would say a hundred days in cash is on the low side if you look at your ratings analysis. I think depending on where you are in a capital plan, often you have more money set aside for your capital project, finishing one and preparing another. There is not, I'd say, as much money set aside right now on the capital side.

Mr. Wexner:

From memory, if I went back 10 years, what would our days of cash been in days in dollars?

Mr. Geier:

Ten years ago? Forty days maybe. The spend was probably \$4 million to \$5 million a day at the time. Two hundred million dollars roughly, 10 years ago. Fifteen years ago it was negative and we were into the university at that time.

Dr. Drake:

Fifteen years ago nationally, many people were around zero, or measured cash in hours.

Dr. Retchin:

Moving on to the revenue enhancement and scale. Our operating revenue is slightly below target. You can see the development dollars. Patty, do you want to comment?

Ms. Hill-Callahan:

Yes. The number that's on the dashboard is as of the end of the first quarter. As of the end of October, we're up to about \$35 million, which is slightly above where we were last fiscal year. We have great momentum and more gifts in the pipeline, hundred thousand plus, then we had before.

Dr. Retchin:

Thank you. On cost management you'll see the first is operating expenses per adjusted admission. We are below target there which is a good thing and indicates some continued efforts to ensure that we are as efficient as possible.

The next metric is a new one as well. This is in value based purchasing as CMS continues to focus in areas regarding outcomes. That is spending per Medicare beneficiary. We would have to be at .98 to get any points on the value based purchasing and that is our target. You can see we're above that and have a ways to go. We are continuing to focus on efficiency, which is what I talked about in my medical center address a few weeks ago.

Dr. Drake:

This is a new one for me. What would it look like to move from .99 to .98? What kinds of things would change?

Dr. Moffatt-Bruce:

This is a spend for every Medicare patient, regardless of what the disease is, three days before, during, and post-op. The post-op or the post-procedure or post-stay going to LTACH (long-term acute care hospital), that's where we're having our most amount of dollars spent and that's where we're going to focus our efforts. We need to move that down.

Dr. Retchin:

That post-acute, where you do lose some control, has been an issue for us and we're continuing to focus on that space.

Total NIH awards is about \$24 million. This is also I believe at the end of the first quarter, but we've had some catch up there too, right Chris?

Dr. Ellison

Yes we have. October was a very good month.

Dr. Retchin:

On education, you can see our medical school ratings that were last year, and you see our target to move up. Best hospitals, the number of specialties that are ranked, and those in the top 20, will be reported in July.

The work force engagement survey, which has impart been put on hold, but others we're moving ahead. That is my report, Mr. Chair.

Mr. Wexner:

Thank you. Questions, comments?

Dr. Wadsworth:

Was September not a good month compared to October?

Dr. Ellison:

I think there were some timing issues with receiving the award letters. We had an excellent October that puts us right on target to hit our goal for the year.

November 4, 2015 meeting, Wexner Medical Center Board

Dr. Wadsworth:

Yes, federal funding is often unloaded at the end of September. I was wondering if that was reflected in October.

Dr. Ellison:

We received a large number of grants in October. I can't explain it, but we were grateful for it.

Mrs. Wexner:

Just a question, Dr. Retchin. When we say we're 30th in medical school ranking and top 10 public, is 30 out of in the publics or is that in total.

Dr. Retchin:

That's in total.

Mrs. Wexner:

It's odd because they're measuring differently, right?

Dr. Retchin:

The top 30 would be public and private and number 10 would be 10th among publics.

Mrs. Wexner:

Where would we sit among the publics now?

Dr. Retchin:

We are 11th.

Dr. Drake:

We turn out to be pretty similar as it turns out. Ten and 30 turn out to be pretty similar numbers.

Dr. Reid:

I have a question as well, more of a reminder for me. In terms of days cash on hand, what would be a top percentile for academic medical centers versus not-for-profit hospitals versus for-profit?

Dr. Retchin:

I will take a stab at that, and then Mark if you want to. I would venture to say among the top 20 academic health centers, maybe even the top 30, you'd be looking at 210 to 220 days.

Mr. Larmore:

I would say somewhere within 200 to 300 days in cash.

Dr. Drake:

That is a whole lot of money too.

November 4, 2015 meeting, Wexner Medical Center Board

Mr. Jurgensen:

It also begs the question whether it's financially smart.

Dr. Reid:

That is for academic medical centers. What would you say, generally speaking for not for profits and for-profits, roughly? Days cash on hand, top quartile or for non-academic for-profits and then non-academic not-for-profits, roughly.

Dr. Retchin:

I don't think for-profits would be reporting days in cash would they?

Mr. Larmore:

No. The for-profits are looking more at how they're depleting their cash to grow their business. I'd say the not-for-profits, depending on which city you're in, has changed dramatically. The big academic, not-for-profits, in many states have seen their financial performance improve greatly over the last 10 years. We have seen big numbers of growth.

You know, in New York, I can speak to the best, if you had one day you were doing good. If you broke even you were doing well, but over the last 10 years all the big academics in the city have put a lot of cash and reserves on the books. And quite frankly, it's allowed them to enter the debt market on their own, where in the past they used to have to rely on the federal government to back their debt.

Mr. Wexner:

Is it your turn to jump in the tank?

Mr. Larmore:

Okay. I will try not to repeat what Dr. Retchin has gone through already. There is one slide and the first three lines talk about volume. From an admission or discharge standpoint we're slightly behind budget for the first quarter. Not an alarming percentage, but we've seen good growth year over year with inpatient volume growing about 2%. If you include the number of patients in observation beds, which are not considered an inpatient bed, growth of about 4%.

We are a little bit off budget but on the 4th line you can see that total surgeries are up almost 3%. We have seen our case mix run a little ahead of what we had budgeted and that's offsetting some of the volume shortfall.

Ambulatory volume is slightly behind, 1.6%. That is not a huge number and can be made up in a month. That is the budget, but still growth of 3% year over year. I think ED (emergency department) visits grow every year, no matter how packed the EDs are. We certainly put capacity on them here and, of course, the volume grew and filled the ED. When I toured through them last week, there are waiting areas that were not expected to be used because there were enough bays inside, and there were plenty of people waiting in there. I think if you build it, they come on the ED side.

Adjusted admission is a number where we conferred the inpatient volume and the ambulatory volume on a percentage of revenue. You can see we are a little behind our target by 1.8%, but again everything has grown year over year.

Revenue, as I said, is 1% off. I am not concerned about that but we've been conservative on the expense side by about .6%. Consequently, when you look at the bottom line,

November 4, 2015 meeting, Wexner Medical Center Board

we're only a couple million dollars off with the budget, and certainly about 8% ahead of last year. If you include investment returns, we're about 10% above last year. I have not seen the October numbers yet, but I'd say the amount we're trailing is not a big concern yet.

FTEs (full time equivalents), you can see, are slightly under budget but considerable growth over last year because of the opening of the James between the two years. There is an addition of about 1,100 FTEs at the institution now compared to last year and that was anticipated as the budget was built.

The case mix index doesn't seem huge, its 1.8 compared to 1.78, a very small movement in that number has a big financial impact on the institution. It is good to see that increase and that's a combination of the type of business that's coming though and then also some other initiatives that are going on in the health system to make sure that we're documenting and coding the complexity of the patients that do come though the health system.

The operating EBIDA (Earnings Before Interest, Taxes, Depreciation and Amortization) is 20.6% which is pretty much on budget and ahead of last year. Again, that number is prior to the distribution of the MCI or Medical Center Investment, that's recorded as a transfer below that. Without that, the number is about 13%.

We already talked about day's cash on hand.

In the four weeks I have been here, I think it's a good start. Pete has been a big help on opening his drawers and files and showing me what's here. He also agreed to take the blame for any miss on the budget for the next nine months. I do appreciate his help.

Other than the numbers, one thing I'd like to mention is on October 1, coincidental to my arrival, the ICD-10 (International Classification of Diseases) program, which you may have heard about for years, went live. When you look at the complexity with that, we went from about 18,000 codes to 140,000 codes. I think Phyllis Teater, the CIO (Chief Information Officer), sent out a few of them that are out there that are kind of interesting.

We watched and our concern was that we could drop bill code and drop bills that went well. The bigger concern was, as they went to the insurance companies, whether they would be ready for this and we would see payment. The good news was in October, I got an email from the rev cycle team and as of the 27th, and we had met the October cash goal. I think both the health system was prepared well for it and it seems like the payers were prepared for it. That is good news.

(See Attachment IX for background information, page 96)

Mr. Wexner:

I think I've always seen this information the same way, it just occurred to me. When I look at the summary financials, I'm looking at admissions like actual budget against last year, which are numbers, right? Number of admissions and then the variance to those numbers. I have no income or financial that matches those admissions.

What I'm guessing is, they can go through that whole line, and I know in our business sometimes people want to talk in percentages or numbers and I want to talk in numbers and percentages and dollars so I can see what's happening. The thought would be that if I were budgeting or planning for a department practice, there'd be numbers and percents and dollars attached so we could see what the average admission was in units and dollars.

I would like you to think about summarizing that so we can the numbers and the dollars and averages and percents and don't necessarily need the backup by all the practices

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or by all the functions, but just the certainty that everyone is planning that way, if you would, in units and dollars. Because I think it would seem to me, from not a medical or hospital experience, that it's just better when you're looking at both, and reporting both.

Mr. Larmore:

That's fair. If you looked at my slide, I hand-wrote in the dollar piece of that next to it. We will modify the slide. One section that says operating revenue per adjusted, in the middle of the page and the expense per, looks at all the business in total. We look at that.

Mr. Wexner:

Would that make sense by practice plan or location that people are looking at, if it were patient numbers in numbers and percents and then matching dollars and expenses or revenue to those things?

Mr. Larmore:

Sure.

Mr. Wexner:

Is that a standard practice?

Mrs. Wexner:

If you wanted to really understand it, you'd have to understand the types of services being provided, because some are very different in terms of a bottom line.

Mr. Jurgensen:

You know Les, to build on your point, we've been looking at this sheet or some variation of this sheet, for a really long time. It is not our business, it's not intuitive to us; which measures matter most and why? You made a comment, halfway down the sheet, I'm not worried about that. I can't figure why you would be or wouldn't be, because it isn't intuitive. You know if this were an insurance company I'd know the seven things you really want to pay attention to, but I don't know the seven things you really want to pay attention to here. This ought to be prioritized in some way. The things that matter the most should be at the top and we should understand why it's something. You could have admission going up and it's a really bad thing if they're all the wrong kind of admissions, but if they're the right kind of surgery admissions, bring them in.

Mr. Larmore:

I take your point. We'll give some thought to that.

Ms. Krueger:

As I looked down halfway through the page, I looked at operating revenues and I see they're up 15% to last year. When I look at the expense side, I see we're at 16.4%. At what point do we start getting some leverage? It is like a rat in a wheel. If you go up 15% but your expenses go up you never gain any leverage or any economies of scale. It may not be a fair question now, but it's something we should look at. If your expenses are going up and your revenues twice as much let's say or three times as much and your expenses maybe only go up by like by a quarter of that. Then you're going to get some leverage out of it at some point. And I'm not dismissing, the numbers are terrific.

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Mr. Larmore:

No, I agree.

Ms. Krueger:

Thank you.

Mr. Jurgensen:

Another question about the revenue cycle management. With respect to ICD-10, what level of maturity in coding would we say Ohio State is at?

Dr. Retchin:

I'll ask Mark and maybe Susan or Andy to comment, but to have gone through this now more than 30 days with no dramatic increase in receivables, is just extraordinary. This is like a Y2K perhaps, that was a bad metaphor, but it is profound. We went from, I think a fourfold increase in the number of diagnoses.

Mr. Larmore:

Eighteen thousand to 140,000. If your question was different, as if you're looking at the type of care we deliver here and then how well are we documenting coding that we're delivering that care, it's too early for me to tell that. I think there's always opportunity that's there and it's the whole revenue cycle process to look at.

Mr. Jurgensen:

As I have listened to people all around the country and listened to providers and doctors and people in my industry, this coding thing is a really big deal, and it's a very complicated deal. It isn't a matter of if my receivables are speeding up or slowing down, it also goes to what are receivables in the first place?

Ms. Marsh:

Mr. Jurgensen, that area of coding reports to Dr. Andy Thomas who stays on top of it. He might want to make a comment about the coders.

Dr. Thomas:

Thank you Gail. A couple of points Mr. Jurgensen to your question. We did bring on an extra group of coders last spring, they were student apprentices that we then hired over the summer to be prepared for the changes that were coming October 1st. Also, well over a year ago, we went out to the market and purchased a new computerized coding software system that will help us over time with that conversion.

The update that we've had towards the end of October was that on the outpatient side, on the hospital outpatient side, our coders have returned to near pre ICD-10 efficiency already, which was even surprising to our leadership team. On the inpatient side, it's been a little bit more difficult, but we're expecting to reach a new normal of productivity after January 1st. They feel we're ahead of the game compared to where we thought we'd be, but we're nowhere near the productivity we were before October 1st.

Mr. Jurgensen:

Andy, what's productivity mean?

Dr. Thomas:

The time it takes a coder to code a chart. Part of the issue with the time it takes to code a chart is we're doing more double checking because of the new coding system for the first few months to make sure we're doing it right. Plus with new coders that we brought on last spring, we are additionally double checking their work since they're more junior in their experience. We think by January, we'll be back up to that normal turnaround time, if not even sooner. I think we did, in the budget, set aside some contingency dollars from a cash flow perspective for this fiscal year, which at this point we don't feel that we're at risk of needing to draw down on.

I think to Mark's point, what we have been happy with is the turnaround time from insurers in terms of paying us so far. That's something that's well out of our control, but it has not been a worst case scenario by any point. I think at your next board meeting, we'll have a much better sense of three months of time to be able to give you a better update.

Mr. Wexner:

Everybody runs on budgets, but if you said we're going to catch up quickly, we can, you know just throw people at it, outsource it. You have a cost and then you've got how quickly you capture the cash, right? I'm not looking for the answer, I want you to think about that. Because I can catch up within budget, or I could accelerate in the greater value I'd need to be caught up sooner rather than later.

Mr. Larmore:

I would say the coding that Andy's talking about it not effecting our budget in performance numbers, it's just it affects your cash; how long it takes you to get a bill out and subsequently get paid. Sometimes it's not a speed thing. You would almost rather it be a little slower at a time like to this to make sure that you're coding everything that happened to the patient to get paid the maximum amount that you should and what you're entitled to. I'd say right now we're probably in that period where it's better to be a little bit slower and then as we go forward we'll pick up the pace.

Dr. Thomas:

I would agree with what Mark said, and that was our plan all along. Not until the spring will we be able to stay stable.

Mr. Wexner:

What was behind my thought was, if you're getting reimbursed fast, right, it doesn't mean you're going to be reimbursed fast. If there is a window of prompt reimbursement, and I don't want to compromise quality, but then I'd make sure that it's that way because in January, it could flip dramatically in terms of cycle times. It is something to think about.

Dr. Thomas:

Having to build a lot quickly, but go on incorrectly in the long run adds time to the cycle. I think your point is a good one, it's a balance between the two.

Mr. Wexner:

We could be accurate and fast, because we're being reimbursed quickly or we could be accurate and slow and then in January the cycle increased 60 days or whatever.

Mr. Jurgensen:

Productivity is a measure, speed of collection is a measure, but to me the question is, if I had a patient experience come through the place, and I asked a hundred different doctors how to code it, would I get the same answer a hundred times? Because how its coded matters to what you're ultimately going to get paid, whether you get paid it fast or slow. I have seen doctor practices that get squat in the marketplace traded at significantly different multiples as a function of how effective that physician was in the coding game. That's why, when I ask what level of maturation are we at, would we say on a scale of one to 10, that we're a 10 when it comes to coding, or are we a six, irrespective of how long it takes us or how fast we collect?

Dr. Thomas:

Also I think, Mr. Jurgensen, there's a difference between hospital coding and physician practice professional. Most of what I've been talking about is the hospital side, which is not done by physicians, it done based on physician documentation. Mark's point earlier, the better we can get doctors to document, the easier it is for the coders to do their jobs.

Mr. Jurgensen:

I get that that, that's what I'm asking.

Dr. Thomas:

We have a staff of folks that are clinical documentation improvement specialists that work on this every day, that are out imbedded with the teams and we can bring back a report on that program at our next meeting.

Mr. Chapman:

Jerry, I find there's five levels of insurance companies. United, Aetna, Sigma, and all of our major payers come through negotiations in what they pay us. I don't believe one of them brought up the issue of clean claims. Said another way, we are clean on claims. We don't cause them extra work.

Mr. Jurgensen:

Maybe we could take this offline because that aspect of it I'm relatively familiar with and sometimes there's a reason I'm real happy with the claims you're submitting.

Mr. Chapman:

Jerry, we got higher than average rates from our insurance companies.

Mr. Jurgensen:

That would matter a lot.

Mr. Chapman:

When looking at the outcome of the rate negotiations, we got higher than we expected, none of them brought up the fact that we're causing them extra time and cost on their claim process. I am just going to use that as evidence that we're probably at average or better than average on the revenue cycle.

Mr. Jurgensen:

Thanks.

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Dr. Retchin:

In the interest of time, I'm going to move quickly, and ask those presenting in public session to move quickly as well. I'm going to move right into the accreditation requirement, Dr. Moffatt-Bruce.

Dr. Moffatt-Bruce:

Within your package there is a document that speaks to the Clinical Quality Management, Patient Safety and Service Plan. This document that has been through the MSACs (Medical Staff Administrative Committee), both in the university hospital as well as in James. This gives us guidance as a recurring document that was here last year.

It is one that simply states how we approach quality and patient safety, what methodology we use, and what type of data we collect. It is a guide book if you like, for those of us working in quality across all of the hospitals and it certainly is simply just updated here with our most current initiatives and it has been endorsed by the entire medical center.

CLINICAL QUALITY MANAGEMENT, PATIENT SAFETY AND SERVICE PLAN

Resolution No. 2016-20

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East and the Arthur G. James Cancer Hospital, is proposed.

WHEREAS the mission of the Wexner Medical Center is to improve people's lives through the provision of high quality patient care; and

WHEREAS the clinical quality management, patient safety and service plan outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital; and

WHEREAS the proposed Clinical Quality Management, Patient Safety and Service Plan was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on October 20, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board approves the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital.

(See Attachment X for background information, page 97)

Dr. Retchin:

I guess we take that as a motion?

Ms. Link:

Yes, we need a motion to approve it.

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Dr. Reid:

I have read through this. I have a question here on health disparities. There is no question about whether they occur, it's what anyone is doing about them. What do we do about them and is that covered in here?

Dr. Moffatt-Bruce:

We benchmark ourselves and work with the collaboratives in the University Health System Consortium, which is our academic peers. That is part of our initiatives every year to continuously look at that. We are part of a collaborative with all our peers to look at this on a continuous basis and we get that data every quarter so that we can look at where our opportunities are; not only around payer mix, but socioeconomics, race, ethnicity, so that is continuous.

Dr. Reid:

English is a second language in all of that, so we look to make sure that the treatment of those types of individuals is equal to anybody else's.

Dr. Moffatt-Bruce:

Absolutely, and we benchmark ourselves with what we would call our peers.

Dr. Reid:

There is a measure for that. It's not covered in here

Dr. Moffatt-Bruce:

No. It is part of the University Health System Consortium ranking system that we are part of, one of their 114 hospitals.

Dr. Drake:

I will speak quickly even though our time is short. It is a very useful measure. You can measure outcomes and then stratify those outcomes based on different categories of patients and then compare those against peers. You can get really specific numbers and see where there's a gap and move towards closing that gap, and it's really, I think, helped them out to assist the community in eliminating disparities. It's been a very positive outcome.

Dr. Retchin:

That is a great question and a great comment. I think we could present a program on how we're narrowing the gap in health disparities, Dr. Reid. I've been at two institutions that really focused on this now, and I've got to say, here at the Ohio State Wexner Medical Center, I have not only incredible confidence, but pride in the efforts. We could bring this back, Elizabeth Seely is here, Steve Gabbe, and other programs where we've gone underway. It would be great to innumerate those.

Dr. Reid:

Yes. I would like to dive deeper there.

Ms. Link:

We have a motion, may I have a second?

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Upon motion of Dr. Wadsworth, seconded by Mrs. Wexner, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast of board members Mr. Chatas, Dr. Retchin, Dr. Drake, Mrs. Wexner, Ms. Krueger, Mr. Jurgensen, Dr. Reid, and Dr. Wadsworth.

Dr. Retchin:

Next item, Mr. Chair, are Bylaws for the medical staff for both the University Hospitals and Arthur G. James Cancer Hospital and Richard J. Solove Research Institute. You have a resolution there, if you want any details on this, I'll be glad and provide. These were bylaws recommended to the board for consideration. Can I have a motion to approve?

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF*
OF THE OHIO STATE UNIVERSITY HOSPITALS**

Resolution No. 2016-48

Synopsis: Approval of the following amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals, is proposed.

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by a joint University Hospitals and James Bylaws Committee on August 4, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the UH Medical Staff Administrative Committee on August 12, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the UH Medical Staff on August 21, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals were approved by the Quality and Professional Affairs Committee on August, 25, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and recommends the attached *Bylaws of the Medical Staff* of The Ohio State University Hospitals to the Board of Trustees for approval.

(See Attachment XI for background information, page 128)

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF* OF THE ARTHUR G.
JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE**

Resolution No. 2016-49

Synopsis: Approval of the following amendments to the *Bylaws of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, is proposed.

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff* of The James Cancer Hospital were approved by a joint University Hospitals and James Bylaws Committee on August 4, 2015; and

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WHEREAS the proposed amendments to the *Bylaws of the Medical Staff of The James Cancer Hospital* were approved by the James Medical Staff Administrative Committee on August 14, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff of The James Cancer Hospital* were approved by the James Medical Staff on August 21, 2015; and

WHEREAS the proposed amendments to the *Bylaws of the Medical Staff of The James Cancer Hospital* were approved by the Quality and Professional Affairs Committee on August, 25, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and recommends the attached *Bylaws of the Medical Staff of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute* to the Board of Trustees for approval.

(See Attachment XII for background information, page 134)

Upon motion of Dr. Retchin, seconded by Mrs. Wexner, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Retchin:

Next are the *Bylaws of the Wexner Medical Center Board* for the Quality and Professional Affairs Committee (QPAC). These are amendments that were recommended from QPAC to the full board. I would be glad to provide any details, but otherwise would ask for a motion.

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

Resolution No. 2016-50

Synopsis: Approval of the following amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*, is proposed.

WHEREAS the University Board of Trustees approved the creation of The Ohio State University Wexner Medical Center Board at its August 2013 meeting; and

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

WHEREAS the proposed amendments to the Chapter 3335-97 of the *Bylaws of the Ohio State University Wexner Medical Center Board* were approved by the Quality and Professional Affairs Committee on October 20, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and recommends the attached Amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board* to the Board of Trustees for approval.

(See Attachment XIII for background information, page 140)

Upon motion of Dr. Retchin, seconded by Mrs. Wexner, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Retchin:

Next on the agenda is to talk about the professional services and construction contracts. Jay Kasey?

Mr. Kasey:

Thank you. I will try to go as quickly as I can after making sure that you understand that I'm here representing Marti Taylor and the University Hospital and medical center as all of these projects have been reviewed by them and asked to be moved forward. Also the facilities committee of this board has had a discussion and review of these projects and is recommending them forward.

In your folder you will see that there are three projects. Two of these are in the capital plan. One is a change to an existing project, an increase in scope for the brain and spine hospital which is located at 300 West 10th; the old James building.

There are two elements to that. We are asking for design and construction approval for that entire piece which totals \$3.3 million of increase. I'll explain that the first \$2.4 million of that is to add a canopy to the front entrance of the old James building. Those of you who know that building know that it is not a good patient or visitor centric welcome. While this building is being refurbished and moved to new services, the medical center decided this was the time to add a canopy to the front of it. It also includes an enhancement to the park, which is right next to it and the canopy should allow four to five cars to queue out of the weather, and will protect our patients and visitors going in and out of there.

You may know that as the building where we currently have a \$14.3 million project going on to put three new neuro spine floors into that building for Dr. Rezai. In addition to that, it also handles the expansion of the executive health program, it handles two floors of outpatient clinics, a pharmacy floor, and soon I'll be requesting a patient care floor. We simply felt it was time to commit to the increased business that's going to go in and out of that door.

In addition, there's another \$900,000 that is funded from the campus utility fund to increase the chilled water loop that currently stops right under that entrance of the medical center expansion project, which was completed several years ago. We anticipated that we would bring chilled water for the first time to that building. Now, as we redo that entrance, we're anticipating that as Postle Hall, or other buildings around the east side of the campus are increased, we'll want to join it to that line and move chilled water to those new buildings. While we have that torn up, we felt we would run the piping. These are two 30 inch lines that have to run up to the new site. We have put utility funds in here from the campus to do that element of the project.

For the next project, we are asking for design funds for an estimated \$5.1 million project. It is for the build out of 29 new beds in the old James building, the 300 building as we're calling it. These are currently vacant beds on the 7th floor of the 300 building. These beds are anticipated to serve as swing beds as other units are renovated across the medical center or we can simply add to our bed component because we are, as you've heard, almost out of beds. It will primarily operate though as swing space and give the medical center a way to renovate floors and not lose that capacity at the same time. This project is funded out of routine 2016 capital in the medical center and at this point we're only asking you for planning dollars of about a half million dollars. We'll come back to you when we have a firm estimate following the schematic plan that building.

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Mr. Wexner:

I am curious about two things about the rehab of the James. As we've gotten into it, which I think was good decision, how long do we think that facility will be the neuro center? Based on growth or resource, is this a three year or five year facility?

Dr. Retchin:

The facility itself or its service line?

Mr. Wexner:

Dr. Rezai's center. What do we think the life of that is? The anticipated life, will he outgrow it in a year or 10 years?

Mr. Kasey:

I can tell you the conversation that has been had. To get a replacement building for Dr. Rezai for the approximate 90 beds there, is going to be five to seven years. That is what we're considering the smallest, shortest window.

Mr. Wexner:

Is there a need?

Dr. Retchin:

I think your point's well made. If there's another facility you don't want to continue to restrict it. In terms of service line that would allow us the flexibility to grow, I would say building a separate facility that he might outgrow, I think we're years away.

Mr. Wexner:

Let's say nominally, in terms of filling beds and the growth of that, we'll say it's five to seven years probably, or three to seven years. I don't know what the bandwidth is. It isn't 20?

Dr. Retchin:

No, it is not 20. The flexibility that I was trying to answer your question with Les, is that there are many service lines that we would want to grow. He might outgrow that, but I would say there would be other services I would want to as well. That's why I was going to more of a generic.

Mr. Wexner:

The other question was in building a canopy, do you have to build a canopy? A hotel might have a canvas canopy, but does it have to be structured? Is there something about hospitals that require it to be a real structure, that's architected and built?

Mr. Kasey:

Our goal at this point is to cover one and a half lanes wide of traffic so that the patient, visitor, and driver can get out together. There are a variety of ways to do that.

Mr. Wexner:

For a few million bucks, I'd take a look at it, see if you have to build the structure, or could you, you know, build a frame that's covered with canvas and just make the whole

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thing look softer and more inviting and probably save a few million dollars. I'd be happier spending the money on rooms or equipment. I don't want to scale back to handing people umbrellas, but when you say canopy then it's an architect design and something built. Circus tents can handle a thousand people and it's cheaper than building an arena.

Mr. Kasey:

We will put that in the design phase. We're going in the design for this thing, we'll consider that, all these options.

Mr. Wexner:

The question is, what's the intent? If I want to build something that is efficient and inexpensive I might go one way, if had to build a permanent structure because safety or the nature of hospitals, then I'd have to build it. We can talk about it offline.

Mr. Kasey:

One more and that is the expansion of the surgical pathology area. Surgical pathology is currently located in a cramped space on the fourth floor of Rhodes Hall and services the ORs (operating rooms), some which we've just talked about earlier today that reside on Rhodes and Doan on the fourth floor.

We have been sighted by the College of American Pathology (CAP) during their most recent visit telling us that the space isn't adequate for the ORs that they serve with the addition of the James ORs, the 14 which are now further away toward the west of our campus. There is a plan to expand on 1,800 square feet on the fifth floor just above those 14 ORs in the James and annex of surgical pathology, and then go back into the existing surgical pathology area and do some renovation to make that prepared for the future. This a request to do the planning to see if we could make that work on the fifth floor of the James tower.

We are asking for half a million dollars and will come back to you with a final estimate.

Mr. Wexner:

I'm confused, sorry. You're talking about how to finish the shelled floors in the James?

Mr. Kasey:

No. The fifth floor is built out. It's soft space to support the ORs on the fourth floor of the James. We are going back into that soft space and taking 1,800 square feet of it to make it surgical pathology.

Mr. Wexner:

If we decided to finish the shelled space and put them in the rooms, would that impact this decision?

Mr. Kasey:

It wouldn't have the adjacencies so the pathologist could move directly into surgery to do frozen sections and support our surgeons.

Mr. Wexner:

I think the big issue is adding more beds. I think that's the tail and the other stuff is the dog, but you got to think about both. We have three floors, those beds produce a lot of revenue for the hospital.

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Mr. Kasey:

This space could never be used for patients, for inpatient beds. It is surgical only.

Mr. Wexner:

In terms of what you're finishing out, again, does that impact the finishing of those other floors on how they might be used or impacted?

Mr. Kasey:

No.

Mr. Wexner:

Okay, I'll go quietly.

Dr. Reid:

I have a real quick question on the brain and spine center. There is shell space that is there for that, for expansion in the short term, is that true or not?

Mr. Kasey:

The three floors that are committed now for brain and spine allow for some growth in our current patient population that they have now in house. Ninety beds gives them some growth. Beyond that, we don't have more growth anticipated for the inpatients there. They may get some ambulatory space there when some of the other clinics move. I think their main concern right now is ambulatory space.

Ms. Taylor:

The current average daily census of those neuro patients that are in University Hospital is about 60 on any given day. We have got incremental growth already built into those 90 beds that they'll move into.

Dr. Reid:

I hope we don't run out of space in the short term is where I'm going.

Mr. Kasey:

That concludes my report Mr. Chair.

Dr. Retchin:

We need a motion.

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

Resolution No. 2016-51

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES CONTRACTS

300 W 10th Avenue - Brain and Spine
300 W 10th Avenue - 7th Floor - design only
University Hospital - Relocate Surgical Pathology - design only

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

300 W 10th Avenue - Brain and Spine

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

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

	Prof. Serv. Increase/ Approval Requested	Total Project Cost	
300 W. 10 th Ave - Brain and Spine - for project increase to include exterior improvements, roadway system, and extended chilled water infrastructure for additional project cost of \$3.3M	\$0.4M	\$1.1M Previously Approved \$0.4M Requested	auxiliary funds and university debt
300 W. 10th Avenue - 7th Floor - design only	\$0.5M	\$5.1M	auxiliary funds
University Hospital - Relocate Surgical Pathology - design only	\$0.5M	\$4.9M	auxiliary funds

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

	Construction Increase/ Approval Requested	Total Project Cost	
300 W 10th Avenue - Brain and Spine - for project increase to include exterior improvements, roadway system, and extended chilled water infrastructure for additional project cost of \$3.3M	\$2.9M	\$13.2M Previously Approved \$2.9M Requested	auxiliary funds and university debt

NOW THEREFORE

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

(See Attachment XIV for background information, page 143)

Upon motion of Mr. Jurgensen, seconded by Dr. Reid, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Retchin:

Mr. Chair, I'm going to go on to the next item and tell you that The Ohio State University has not only the smartest medical student class in the nation, they're also the fastest.

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Dan Clinchot is going to take us through a simulation. I'm sure the press will be all over this but when I was a third year medical student I had to do a spinal tap on a patient for the first time. I have to tell you, the movement in these hands and the patient, we were both scared out of our minds. Thankfully over the last few years, we have moved into simulation. This is a state of the art effort. Do you want to introduce it Dan?

Dr. Clinchot:

Yes. Thank you for allowing us to give you a glimpse into the education of the next generation of health care providers. We have adapted our wonderful students to shorten this in respect of your time, in a matter of just talking back here.

This is a hybrid scenario that the faculty have developed that combines high fidelity, mannequin imposed simulation, with an actual post-patient encounter. The students will work here and then have to talk to the family members, and you'll be able to witness that.

I would like to introduce our team here: this is Meghan Thompson, a fourth year medical student; Juan Santiago-Torres, another fourth year medical student; behind him is Shuvro Roy, a third year medical student; and next to him is Phillip Hamilton, a fourth year medical student; across the table is Jessica Rutsky, a third year medical student; and at the head of the table is Michael Ratti, a third year medical student.

Typically the students are not aware of what the simulation contains. The junior students know they're going to a simulation. For the more senior students, it is typically spontaneous, they don't even know that a simulation will be occurring in order for them to be prepared to go. Dr. Sheryl Pfeil, who directs our clinical skills education and assessment center, will work as the faculty member. James Beck, our systems analyst in the back, controls all of the physiology of the mannequin, such that the faculty member can direct the learning points for the students. So with that, we will begin.

Team, this is a 65 year old gentleman who'd been transported through Medic for evaluation. He was found down in an alley with a gunshot wound outside of a bar in central Columbus. He was stable in route except towards the end of the route his blood pressure has been dropping. Go.

Simulation

Dr. Clinchot:

This was to demonstrate a hybrid simulation where the students enter a high anxiety situation and have to manage the resuscitation of a patient that they don't necessarily know what's going on. Then, unfortunately, have to switch very quickly into a compassionate mode to speak with the family in complete distress, not aware of what has happened to their loved one, and being told relatively quickly and then being ask to make very significant decisions in a very short period of time.

What we wanted to show and what we tried to do is combine types of learning so that students are really able to integrate the knowledge they have into practical experience before they have to work with real patients and patients on the unit. Students have simulation from the first week in medical school and it continues in an advanced settings. I'm sure any of the students would be more than happy to answer any questions, and we thank our standardized family. This is Ian McAllister and Linda Thompson Kohli who have worked the case for you.

Dr. Retchin:

Mr. Chair, maybe there will be some questions for the medical students, who, in the throes of this, I have to say, were extraordinary. I always think though, just like the tour

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earlier this morning, that a picture is worth a thousand words, but seeing a demo is worth 10,000. Any questions?

Dr. Reid:

I have a question about the poor patient who didn't make it. When you are working on the mannequin and doing chest compressions and other things, does it feel like a real chest?

Mr. Hamilton:

Yes, it definitely does. There is a little bit of noise to let you know you are getting depth with the chest compressions. It also simulates the experience in compressions where in order to get the accurate depth you might need to break a rib.

Dr. Reid:

If there is a circumstance where you think the treatment ought to be something different, then how comfortable would any of you be to say, I think we ought to do something other than what we're doing?

Ms. Thompson:

Yes. There always has to be role assignment during the code and there's a team leader. I think simulation gives us an opportunity to have increased comfort even at the medical student level of training during real patient situations to point things out. We try to incorporate that into simulation and communication, asking anyone if they have anything else that they're thinking of. We ask people to speak up. I think that aspect of simulation training translates into increased patient safety, which is one of the core values we try to learn and improve upon, especially during simulation. I think safety is one of the main benefits of having simulation.

Mr. Wexner:

I'm curious, kind of the reverse. You were sitting through the board meeting. Do you have any questions for us about the stuff we did. I'm serious.

Mr. Roy:

I don't necessarily have a question, but I think it is interesting to reflect upon parallels between what we see trying to get accomplished during a board meeting and the core tenants of our curriculum. A lot of it ties back to the clinical skills center. The whole point of it is to push our performance. To not just make us students who are learning the basic skills during our clinical years but to already be comfortable in those areas, and then build upon them once we're working with patients. I think one of the themes that came up during the board meeting over and over again is "how do we push our performance, how do we move into that next percent, and how do we move up a quartile?"

I think that is what's at stake with our learning here. It is one thing to go into these new situations, but it's another thing to feel comfortable and competent while working with patient interaction for the first time.

Mr. Wexner:

I am pleased with that observation. Please tell all your friends and colleagues, because the board aren't cheerleaders, and we're not passive. We are pushing for the best possible patient care, best possible performance, and best possible outcomes for students, patients, and the hospital. If we appear engaged, that's really good, because I truly believe we are. Thank you.

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Dr. Thomas:

What they're doing as medical students, we are also translating into what our residents and fellows learn, as well as our faculty. In a real world setting, medical students typically don't run codes on their own, they're obviously senior house staff, or residents, as well as faculty that are involved, whether it's a trauma bay, a critical care room, or floor. The training that's done in the skills lab is not just for medical students, but we're using that in a multidisciplinary way with nurses, pharmacists, and physicians, and then multiple levels of folks. It is beyond just the education part of it. There are real world activities that go on there as well for training for a variety of things.

Ms. Krueger:

How has their training differed now versus 10 years ago, if they were a medical student 10 or 15 years ago versus today?

Dr. Clinchot:

I certainly can answer that. Very different. It used to be that you were in the classroom for two years, not really seeing a patient at all. Where not only are these students seeing patients earlier, but they're having to apply the things like the basic science concepts they learn to actual patient care simulation, and then there are patients in the clinic or in the hospital. It is really applying their knowledge very quickly so that they can build on better skills when they graduate. To say that two years in the classroom is going to, solely in the classroom, is going to make you a good physician, is just not reasonable.

Dr. Retchin:

I believe there was a requirement for board members to be participating.

Dr. Drake:

We had no simulation 10 years ago. Everything that I would have done would have been with a patient. When I would have been in a code, it would have been a real code, or if I was doing a lumbar puncture, that was a real lumbar puncture. That was a real difference between having something to practice on. When I did chest compressions it was on someone's chest. You would be in a situation where'd you have relatively low responsibility but then move into a level where you have real responsibility, it was gradual but it was not done for practice. The risk reward was much, much higher. I was watching the chest compressions, you get to practice chest compressions and see what's happening on a monitor and that's just different then having to do it on, in the field. This is very powerful.

Dr. Clinchot:

Our standardized patients and families is a unique aspect now for students. It is a live person in front of them. Yes they're portraying a case, but it's very different then when we went to school.

Dr. Drake:

When I was watching this I was thinking about when I also did this as an intern. I was by myself with real people, the person's family members, and the patient died. That was difficult. This is much better to get a chance to practice.

Mrs. Wexner:

In what year do you start to introduce the simulations?

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Dr. Clinchot:

First week of medical school.

Mrs. Wexner:

In the first week of medical school?

Dr. Clinchot:

Yes. They learn office based procedures using tests and training.

Dr. Wadsworth:

What is the most sophisticated simulation that's available if you go into eye surgery or brain surgery, and where is this going? What would it look like in five to 10 years?

Dr. Pfeil:

There is increasingly sophisticated technical simulations. We have a laparoscopic surgery simulator that our surgical residents practice on. There's robotic surgery simulation. There is eye surgery simulation. Our most sophisticated mannequins can literally do everything but get off the table. They can even vomit.

It really is sophisticated. When we rolled in our standardized patients, you get the actual patient aspect as well. It is advancing at lightning speed.

Dr. Retchin:

How much is one of the most sophisticated?

Dr. Clinchot:

This one is \$100,000 but the more sophisticated ones run around \$250,000 because it has lungs and a liver application. Yes, it is very expensive.

Dr. Reid:

How do you get the training to be able to address the family in the proper fashion? Is there a psychologist who teaches it?

Ms. Rutski:

We work with standardized patients at the beginning of medical school. We have been working with the standardized patients since the first year. The first time you do it you have all these nerves but you get used to it. You don't start out by telling someone that their loved one has died, you take baby steps, and build up the strength within you and the poise within you to be able to talk to real people. I am sure, as you could see, they're very good.

Dr. Clinchot:

It is a PhD psychologist who knows the communication program so that the students learn. It is a team of individuals, that when we started included patients from the James patient population, and gave us advice about developing the curriculum for the students.

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Ms. Rutski:

We get together weekly in groups of about 10 to 12 during the first two years to practice to bounce off of each other the best ways to talk to patients.

Mr. Roy:

I would like to add one more real world example. I think Dr. Clinchot was one of the ones who pushed the idea of longitudinal groups where we are put in different situations every week, interacting with a different type of patient. You learn to handle very difficult situations in those first two years. For example, last week I was seeing a patient who had come in because he fainted. It didn't seem like a big deal, but because of the training I received in my first two years, I was able to pick up on enough clues and eventually got to the point where I found out that this patient had had a gun to his head a week ago and wanted to kill himself. There is no way I would have been prepared to address that situation if I hadn't had the extensive training on addressing those very difficult to handle situations in my first two years.

Dr. Retchin:

Great, thank you. I hope that that gave you a flavor for not only the quality of the training and the education but also the caliber of the medical student at your medical school.

Mr. Chair, if it's okay I'm going to read a statement for us to go into executive session. The board will now recess into executive session to discuss personnel matters regarding the appointment, employment, and compensation of public officials, to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes, and to discuss the purchase and sale of real property.

Upon motion of Mr. Wexner, seconded by Ms. Krueger, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast of board members Mr. Chatas, Dr. Retchin, Dr. Drake, Mr. Wolfe, Mr. Steinour, Mr. Fischer, Mrs. Wexner, Ms. Krueger, Mr. Jurgensen, Dr. Reid, Dr. Wadsworth, and Mr. Wexner.

Attest:

Leslie H. Wexner
Chairman

Heather Link
Associate Secretary

(ATTACHMENT VIII)



FY16 YTD | Through September 2015

MEDICAL CENTER PERFORMANCE	FY15 Actual	FY16 YTD Actual	FY16 Target	Current Status	2016 Target
A. Quality and Service					
1. Quality and Patient Safety					
1a. Inpatient Mortality ¹	0.64	0.64	0.63	▲▲	Top 3 of U.S.C. Hospitals
1b. PSI 90 (Patient Safety Index) ²	0.64	0.66	0.62	▲▲	TBD
1c. Overall Readmissions ³	13.2%	13.2%	11.9%	▲▲	TBD
1d. CAUTI (Standardized Infection Ratio) ³	1.16	0.49	0.95	▲▲	TBD
2. Overall Patient Satisfaction⁴					
2a. Inpatient: HCAHPS	75.2%	77.3%	79.4%	▲▲	Top Decile
2b. Outpatient: CG-CAHPS/Physician Offices Satisfaction	90.8%	90.6%	96.0%	▼	Top Decile
2c. HCAHPS Doctor Communication	81.1%	82.3%	82.8%	▲	Top Decile
2d. HCAHPS Nurse Communication	80.3%	81.6%	81.0%	▲	Top Decile
B. Financial Viability					
1. Net Medical Center Operating Margin (and %)⁵					
	\$201M (7.0%)	\$52M (6.7%)	\$222M (7.0%)	▲▲	TBD
2. Days Cash on Hand: Health System					
	87.3	99.3	99.3	▲	110.0
3. Days Cash on Hand: OSUP + College of Medicine					
	84.5	89.8	88.4	▲	80.5
C. Revenue Enhancement and Scale					
1. Health System Total Operating Revenue per Adjusted Admission					
	\$21,839	\$22,772	\$23,289	▲	\$24,419
2. Development Dollars (including OSP)					
	\$124.7M	\$23.2M	\$137.0M	▲	\$260.0M
D. Cost Management					
1. Health System Total Operating Expenses per Adjusted Admission					
	\$18,850	\$19,719	\$20,211	▲	\$21,951
2. Spending per Medicare Beneficiary⁶					
	0.998	0.998	0.980	▲	TBD
E. Research Excellence					
1. Total NIH Awards					
	\$95.9M	\$23.9M	\$97.0M	▲	TBD
F. Education Excellence					
1. USNWR Best Medical Schools Ranking					
	#31	Reported April 2016	#50	DATA PENDING	Top 10 Public
G. Clinical Excellence					
1. USNWR Best Hospitals: Number of Specialties Ranked					
	7	Reported July 2015	10	DATA PENDING	11
2. USNWR Best Hospitals: Number of Specialties in Top 20					
	1	Reported July 2015	2	DATA PENDING	7
H. Talent Management					
1. Workforce Engagement: Staff⁸					
	NA	Reported January 2016	TBD	DATA PENDING	90 th percentile

1 Inpatient Mortality data through August 2015

2 PSI 90, and Overall Readmissions data through June 2015 - New Metric

3 CAUTI=Catheter Associated Urinary Tract Infections- data through March 2015 - New Metric

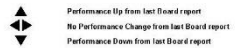
4 Overall Patient Satisfaction data through August 2015. Doctor and Nurse Comm. new metrics

5 Net Operating Margin = combined margin of Health System, OOH and OSUP - New Metric

6 Spending per Medicare Beneficiary data through December 2014 - New Metric

7 Total NIH Awards include Nationwide Children's awards

8 Workforce Engagement to be reported in Jan 2016



Data Definitions for Quality and Patient Safety Measures:

Inpatient Mortality: This measure is expressed as the observed (actual) mortality in the hospital (deaths per 100 patients), compared to the "expected" inpatient rate for similar patients at academic medical centers in the United States who participate in the University HealthSystem Consortium's Clinical Data Base.

PSI 90 (Patient Safety Index): It is a composite measure that includes PSI 09 (Pressure Ulcer Rate), PSI 06 (Iatrogenic Pneumothorax Rate), PSI 07 (Central Venous Catheter-Related Blood Stream Infection Rate), PSI 08 (Postoperative Hip Fracture Rate), PSI 09 (Perforation), Home Care or Transcatheter Rate, PSI 10.

Overall Readmissions: Estimate of unplanned re-admission for any cause to an acute care hospital within 30 days of discharge from a hospitalization.

CAUTI (Standardized Infection Ratio): Measures all patients anywhere in the hospital that develops a catheter-related urinary tract infection.

Inpatient HCAHPS: Percent of patients who gave the hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest).

Outpatient: CG-CAHPS/Physician Offices Satisfaction: Shows the percentage of patients when asked "Would you recommend this provider's office to your family and friends?" answered "Yes, definitely."

HCAHPS Doctor Communication: How well did the doctors treat with courtesy and respect, listen carefully, explain things

HCAHPS Nurse Communication: How well did nurses treat with courtesy and respect, listen carefully, explain things, answer the call button

(ATTACHMENT IX)

**The Ohio State University Wexner Health System
Consolidated Operating and Financial Highlights**

FIRST QUARTER ENDING: SEPTEMBER 30, 2015

	ACTUAL	BUDGET	BUDGET % VAR	PRIOR YEAR	PY % VAR	ANNUAL BUDGET
Inpatient Admissions →	15,050	15,295	-1.6%	14,729	2.2%	60,521
Patients in Beds including Obs Area ↑	19,872	19,743	0.7%	19,048	4.3%	77,928
Patient Discharges →	14,967	15,225	-1.7%	14,674	2.0%	60,325
Total Surgeries ↑	10,424	10,152	2.7%	9,875	5.6%	41,873
Outpatient Visits →	427,831	434,802	-1.6%	415,084	3.1%	1,736,297
ED Visits ↑	33,740	32,494	3.8%	31,476	7.2%	127,433
Adjusted Admissions →	27,943	28,465	-1.8%	27,166	2.9%	112,508
Oper. Rev. / Adjust. Admit → \$	22,772	23,005	-1.0%	20,337	12.0%	23,289
Expense / Adj. Admit ↑ \$	19,719	19,844	0.6%	17,432	-13.1%	20,212
(in millions)						
Operating Revenues → \$	636.3	654.8	-2.8%	552.5	15.2%	2,620.2
Total Expenses ↑ \$	551.0	564.9	2.5%	473.6	16.4%	2,274.0
Gain from Operations ↓ \$	85.3	89.9	-5.2%	78.9	8.1%	346.2
Excess Rev.Over Exp. → \$	87.2	90.4	-3.5%	78.9	10.5%	347.7
Worked Hours per Adjust. Admit →	197	194	-1.6%	181	-8.8%	194
Total Paid FTEs with Contract ↑	11,914	12,059	1.2%	10,830	-10.0%	12,048
Case Mix Index - All Payor ↑	1.801	1.780	1.2%	1.743	3.3%	2.026
Y/E Target						
Operating EBIDA Margin →	20.6%	20.7%	20.1%	18.1%	Key for arrows: Green - positive variance Yellow - variance 0 to -5.0% Red - variance worse than -5.1%	
Days Cash on Hand ↑	99.3	97.2	92.5	77.0		
Debt Service Coverage →	5.9	6.0	5.8	7.5		



November 4, 2015 meeting, Wexner Medical Center Board

(ATTACHMENT X)



LEADERSHIP COUNCIL
FOR CLINICAL QUALITY, SAFETY AND SERVICE

The Ohio State University Wexner Medical Center

**Clinical Quality Management, Patient
Safety, & Service Plan**

FY 2015 -2016

Clinical Quality Management, Patient Safety, & Service Plan

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Clinical Quality Management, Patient Safety, & Service Plan

Definition

The Clinical Quality Management, Patient Safety and Service Plan is the organization-wide approach to the systematic assessment and improvement of process design and performance aimed at improving in areas of quality of care, patient safety, and patient experience. It integrates all activities defined in the Clinical Quality Management, Patient Safety & Service Plan to deliver safe, effective, optimal patient care and services in an environment of minimal risk.

Program Scope

The Clinical Quality Management, Patient Safety & Service Plan includes all inpatient and outpatient facilities in The OSU Wexner Medical Center (OSUWMC) and appropriate entities across the continuum of care.

Program Purpose

The purpose of the Clinical Quality Management, Patient Safety & Service Plan is to show measurable improvements in areas for which there is evidence they will improve health outcomes and value of patient care provided within The OSUWMC. The OSUWMC recognizes the importance of creating and maintaining a safe environment for all patients, visitors, employees, and others within the organization.

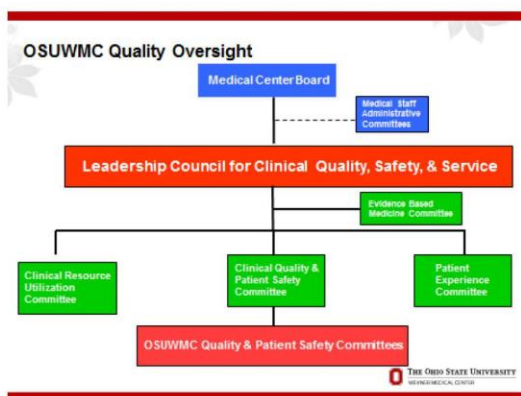
Objectives

- 1) Continuously monitor, evaluate, and improve outcomes and sustain improved performance.
- 2) Recommend reliable system changes that will improve patient care and safety by assessing, identifying, and reducing risks within the organization and responding accordingly when undesirable patterns or trends in performance are identified, or when events requiring intensive analysis occur.
- 3) Assure optimal compliance with accreditation standards, state, federal and licensure regulations.
- 4) Develop, implement, and monitor adherence to evidenced-based practice guidelines and companion documents in accordance with best practice to standardize clinical care and reduce practice variation.

- 5) Improve patient experience and their perception of treatment, care and services by identifying, evaluating, and improving performance based on their needs, expectations, and satisfaction.
- 6) Improve value by providing the best quality of care at the minimum cost possible.
- 7) Provide a mechanism by which the governance, medical staff and health system staff members are educated in quality management principles and processes.
- 8) Provide appropriate levels of data transparency to both internal and external customers.
- 9) Assure processes involve an interdisciplinary teamwork approach.
- 10) Improve processes to prevent patient harm.

Structure for Quality Oversight

The Leadership Council for Clinical Quality, Safety & Service serves as the single, multidisciplinary quality and safety oversight committee for the OSUWMC. The Leadership Council (Attachment I and II) determines annual goals for the health system.



Roles and responsibilities

Clinical quality management, patient safety & service excellence are the responsibilities of all staff members, volunteers, visitors, patients and their families.

Medical Center Board

The Medical Center Board is accountable to The Ohio State University Board of Trustees through the President and Executive Vice President (EVP) for Health Sciences and is responsible for overseeing the quality and safety of patient care throughout the Medical Center including the delivery of patient

services, quality assessment, improvement mechanisms, and monitoring achievement of quality standards and goals.

The Medical Center Board receives clinical quality management, patient safety and service quality reports as scheduled, and provides resources and support systems for clinical quality management, patient safety and service quality functions, including medical/health care error occurrences and actions taken to improve patient safety and service. Board members receive information regarding the responsibility for quality care delivery or provision, and the Hospital's Clinical Quality Management, Patient Safety and Service Plan. The Medical Center Board ensures all caregivers are competent to provide services.

Chief Executive Officer (CEO)

The CEO for the Medical Center is responsible for providing leadership and oversight for the overall Clinical Quality Management and Patient Safety Plan across the OSUWMC.

OSUCCC – James Physician-in-Chief

The OSUCCC-James Physician-in-Chief reports to the CEO of The James Cancer Hospital and Solove Research Institute and the Director of the Comprehensive Cancer Center. The Physician-in-Chief provides leadership and strategic direction to ensure the delivery of high quality, cost-effective health care consistent with the OSUCCC-James mission.

Chief Quality and Patient Safety Officer (CQPSO)

The CQPSO reports to the Medical Center CEO and provides oversight and leadership for the OSUWMC in the conceptualization, development, implementation and measurement of OSUWMC approach to quality, patient safety and adverse event reduction. Associate Chief Quality and Patient Safety Officer supports the CQPSO in the development, implementation and measurement of OSUWMC's approach to quality, safety and service.

Associate Chief Quality and Patient Safety Officer

The Associate Chief Quality and Patient Safety Officer supports the CQPSO in the development, implementation and measurement of OSUWMC's approach to quality, safety and service.

Chief Medical Officer (CMO)

The CMO for the Medical Center is responsible for facilitating the implementation of the overall Clinical Quality Management and Patient Safety Plan at OSUWMC. The CMO is responsible for facilitating the implementation of the recommendations approved by the various committees under the Leadership Council for Clinical Quality, Safety & Service.

Medical Director/Director of Medical Affairs

Each business unit Medical Director is responsible to the appropriate Board for the implementation and oversight of the Clinical Quality Management and Patient Safety Plan. Each Medical Director is also responsible for reviewing the recommendations from the Clinical Quality Management and Patient Safety Plan.

Associate Medical Directors

The Associate Medical Directors assist the CQPSO in the oversight, development, and implementation of the Quality & Safety Plan as it relates to the areas of quality, safety, evidence based medicine, clinical resource utilization and service.

Health System Chief Executive Officer (CEO)

The OSUWMC CEO is responsible to the Board for implementation of the Clinical Quality Management and Patient Safety Plan.

Business Unit Associate Executive Directors

The OSU Health System staff, under the direction of the Health System CEO and Hospital Administration, implements the program throughout the organization. Hospital Administration provides authority and supports corrective actions within its realm for clinical quality management and patient safety activities.

Clinical Department Chief and Division Directors:

Each department chairperson and division director is responsible for ensuring the standards of care and service are maintained within their department/division. In addition, department chairpersons/division director may be asked to implement recommendations from the Clinical Quality Management and Patient Safety Plan, or participate in corrective action plans for individual physicians, or the division/department as a whole.

Medical Staff

Medical staff members are responsible for achieving the highest standard of care and services within their scope of practice. As a requirement for membership on the medical staff, members are expected and must participate in the functions and expectations set forth in the Clinical Quality Management, Patient Safety, & Service Plan. In addition members may be asked to serve on quality management committees and/or quality improvement teams.

A house staff quality forum with representatives from each ACGME accredited program has dedicated one medical resident who will be the quality liaison to the overall Quality Program. This committee will report to the Health System Clinical Quality & Patient Safety committee.

A senior quality council with representation from each medical staff department through a faculty quality liaison will support the overall Quality Program reporting to the Leadership Council for Clinical Quality, Safety & Service.

Housestaff Quality Forum (HQF)

The Housestaff Quality Forum (HQF) was created in 2012 with support from the Medical Staff Administration Committee and the Graduate Medical Education Committee. The group is Executive Sponsored by Dr. Susan Moffatt-Bruce and Faculty Championed by Dr. Iahn Gonsenhauser.

The overarching theme of the group is: To provide post-graduate trainees an opportunity to participate in institutional QI/PS initiatives while incorporating the perspective of the frontline provider in the generation of institutional policy.

The HQF includes housestaff with an interest in leadership, process improvement and patient-safety and representation is required from all ACGME accredited residency training programs active at WMC by GME. HQF meets at regular intervals to discuss QI/PS activities, identify improvement needs and engage in professional review activities. The HQF has proven to be a viable and highly effective way to bridge the gap between residents and leadership and has created an open and active forum through which ideas can be passed bi-directionally between residents and leadership.

In addition the group creates resident leadership opportunities within the quality and administrative structure of the Wexner Medical Center, fosters peer to peer education, provides essential process improvement training, engages housestaff in improvement initiatives leading to publication and presentation at local and national meetings, and provides mentoring of medical students by current residents.

Leaders and frontline hospital staff, midlevel providers and managers from areas such as nursing, pharmacy, administration, quality and operations and information technology are frequently invited participants and presenters engaging with this group. The HQF reports directly to WMC medical administration through Clinical Quality and Patient Safety as well as through the office of medical administration, specifically Dr. Susan Moffatt-Bruce. HQF also reports directly to the Office of Graduate Medical Education through the DIO/Dean of GME and the GME board of program directors.

Past Projects:

Past HQF projects have focused on many issues presented in the LCCQSS goals: Reducing readmission rates, improving patient satisfaction, targeting hospital acquired infections including: C. difficile, CLABSI and SSI. Additional project focus will include projects specific to improving the Value Based Purchasing outcomes measures: timely post-op antibiotic discontinuation, VTE prophylaxis ordering consistently and improving discharge instruction inclusion rate. The group has also engaged in projects on the topics of interdisciplinary communication, patient transitions, fire-safety and more

Nursing Quality

The Chief Nursing Executive (CNE) provides leadership and oversight for the Nursing Quality Plan and the integration of this plan into the overall Clinical Quality Management & Patient Safety Plan. Nursing leadership and staff are active participants in the Leadership Council for Clinical Quality, Safety and Service and all other associated Committees outlined in this plan. Nursing staff are responsible for ensuring the delivery of world class personalized nursing care to patients and families. Nursing-related quality activities are integrated and aligned with the goals and tactics established by the LCCQSS.

Hospital Department Directors

Each department director is responsible for ensuring the standards of care and service are maintained or exceeded within their department. Department directors are responsible for implementing, monitoring, and evaluating activities in their respective areas and assisting medical staff members in developing appropriate mechanisms for data collection and evaluation. In addition, department directors may be asked to implement recommendations from the Clinical Quality Management and Patient Safety Plan or participate in corrective action plans for individual employees or the department as a whole. Department directors provide input regarding committee memberships, and serve as participants on quality management committees and/or quality improvement teams.

Health System Staff

Health System staff members are responsible for ensuring the standards of care and services are maintained or exceeded within their scope of responsibility. The staff is involved through formal and informal processes related to clinical quality improvement, patient safety and service quality efforts, including but not limited to:

- Suggesting improvements and reporting medical/health care errors
- Monitoring activities and processes, such as patient complaints and patient satisfaction participating in focus groups
- Attending staff meetings
- Participating in efforts to improve quality and safety

Quality and Operations Improvement Department:

The primary responsibility of the Quality and Operations Improvement (Q&OI) Department is to coordinate and facilitate clinical quality management and patient safety activities throughout the Health System. The primary responsibility for the implementation and evaluation of clinical quality management and patient safety activities resides in each department/program; however, the Q&OI staff also serves as an internal consultant for the development and evaluation of quality management and patient safety activities. The Q&OI Department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

Patient Experience Department

The primary responsibility of the Patient Experience Department is to coordinate and facilitate a service oriented approach to providing healthcare throughout the Health System. This is accomplished through both strategic and program development as well as through managing operational functions within the Health System. The implementation and evaluation of service-related activities resides in each department/program; however, the Patient Experience staff also serves as an internal consultant for the development and evaluation of service quality activities. The Patient Experience Department maintains human and technical resources for interpreter services, information desks, patient relations, pastoral care, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. The Department also oversees the Patient and Family Experience Advisor Program which is a group of current/former patients, or their primary caregivers, who have had experiences at any OSU Health System facility. These individuals are volunteers who serve as advisory members on committees and workgroups, complete public speaking engagements and review materials.

COMMITTEES:

Medical Staff Administrative Committees (MSACs)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The organized medical staff, under the direction of the Medical Director and the MSAC(s) for each institution, implements the Clinical Quality Management and Patient Safety Plan throughout the clinical departments.

The MSAC(s) reviews reports and recommendations related to clinical quality management, efficiency, patient safety and service quality activities. This committee has responsibility for evaluating the quality and appropriateness of clinical performance and service quality of all individuals with clinical privileges. The MSAC(s) reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety, efficiency, and service quality activities.

Leadership Council for Clinical Quality, Safety and Service (LCCQSS):

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The LCCQSS is responsible for designing and implementing systems and initiatives to enhance clinical care, outcomes and the patient experience throughout the integrated health care delivery system. The LCCQSS serves as the oversight council for the Clinical Quality Management and Patient Safety Plan as well as the goals and tactics set forth by the Patient Experience Council.

Evidence-Based Practice Committee (EBPC)

Composition:

The EBPC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Pharmacy, and Nursing. An active member of the medical staff chairs the committee. The EBPC reports to LCCQSS and shares pertinent information with the Medical Staff Administrative Committees. The EBPC provides guidance and support to all committees under the LCCQSS for the delivery of high quality, safe efficient, effective patient centered care.

Function:

1. Develop and update evidence-based guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective patient centered care.
2. Develop and implement Health System-specific resources and tools to support evidence-based guideline recommendations and best practices to improve patient care processes, reduce variation in practice, and support health care education.
3. Develop processes to measure and evaluate use of guidelines and outcomes of care.

Clinical Quality and Patient Safety Committee (CQPSC)

Composition:

The CQPSC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Nursing, Pharmacy, Laboratory, Respiratory Therapy, Diagnostic Testing and

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Risk Management. An active member of the Medical Staff chairs the Committee. The committee reports to Leadership Council and additional committees as deemed applicable.

Function:

1. Create a safe environment, which promotes organizational learning related to patient safety and minimizes individual blame or retribution for involvement in a medical/health care error.
2. Assure optimal compliance with patient safety-related accreditation standards.
3. Proactively identifies risks to patient safety and initiates actions to reduce risk with a focus on process and system improvement.
4. Oversees completion of proactive risk assessment as required by TJC.
5. Oversees education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
6. Provides oversight for clinical quality management committees.
7. Evaluates and, when indicated, provides recommendations to improve clinical care and outcomes.
8. Ensures actions are taken to improve performance whenever an undesirable pattern or trend is identified.
9. Receive reports from committees that have a potential impact on the quality & safety in delivering patient care such as, but not limited to, Environment of Care committee, Health Safety Committee, Clinical IHIS Steering Committee, Value Based Clinical Transformation Committee, and Infection Prevention Committee.

Patient Experience Council

Composition:

The Patient Experience Council consists of multidisciplinary representatives from across all settings. The Council is co-chaired by the Chief Nurse Executive for the Health System and a physician leader. The committee reports to the Leadership Council and reports out to additional committees as applicable. One of the goals of the Patient Experience Council is to ensure the organization maintains a patient- and family-centered approach.

Function:

1. Create a culture and environment that delivers an exceptional patient experience consistent with the OSU Medical Center's mission, vision and values focusing largely on service quality.
2. Measure and review voice of the customer information in the form of Patient and Family Experience Advisor Program and related councils, patient satisfaction data, comments, letters and related measures.
3. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
4. Recommend system goals and expectations for a consistent patient experience.
5. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.

6. Provide guidance and oversight on patient experience improvement efforts ensuring effective deployment and accountability throughout the system.
7. Serve as a communication hub reporting out objectives and performance to the system.
8. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.

Clinical Resource Utilization Committee (CRU)

Composition:

The CRU committee consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Patient Care Resource Management, Financial Services, Information Technology, and Nursing. The Utilization Management Medical Director chairs the committee. CRU reports to LCCQSS, Health System Committee, and shares pertinent information with the Medical Staff Administrative Committees.

Function:

1. Promote the efficient utilization of resources for patients while assuring the highest quality of care.
2. Direct the development of action plans to address identified areas of improvement.
3. Resolve or escalate barriers related to clinical practice patterns in the health care delivery system, which impede the efficient, appropriate utilization of resources.
4. Review patients for appropriate level of care (e.g., inpatient, observation, outpatient, extended care facility, etc.) and for the efficiency and effectiveness of professional services rendered (physician, nursing, lab, therapists).
5. Ensure compliance with regulatory requirements related to utilization management (ie: RAC Audits, denial management, etc.).
6. Administration of the Utilization Management Plan.

Key areas of focus:

Availability and appropriateness of clinical resources and services

- OP/IP beds appropriateness
 - Availability of necessary services
 - Timeliness of necessary services
 - Appropriate use of necessary services
- Medical necessity and appropriateness of level of care and related denial management.

Practitioner Evaluation Committee (PEC)

Composition:

The Practitioner Evaluation Committee (PEC) is the PEER review committee that provides medical leadership in overseeing the PEER review process. The PEC is chaired by the Chief Quality and Patient Safety Officer. It is composed of the Chair of the Clinical Quality and Patient Safety Committee, physicians, and advanced practice licensed health care providers from various business units & clinical areas as appointed by the CMO & Physician in Chief s at the James. The Medical Center CMO & Physician-in-Chief at the James serves Ex- Officio.

Function:

1. Provide leadership for the clinical quality improvement processes within The OSU Health System.
2. Provide clinical expertise to the practitioner peer review process within The OSU Health System by thorough and timely review of clinical care and/or patient safety issues referred to the Practitioner Evaluation Committee.
3. Advise the CMO & Director of Medical Affairs at the James regarding action plans to improve the quality and safety of clinical care at the Health system.
4. Develop follow up plans to ensure action is successful in improving quality and safety.

Health System Information Systems Steering Team (HSISST)

Composition:

The HSISST is a multi-disciplinary group chaired by the Chief Medical Information Officer of The Ohio State University Health System.

Function:

The HSISST shall oversee Information Technology technologies on behalf of The Ohio State University Health System. The committee will be responsible for overseeing technologies and related processes currently in place, as well as reviewing and overseeing the replacement and/or introduction of new systems as well as related policies and procedures. The individual members of the committee are also charged with the responsibility to communicate and receive input from their various communities of interest on relevant topics discussed at committee meetings.

Sentinel Event Team

Composition:

The OSU Health System Sentinel Event Team (SET) includes an Administrator, the Chief Quality and Patient Safety Officer, the Associate Executive Director for Quality & Patient Safety, a member of the Physician Executive Council, a member of the Nurse Executive Council, representatives from Quality and Operations Improvement and Risk Management and other areas as necessary.

The Sentinel Event Determination Group (SEDG)

The SEDG is a sub-group of the Sentinel Event Team and determines whether an event will be considered a sentinel event or near miss, assigns the Root Cause Analysis (RCA) Executive Sponsor, RCA Workgroup Leader, RCA Workgroup Facilitator, and recommends the Workgroup membership to the Executive Sponsor. The Sentinel Event Team facilitator will attend to support the members. The SEDG membership includes the CMO or designee, Director of Risk Management, and Quality Director of respective business unit for where the event occurred (or their designee).

Sentinel Event Team Function:

1. Approves & makes recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group.
2. Evaluates findings, recommendations, and approves action plans of all root cause analyses.

The documentation created as a result of a sentinel event or near miss is not externally reported or released.

Clinical Quality & Patient Safety Sub-Committees

Composition:

For the purposes of this plan, Quality & Patient Safety Sub-Committees will refer to any standing committee or sub-committee functioning under the Quality Oversight Structure. Membership on these committees will represent the major clinical and support services throughout the hospitals and/or clinical departments. These committees report, as needed, to the appropriate oversight committee(s) defined in this Plan.

Function:

Serve as the central resource and interdisciplinary work group for the continuous process of monitoring and evaluating the quality and services provided throughout a hospital, clinical department, and/or a group of similar clinical departments.

Process Improvement Teams

Composition:

For the purposes of this plan, Process Improvement Teams are any ad-hoc committee, workgroup, team, taskforce etc. that function under the Quality Oversight Structure and are generally time-limited in nature. Process Improvement Teams are comprised of owners or participants in the process under study. The process may be clinical (e.g. prophylactic antibiotic administration or not clinical (e.g. appointment availability). Generally, the members fill the following roles: team leader, facilitator, physician advisor, administrative sponsor, and technical expert.

Function:

Improve current processes using traditional QI tools and by focusing on customer needs.

Approach to Quality, Safety & Service Management

The OSU Health System approach to clinical quality management, patient safety, and service is leadership-driven and involves significant staff and physician participation. Clinical quality management and patient safety activities within the Health System are multi-disciplinary and based on the Health System's mission, vision, values, and strategic plan. It embodies a culture of continuously measuring, assessing, and initiating changes including education in order to improve outcomes. The Health System employs the following principles of continuous quality improvement in its approach to quality management and patient safety:

Principles

The principles of providing high quality, safe care support the Institute of Medicines Six Aims of Care:

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Patient-centered

These principles are:

Customer Focus: Knowledge and understanding of internal and external customer needs and expectations.

Leadership & Governance: Dedication to continuous improvement instilled by leadership and the Board.

Education: Ongoing development and implementation of a curriculum for quality, safety & service for of all staff, employees, clinicians, patients, and students.

Everyone is involved: All members have mutual respect for the dignity, knowledge, and potential contributions of others. Everyone is engaged in improving the processes in which they work.

Data Driven: Decisions are based on knowledge derived from data. Both data as numerator only as well as ratios will be used to gauge performance

Process Improvement: Analysis of processes for redesign and variance reduction using a scientific approach.

Continuous: Measurement and improvement are ongoing.

Just Culture: A culture that is open, honest, transparent, collegial, team-oriented, accountable and non-punitive when system failures occur.

Personalized Health Care: Incorporate evidence based medicine in patient centric care that considers the patient's health status, genetics, cultural traditions, personal preferences, values family situations and lifestyles.

Model

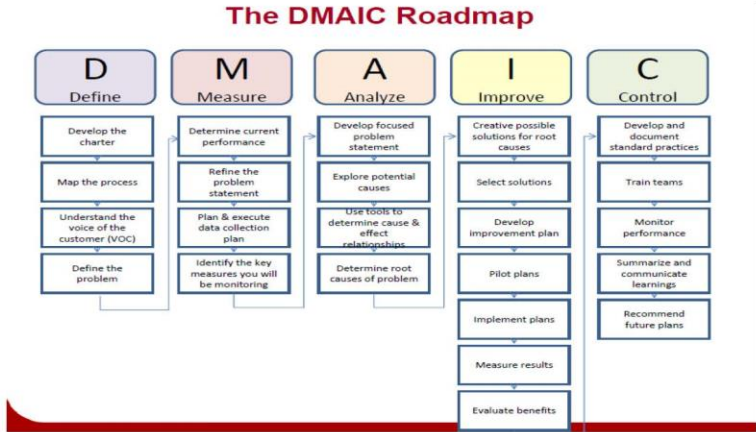
Systematic Approach/Model to Process Improvement

The OSU Medical Center embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general Process Improvement Model that includes 1) an organizational expectation that the entire workforce is responsible for enhancing organizational performance, 2) active involvement of multidisciplinary teams and committees focused on improving processes and 3) a toolkit* of process improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with longer term sustainability.

***The Process Improvement Toolkit**

Methodology
PDCA
Rapid Cycle Improvement
DMAIC
Lean Principles

Recognizing the need for a systematic approach for process improvement, the health system has traditionally utilized the PDCA methodology. While PDCA has the advantage of being easily understood and applied as a systematic approach, it also has the limitation of not including a "control step" to help assure longer term sustainability of the process improvement. To address this need for additional structure at the end of the project, the DMAIC model was added to the toolkit. With the increased organizational emphasis on utilizing metric-driven approaches to reducing unintended medical errors, eliminating rework, and enhancing the efficiency/effectiveness of our work processes, the DMAIC methodology will be instrumental as a tool to help focus our process improvement efforts.



Consistent Level of Care

Certain elements of The OSU Health System Clinical Quality Management, Patient Safety, & Service Plan assure that patient care standards for the same or similar services are comparable in all areas throughout the health system:

- Policies and procedures and services provided are not payer driven.
- Application of a single standard for physician credentialing.
- Health system monitoring tools to measure like processes in areas of the Health System.
- Standardize and unify health system policies and procedures that promote high quality, safe care.

Performance Transparency

The Health System Medical and Administrative leadership, working with the Board has a strong commitment to transparency of performance as it relates to clinical, safety and service performance. Clinical outcome, service and safety data are shared on the external OSUMC website for community viewing. The purpose of sharing this information is to be open and honest about OSUMC performance and to provide patients and families with information they can use to help make informed decisions about care and services.

Performance data are also shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to assist faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. On-line performance scorecards have been developed to cover a variety of clinical quality, safety and service metrics. When applicable, on-line scorecards provide the ability to “drilldown” on the data by discharge service, department and nursing unit. In some cases, password authentication also allows for practitioner-specific data to be viewed by Department Chairs and various Quality and Administrative staff. Transparency of information will be provided within the limits of the Ohio law that protects attorney–client privilege, quality inquiries and reviews, as well as peer review.

Confidentiality

Confidentiality is essential to the quality management and patient safety process. All records and proceedings are confidential and are to be marked as such. Written reports, data, and meeting minutes are to be maintained in secure files. Access to these records is limited to appropriate administrative personnel and others as deemed appropriate by legal counsel. As a condition of staff privilege and peer review, it is agreed that no record, document, or proceeding of this program is to be presented in any hearing, claim for damages, or any legal cause of action. This information is to be treated for all legal purposes as privileged information. This is in keeping with the Ohio Revised Code 121.22 (G)-(5) and Ohio Revised Code 2305.251.

Conflict of Interest

Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in the case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

Determining Priorities

The OSU Health System has a process in place to identify and direct resources toward quality management, patient safety, and service activities. The Health System's criteria are approved and reviewed by the Leadership Council and the Medical Center Board. The prioritization criteria are reevaluated annually according to the mission and strategic plan of the Health System. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events.

Data Measurement and Assessment

Methods for Monitoring



Determination of data needs

Health system data needs are determined according to improvement priorities and surveillance needs. The Health System collects data for monitoring important processes and outcomes related to patient care and the Health System's functions. In addition, each department is responsible to identify quality indicators specific to their area of service. The quality management committee of each area is responsible for monitoring and assessment of the data collected.

External reporting requirements

There are a number of external reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations. Attachment V displays some examples of external organizations where quality, safety, and service data are reported.

Collection of data

Data, including patient demographic and diagnosis, are systematically collected throughout the Health System through various mechanisms including:

- Administrative and clinical databases
- Retrospective and concurrent medical record review
- Reporting systems (e.g., patient satisfaction)
- Surveys (i.e. patients, families, and staff)

Assessment of data

Statistical methods such as control charts, g-charts, confidence intervals, and trend analysis are used to identify undesirable variance, trends, and opportunities for improvement. The data is compared to the Health System's previous performance, external benchmarks, and accepted standards of care are used to establish goals and targets. Annual goals are established as a means to evaluate performance.

Surveillance system

The Health System systematically collects and assesses data in different areas to monitor and evaluate the quality and safety of services, including measures related to accreditation and other requirements. Data collection also functions as a surveillance system for timely identification of undesired variations or trends in quality indicators.

Quality & Safety Scorecard

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as never events, sentinel events, hospital-acquired conditions, falls, medication events, and several other categories. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program (Attachment VI).

Vital Signs of Performance

The Vital Signs of Performance is an online dashboard available to everyone in the Medical Center with a valid user account. It shows Mortality, Length of Stay, and Readmission data over time and compared to goals and external benchmarks. The data can be displayed at the health system, business unit, clinical service, and nurse station level.

Patient Satisfaction Dashboard

The Patient Satisfaction dashboard is a set of health system-wide patient experience indicators gathered from surveys after discharge or visit to a hospital or outpatient area. The dashboard covers performance in areas such as physician communication, nurse communication, responsiveness, pain management, admitting and discharging speed and quality. It also measures process indicators, such as discharge phone calls and nurse leader rounding, as well as serves as a resource for best practices. The information contained on the dashboard is shared in various forums with staff, clinicians, administration, including the Boards. Performance on many of these indicators serves as annual goals for leaders and members of clinical and patient facing teams.

Quality, Patient Safety, and Service Educational Information

Education is identified as a key principle for providing safe, high quality care, and excellent service for our patients. There is on-going development and implementation of a curriculum for quality, safety & service of all staff, employees, clinicians, patients, and students (Attachment IV). There are a variety of forums and venues utilized to enhance the education surrounding quality and patient safety including, but not limited to:

- On line videos
- Quality & Patient Safety Simulcasts
- News Letters
- Classroom forums
- Simulation Training
- Computerized Based Learning Modules
- Partnerships with IHI Open School
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety Lessons Learned
- Patient Safety Alerts

Benchmark data

Both internal and external benchmarking provides value to evaluating performance (Attachment V).

Internal Benchmarking

Internal benchmarking uses processes and data to compare OSUMCs performance to itself overtime. Internal benchmarking provides a gauge of improvement strategies within the organization.

External Benchmarking

The OSU Health System participates in various database systems, clinical registries and focused benchmarking projects to compare performance with that of peer institutions. The University HealthSystem Consortium, The US News Report, National Database of Nursing Quality Indicators, and The Society of Thoracic Surgery are examples of several external organizations that provide benchmarking opportunities.

Design and evaluation of new processes

- New processes are designed and evaluated according to the Health System’s mission, vision, values, priorities, and are consistent with sound business practices.

- The design or re-design of a process may be initiated by:

- Surveillance data indicating undesirable variance

- Patients, staff, or payers perceive the need to change a process

- Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events

- Review and assessment of data and/or review of available literature confirm the need

Performance Based Physician Quality & Credentialing

Performance-based credentialing ensures processes that assist to promote the delivery of quality and safe care by physicians and advanced practice licensed health care providers. Both Focused Professional Practice Evaluation (FPPE) and Ongoing Professional Practice Evaluation (OPPE) occur. Focused Professional Practice Evaluation (FPPE) is utilized on 3 occasions: initial appointment, when a Privileged Practitioner requests a new privilege, and for cause when questions arise regarding the practitioner’s ability to provide safe, high quality patient care. Ongoing Professional Practice Evaluation (OPPE) is performed on an ongoing basis (every 6 months).

Profiling Process:

- Data gathering from multiple sources

- Report generation and indicator analysis

- Department chairs have online access to physician profiles for their ongoing review
 - Individual physician access to their profiles will be rolled out in FY 2016

- Discussion at Credentialing Committee

- Final Recommendation & Approval:
 - Medical Staff Administrative Committees
 - Medical Director
 - Hospital Board

Service-Specific Indicators

Several of the indicators are used to profile each physician’s performance. The results are included in a physician profile (Attachment III), which is reviewed with the department chair as part of credentialing process.

The definition of service/department specific indicators is the responsibility of the director/chair of each unit. The performance in these indicators is used as evidence of competence to grant privileges in the re-appointment process. The clinical departments/divisions are required to collect the performance information as necessary related to these indicators and report that information to the Department of Quality & Operations Improvement.

Purpose of Medical Staff Evaluation

- To monitor and evaluate medical staff performance ensuring a competent medical staff
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care, safe, and efficacious care
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff
- To identify opportunities for improving the quality of care

Annual Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the Leadership Council, the Medical Staff Administrative Committees, and the Medical Center Board on an annual basis. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure.

Attachment I: LCCQSS Priorities 2015-2016

Key Result Area: Quality

- Achieve all Infection Control Targets (top quartile)
 - Reduce SSIs 24%
 - Reduce CLABSIs 12%
 - Reduce CAUTIs 15%
 - Reduce C Diff 5%
- Improve UHC risk adjusted mortality index to 0.63
- Improve UHC risk adjusted sepsis mortality index to 0.80
- Reduce Total PSIs (all payers) 10%
- Reduce US News & World PSIs 10%
- Reduce PE/DVT PSI 15%
- Reduce medication safety (Opioid related events) 25%
- Utilize medication safety trigger tools to increase harm detection by 50%
- Hand Hygiene Compliance \geq 95%

Key Result Area: Productivity and Efficiency

- Achieve the UHC Top decile for 30 day readmission rates in Knee/Hip Replacements
- Achieve the UHC top quartile for 30 day readmission rates in Heart Failure and AMI
- Achieve the UHC median for 30 day readmission rates in Pneumonia, and COPD
- 10% reduction in overall readmission rate
- Achieve VBP Medicare Beneficiary points

Key Result Area: Service and Reputation

- Achieve Top Decile HCAPS overall satisfaction of 79.4%
- Achieve Top Decile HCAPS doctor communication of 85.2%
- Achieve Top Decile CGCAHPS of 96%
- Achieve Top Decile CGCAHPS test results of 94%

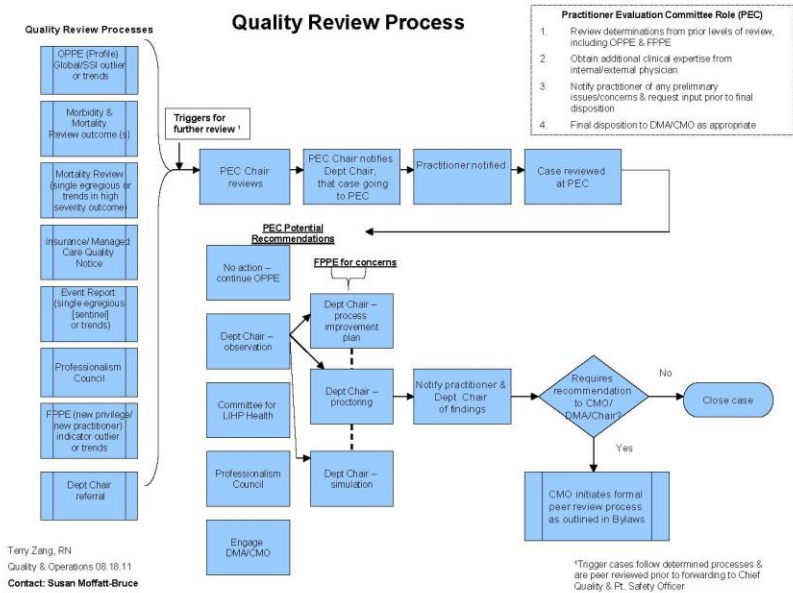
James Priorities for 2016 to be inserted here – currently under review

Attachment II: Priority Criteria

The following criteria are used to prioritize clinical value enhancement initiatives to ensure the appropriate allocation of resources.

1. Ties to strategic initiatives and is consistent with hospital's mission, vision, and values
2. Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care (e.g., high risk, serious events, problem-prone)
3. Has considerable impact on our community's health status (e.g., morbidity/mortality rate)
4. Addresses patient experience issues (e.g., access, communication, discharge)
5. Reflects divergence from benchmarks
6. Addresses variation in practice
7. Is a requirement of an external organization
8. Represents significant cost/economic implications (e.g., high volume)

Attachment III: Physician Performance Based Profile



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Profile for Wexner SERVICE: INTERNAL MEDICINE-CARDIOVASCULAR MEDICINE Proficiency based by Provider, Nurse							8 Month Values		
Status	Indicator	My Score	Peer Score	Target	SFC Alert	Current Period	My Score	Peer Score	Start Month
A - Volume and Acuity									
	DMI	N/A	2.03	N/A		Q2 2013	No Data	1.97	Feb 2013
	IP Discharges	N/A	11.6	N/A		Q2 2013	No Data	14.0	Feb 2013
★	WLOS Index (Oth_Exp_Total Days)	0.83	1.06	1.00		Q1 2013	No Data	1.08	Feb 2013
▼	IP Procedures	4	42.7	N/A		Q2 2013	4	34.5	Mar 2013
▼	Observation Cases	0	1.85	N/A		Q2 2013	0	2.83	Feb 2013
▲	Outpatient Visits	189	102	N/A		Q2 2013	336	102	Feb 2013
B - Patient Care									
★	Antibiotic Stewardship	0	0.00	0		Q2 2013	0	1.00	Feb 2013
	Cath PCI Procedure AM	No Data	1.1%	N/A		Q2 2013	No Data	1.2%	Mar 2013
	Cath PCI Rate (patient-level) Blood	No Data	0.3%	N/A		Q2 2013	No Data	0.2%	Mar 2013
	CM - AM_3 Revisit at Discharge	N/A	91.2%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AM_3 ACEI or ARB for LVSD	N/A	24.6%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AM_3 Beta Blocker at Discharge	N/A	87.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AM_3 Diuretic Monthly	N/A	0.0%	0.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_3 Evaluation of LVEF function	N/A	66.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_3 ACEI or ARB for LVSD	N/A	48.8%	100.0%		Q4 2012	No Data	No Data	No Data
	ICD Registry CVA	No Data	0.0%	N/A		Q1 2013	No Data	0.0%	Mar 2013
★	IP Mort Index (Oth_Exp)	0.00	0.52	0.75		Q1 2013	No Data	0.47	Feb 2013
■	Mortality Reviewed	1	0.44	N/A		Q2 2013	1	1.97	Mar 2013
★	Mortality Sent for Peer Review	0	0.14	0		Q2 2013	0	1.07	Feb 2013
★	Mortality Peer Review #1 Score 4 or 5	0	0.00	0		Q2 2013	0	N/A	No Data
★	Quality Management Events - Standard of Care Not Met	0	0.04	0		Q2 2013	0	1.14	Mar 2013
■	Related Patient 30 days	0.00%	3.34%	N/A		Q1 2013	No Data	3.10%	Feb 2013
	SSI CABG Procedures	No Data	0.0%	3.0%		Q2 2013	No Data	0.0%	May 2013
	SSI Pacemaker and ACD	No Data	0.0%	N/A		Q2 2013	No Data	0.0%	Apr 2013
C - Medical and Clinical Knowledge									
★	Formal Peer Review	0	0.00	0		Q2 2013	0	0.00	Feb 2013
E - Interpersonal and Communication									
★	Patient Complaints	0	0.00	0		Q2 2013	0	1.00	Mar 2013

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Status	Indicator	My Score	Peer Score	Target	SPC Alert	Current Period	6 Month Values		
							My Score	Peer Score	Start Month
	Patient Satisfaction Ave Score	98.6%	91.9%	N/A	Q2 2013	99.2%	91.9%	Feb 2013	
	Surgical Team Safety Checklist Variations	0	0.50	0	Q2 2013	0	0.50	Feb 2013	

Profile Generated 05/04/2013 13:51:54
Next Review Due Aug 13, 2013

Reviewed By	Outcome	Notes
Jan 26, 2013 crmpm	Maintain privileges without modification	The Provider's performance meets expectations.

SPC Alert Legend

- Most recent period is below Lower Control Limit
- Most recent period is above Upper Control Limit
- Process shift. Most recent 8 periods are all above the Center Line
- Process shift. Most recent 8 periods are all below the Center Line
- Most recent 8 periods are all increasing
- Most recent 8 periods are all decreasing
- Green border: The alert is in a positive direction
- Red border: The alert is in a negative direction
- No border: There is no target direction for the indicator

For Fractional Data only. This information is conditional per Ohio Revised Code Chapter 3706.01, 3706.02, 3706.03, 3706.04, 3706.05, 3706.06, 3706.07, 3706.08, 3706.09, 3706.10, 3706.11, 3706.12, 3706.13, 3706.14, 3706.15, 3706.16, 3706.17, 3706.18, 3706.19, 3706.20, 3706.21, 3706.22, 3706.23, 3706.24, 3706.25, 3706.26, 3706.27, 3706.28, 3706.29, 3706.30, 3706.31, 3706.32, 3706.33, 3706.34, 3706.35, 3706.36, 3706.37, 3706.38, 3706.39, 3706.40, 3706.41, 3706.42, 3706.43, 3706.44, 3706.45, 3706.46, 3706.47, 3706.48, 3706.49, 3706.50, 3706.51, 3706.52, 3706.53, 3706.54, 3706.55, 3706.56, 3706.57, 3706.58, 3706.59, 3706.60, 3706.61, 3706.62, 3706.63, 3706.64, 3706.65, 3706.66, 3706.67, 3706.68, 3706.69, 3706.70, 3706.71, 3706.72, 3706.73, 3706.74, 3706.75, 3706.76, 3706.77, 3706.78, 3706.79, 3706.80, 3706.81, 3706.82, 3706.83, 3706.84, 3706.85, 3706.86, 3706.87, 3706.88, 3706.89, 3706.90, 3706.91, 3706.92, 3706.93, 3706.94, 3706.95, 3706.96, 3706.97, 3706.98, 3706.99, 3707.00. If the matter of this communication is not an intended recipient you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited.

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Attachment IV: Patient Safety Program

Vision

To be the safest health system in the world.

Goals

- Improve patient safety with full integration of key safety initiatives as evidenced by the Quality and Patient Safety Scorecard.
- Improve the culture of patient safety as evidenced by culture of safety survey results

Our Culture of Patient Safety

- "Just Culture"
- Balance system/process issues with accountability for expected behaviors
- Responsible, Accountable and Fair
- Ownership and integrity
- Create a work environment that is open, honest and transparent

Patient Safety Program Components

The patient safety program is a comprehensive plan comprised of initiatives in the following domains:

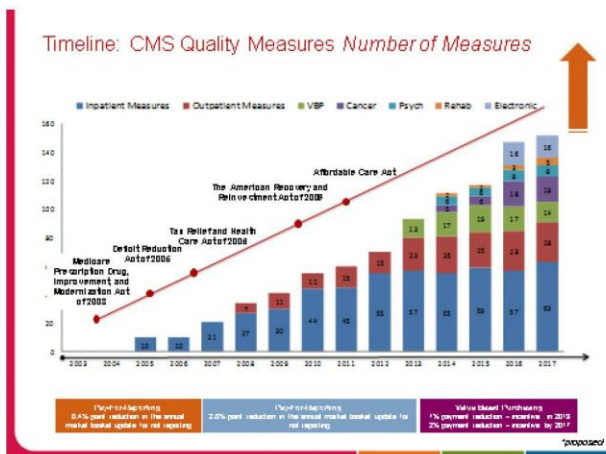
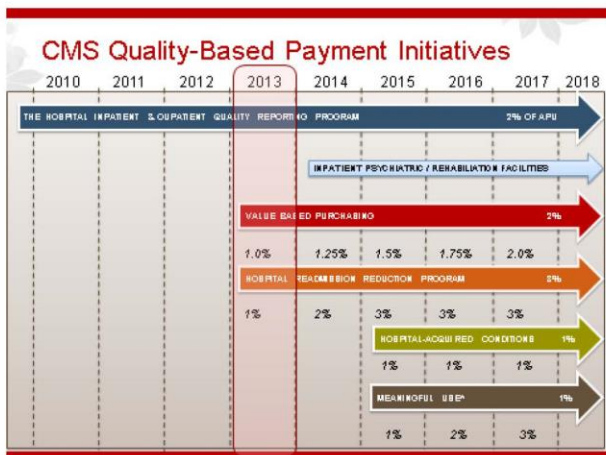
- Culture of safety
- Performance monitoring and improvement
- Regulatory and accreditation
- Event reporting
- Sentinel events
- Education
- Innovation
- Recognition

Attachment V: External Reporting

Quality Data & External Reporting

Regulatory/Public Data	Payers	Registries/ Benchmarking
CMS	Anthem	STS
ODH	United Healthcare	ACC
TJC	Aetna	GWTG
Leapfrog	Optum Health	Vermont Oxford
Franklin Co	MMO	NSQIP
NHSN/CDC	Cigna	UHC
Oryx		BOLD
CARF		eRehab
		Coverdell
		SVS
		INTERMACS
		ELSO

Red = Public Data



Attachment VI: Quality and Safety Scorecard

Type of Event
Retained Foreign Bodies
Wrong Site Events
Medication Events with Harm (Severity E-I)
Falls with Harm (Injury Level 2-4)
Hospital Acquired Pressure Ulcer (≥ Stage II)
Central Line Blood Stream Infections
Ventilator Associated Events (Probable)
Hospital Acquired Surgical Site Infections
Hospital Acquired Clostridium Difficile Infection
Catheter Associated Urinary Tract Infections (UH/UHE ICUs)
Total Potentially Avoidable Events

(ATTACHMENT XI)

Bylaws Committee: August 4, 2015
MSAC: August 12, 2015
UH Medical Staff Vote: August 21, 2015
Quality & Professional Affairs Committee: August 25, 2015
Wexner MC Board:
University Board of Trustees:

**Chapter 3335-43 *Bylaws of the Medical Staff of
The Ohio State University Hospitals***

3335-43-04 Membership.

(G) Resumption of clinical activities following leave of absence.

- (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and quality and professional affairs committee of the Wexner medical center board. The credentials committee, the chief medical officer, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for ~~licensed independent~~ practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

3335-43-05 Peer Review and corrective action.

(B) Formal Peer Review

- (4) The ~~senior executive~~ vice president for health sciences or designee shall exercise any or all duties or responsibilities assigned to the chief medical officer under these rules for implementing corrective action and appellate procedure if:

3335-43-06 Hearing and appeal process.

(E) Appeal process

- (7) Any final decision by the Wexner medical center board shall be communicated by the chief medical officer and by certified return receipt mail to the affected medical staff member at that member's last known address as determined by university records. The chief medical officer shall also notify in writing the ~~senior executive~~ vice president for health sciences, the dean of the college of medicine, the chief executive officer of the Ohio state university hospitals and the vice president for health services, chief of staff, the chief of the clinical department, and the person(s) who initiated the request for formal peer review. The chief medical officer shall take immediate steps to implement the final

decision.

(B/T 6/7/2002, B/T 5/6/2005, 2/1/2008, 9/19/2008, 9/18/2009, 5/14/2010, 4/8/2011)

3335-43-07 Categories of the medical staff

- (l) Clinical privileges.
 - (8) Other licensed health care professionals.
 - (k) Appeal process
 - (vii) Any final decision by the Wexner medical center board shall be communicated by the chief quality officer and by certified return receipt mail to the last known address of the licensed health care professional as determined by university records. The chief quality officer shall also notify in writing the ~~senior-executive~~ vice president for health sciences, the dean of the college of medicine, the chief executive officer of the Ohio state university hospitals and the vice president for health services and the chief of the applicable clinical department or departments. The chief medical officer shall take immediate steps to implement the final decision.

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(B) Chief Quality Officer

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer for administrative and operational issues and has an independent reporting relationship to the ~~senior-executive~~ vice president for health sciences regarding quality data and patient safety events. The chief quality officer works collaboratively with clinical leadership of the medical center, including the director of medical affairs for the James cancer hospital, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

(E) Medical staff administrative committee.

(1) Composition.

- (a) This committee shall consist of the following voting members: chief of staff, chief of staff-elect, chiefs of the clinical departments, three medical staff representatives elected at large, the chief medical officer, and the chief executive officer of the Ohio state university hospitals. Additional members may be appointed to the medical staff administrative committee at the recommendation of the dean or the chief medical officer of the medical center subject to the approval of the medical staff administrative committee and subject to review/renewal on a yearly basis. Any members may be removed from the medical

staff administrative committee at the recommendation of the dean, the ~~senior executive~~ vice president for health sciences or the chief medical officer of the medical center and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's constituency. The chief medical officer shall be the chairperson and the chief of staff shall be vice-chairperson.

(G) Committee for ~~licensed independent~~-practitioner health.

(L) Leadership council for clinical quality, safety and service.

(1) Composition:

The leadership council shall consist of members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include the ~~seniorexecutive~~ vice president for health sciences, the dean of the college of medicine and the chairperson of the quality and professional affairs committee of the Wexner medical center board as ex-officio members without a vote. The chief quality officer shall be the chairperson of the leadership council.

3335-43-11 History and physical.

(A) History and physical examination.

(1) A history and physical appropriate to the patient and/or the procedure to be completed shall be documented in the medical record of all patients either:

- (a) Admitted to the hospital
- (b) Undergoing outpatient/ambulatory procedures
- (c) Undergoing outpatient/ambulatory surgery
- (d) In a hospital-based ambulatory clinic

(2) For patients admitted to the hospital, the history and physical examination shall include at a minimum:

- (a) Date of admission
- (b) History of present illness, including chief complaint
- (c) Past medical and surgical history
- (d) Relevant past social and family history
- (e) Medications and allergies
- (f) Review of systems
- (g) Physical examination
- (h) Test results

- (i) Assessment or impression
 - (j) Plan of care
- (2) For patients undergoing outpatient/ambulatory procedures or outpatient/ambulatory surgery, the history and physical examination shall include at a minimum:
- (a) Indications for procedure or surgery
 - (b) Relevant medical and surgical history
 - (c) Medications and allergies or reference to current listing in the medical record
 - (e) Focused review of systems, as appropriate for the procedure or surgery
 - (e) Pre-procedure assessment and physical examination
 - (f) Assessment/impression and treatment plan
- (4) For patients seen in a hospital-based ambulatory clinic, the history and physical shall include at a minimum:
- (a) Chief complaint
 - (b) History of present illness
 - (c) Medications and allergies
 - (d) Problem-focused physical examination
 - (e) Assessment or impression
 - (f) Plan of care
- (5) Deadlines and sanctions.
- (a) ~~A history and physical examination is performed on all patients, both inpatient and outpatient, regardless of whether the medical treatment or procedure is high or low risk. The~~A history and physical examination must be performed by a member of the medical staff, ~~or his/her designee~~ or other licensed health care professional, who is appropriately credentialed by the hospital, and be signed, timed and dated. ~~In the event the history and physical is performed by the medical staff member's designee, it shall be countersigned, timed and dated by the responsible medical staff member.~~
 - (b) Patients admitted to the hospital: If the history and physical is performed by the medical staff member's designee or other licensed health care professional who is appropriately credentialed by the hospital, the history and physical must be countersigned by the responsible medical staff member.
 - ~~(b)(c)~~ (c) The complete history and physical examination shall be dictated, written or updated no later than twenty-four hours after admission for all inpatients.

- (cd) ~~For a~~Admitted patients or patients undergoing a ~~an~~ ~~outpatient/ambulatory~~ procedure or ~~outpatient/ambulatory~~ surgery, the history and physical examination may be performed or updated up to thirty days prior to admission or the procedure/surgery. If completed before admission or the procedure/surgery, there must be a notation documenting an examination for any changes in the patient's condition since the history and physical was completed. The updated examination must be completed and documented in the patient's medical record within twenty-four hours after admission or before the procedure/surgery, whichever occurs first. It must be performed by a member of the medical staff, or his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital, and be signed, timed and dated. In the event the history and physical update is performed by the medical staff member's designee or other licensed health care professional who is appropriately credentialed by the hospital, it shall be countersigned, timed and dated by the responsible medical staff member.
- (i) For patients undergoing an outpatient procedure or surgery, regardless of whether the treatment, procedure or surgery is high or low risk, a history and physical examination must be performed by a member of the medical staff, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital and must be signed or countersigned when required, timed and dated.
- (ii) If a licensed health care professional is appropriately credentialed by the hospital to perform a procedure or surgery independently, a history and physical performed by the licensed health care professional prior to the procedure or surgery is not required to be countersigned.
- (e) Hospital-based ambulatory clinic: If a history and physical examination is performed by a licensed health care professional who is appropriately credentialed by the hospital to see patients independently, the history and physical is not required to be countersigned.
- (ef) When the history and physical examination, ~~signed by the responsible medical staff member,~~ including the results of indicated laboratory studies and x-rays, is not recorded in the medical record before the time stated for a procedure or surgery, the procedure or surgery cannot proceed until the history, and physical is signed or countersigned when required, by the responsible medical staff member, and indicated test results are entered into the medical record. In cases where such a delay would likely cause harm to the patient, this condition shall be entered into the medical record by the ~~attending-responsible~~ medical staff member, or his/her designee or other licensed health care professional, who is appropriately credentialed by the hospital, and the procedure or surgery may begin. When there is a disagreement concerning the urgency of the procedure, it shall be adjudicated by the medical director or the medical director's designee. (B/T 10, 29/2009, 8/31/12)

- (eg) Ambulatory patients must have a history and physical at the initial visit as outlined in A(4).
- (h) For psychology, psychiatric and substance abuse ambulatory sites, if no other acute or medical condition is present on the initial visit, a history and physical examination may be performed either:
 - i. within the past six months prior to the initial visit,
 - ii. at the initial visit, or
 - iii. within 30 days following the initial visit.

(ATTACHMENT XII)

Bylaws Committee: August 4, 2015
MSAC: August 14, 2015
CHRI Medical Staff Vote: August 21, 2015
Quality & Professional Affairs Committee: August 25, 2015
Wexner MC Board:
University Board of Trustees:

**Chapter 3335-111 Bylaws of the Medical Staff of the
Arthur G. James Cancer Hospital and Richard J. Solove Research Institute**

3335-111-04 Membership

(G) Resumption of clinical activities following a leave of absence:

- (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and quality and professional affairs committee of the Wexner medical center board. The credentials committee, the chief medical officer, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for ~~licensed independent~~-practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

3335-111-05 Peer review and corrective action.

(B) Formal peer review.

- (4) Whenever the director of medical affairs determines that formal peer review is warranted and that a reduction, suspension or revocation of clinical privileges could result, the director of medical affairs shall refer the request for formal peer review to the formal peer review committee. The affected member of the medical staff shall be notified of the referral to the formal peer review committee, and be informed that these medical staff bylaws shall govern all further proceedings. The ~~seniorexecutive~~ vice president for health sciences or designee shall exercise any or all duties or responsibilities assigned to the director of medical affairs under these rules for implementing corrective action and appellate procedure only if:
 - (a) The director of medical affairs is the medical staff member charged;
 - (b) The director of medical affairs is responsible for having the charges brought against another medical staff member; or
 - (c) There is an obvious conflict of interest.

- (6) Upon receipt of the written report from the formal peer review committee, the appropriate clinical department chief shall, within seven days, make his or her own written determination and forward that determination along with the findings and recommendations of the formal peer review committee to the director of medical affairs, or if required by paragraph (B)(3) of this rule, to the ~~senior~~executive vice president for health sciences or designee.
- (7) Following receipt of the recommendation from the clinical department chief and the report from the formal peer review committee, the director of medical affairs, or the ~~senior~~executive vice president for health sciences or designee, shall have ten days to approve or to modify the determination of the clinical department chief. Following receipt of the report of the clinical department chief, the director of medical affairs or ~~senior~~executive vice president for health sciences or designee shall decide whether the grounds for the requested corrective action are such as should result in a reduction, suspension or revocation of clinical privileges. If the director of medical affairs, or ~~senior~~executive vice president for health sciences or designee, decides the grounds are not substantiated, the director of medical affairs will notify the formal peer review committee; clinical department chief and if applicable, the academic department chairperson; section chief; person(s) who filed the complaint and the affected medical staff member, in writing, that no further action will be taken.

In the event the director of medical affairs or ~~senior~~executive vice president for health sciences or designee finds the grounds for the requested corrective action are substantiated, the director of medical affairs shall promptly notify the affected medical staff member of that decision and of the affected medical staff member's right to request a hearing before the medical staff administrative committee pursuant to rule 3335-111-06 of the Administrative Code. The written notice shall also include a statement that the medical staff member's failure to request a hearing in the timeframe prescribed in rule 3335-111-06 of the Administrative Code shall constitute a waiver of rights to a hearing and to an appeal on the matter; a statement that the affected medical staff member shall have the procedural rights found in rule 3335-111-06 of the Administrative Code; and a copy of the rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative hearing and appeal process shall occur prior to the imposition of the proposed corrective action unless the emergency provisions outlined in paragraph (D) of this rule apply. This written notice by the director of medical affairs shall be sent certified return receipt mail to the affected medical staff member's last known address as determined by university records.

3335-111-06 Hearing and appellate review procedure.

(E) Appeal process.

- (7) Any final decision by the Wexner medical center board shall be communicated by the chief executive officer by certified return receipt mail to the affected medical staff member at the member's last known address as determined by university records. The chief executive officer shall also notify in writing the ~~senior~~executive vice president for health sciences, the dean of the college of medicine, the chief medical officer of OSU medical center, the vice president for health services, the director of medical affairs, chief of staff, the section chief, clinical department chief and the academic department chairperson and the person(s) who initiated the request for formal peer review. The chief executive officer shall take immediate steps to implement the final decision.

3335-111-07 Categories of the medical staff.

(A) Honorary staff.

The honorary staff will be composed of those individuals who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature in an oncology field of interest. The honorary staff designation is awarded by the Wexner medical center board on the recommendation of the chief executive officer of the CHRI, ~~senior-executive~~ vice president for health sciences, section chief, or the credentials committee after approval by the medical staff administrative committee. This is a lifetime appointment. Honorary staff are not entitled to patient care privileges.

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

(A) The chief executive officer.

(1) Method of appointment:

The chief executive officer shall be appointed by the board of trustees of the Ohio state university upon recommendation of the president, ~~senior-executive~~ vice president for health sciences, and the vice president for health services following consultation with the medical center board in accordance with university bylaws, rules and regulations. The chief executive officer shall be a member of the attending medical staff of the CHRI.

(B) The director of medical affairs (physician-in-chief/chief medical officer of the James cancer hospital).

(1) Method of appointment:

The director of medical affairs shall be appointed by the ~~senior-executive~~ vice president for health sciences upon recommendation by the chief executive officer. The director of medical affairs is the physician-in-chief and shall be the chief medical officer of the CHRI and must be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The director of medical affairs shall be responsible to the chief executive officer, the ~~senior-executive~~ vice president for health sciences, the CHRI hospital board, and the medical center board for the quality of patient care provided in the CHRI. The director of medical affairs shall assist the chief executive officer in the administration of medical affairs including quality assurance and credentialing.

(D) The chief quality officer of the Ohio state university medical center.

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer for administrative and operational issues and has an independent reporting relationship to the ~~senior-executive~~ vice president for health sciences regarding quality data and patient safety events. The chief quality officer works collaboratively with clinical leadership of the medical center, including director of medical affairs for the CHRI, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient

safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

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

(C) Medical staff administrative committee:

(1) Composition:

(b) Ex-officio non-voting membership includes: the CHRI executive director, the CHRI associate director for professional education, the CHRI chief nursing officer, the medical director of university hospital and/or the chief medical officer of the medical center, the dean of the Ohio state university college of medicine, the ~~senior executive~~ vice president for health sciences and the associate director for medical staff affairs.

(e) Any members may be removed from the medical staff administrative committee at the recommendation of the dean of the college of medicine, the director of medical affairs or the ~~senior executive~~ vice president for health sciences and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's composition as stated in this paragraph.

(G) Committee for ~~licensed independent~~ practitioner health.

3335-111-11 History and physical.

(B) Deadlines and sanctions

1) ~~A history and physical examination is performed on all patients, both inpatient and outpatient, regardless of whether the medical treatment or procedure is high or low risk. The~~ history and physical examination must be performed by a member of the medical staff, ~~or~~ his/her designee or other licensed healthcare professional, who is appropriately credentialed by the hospital, and be signed, dated and timed. ~~In the event the history and physical is performed by the medical staff member's designee who is appropriately credentialed by the hospital, it shall be countersigned, dated and timed by the responsible medical staff member.~~

(2) Patients admitted to the hospital: If the history and physical is performed by the medical staff member's designee or other licensed healthcare professional who is appropriately credentialed by the hospital, the history and physical must be countersigned by the responsible medical staff member.

(3) The complete history and physical examination shall be dictated, written or updated no later than 24 hours after admission for all inpatients. ~~A summary of pertinent findings must be recorded in the patient's medical record at the time of dictation. In the event the history and physical examination is performed by an appropriately credentialed physician~~

~~designee, it shall be countersigned by the responsible medical staff member.~~

(34) ~~For a~~Admitted patients or patients undergoing ~~an outpatient/ambulatory a~~ procedure or ~~outpatient/ambulatory~~ surgery, the history and physical examination may be performed or updated up to thirty days prior to admission, ~~or the procedure/surgery or the visit~~. If completed before admission or ~~the procedure/surgery or patient's initial visit~~, there must be a notation ~~indicating documenting the presence or absence an~~ examination for of any changes in the patient's condition since the history and physical was completed. ~~This notation~~The updated examination must be completed and documented in the patient's medical record within 24 hours after admission, or before ~~the procedure/surgery~~, whichever occurs first. ~~The update~~It must be performed by a member of the medical staff, ~~his/her designee, or other licensed health care professional with who is~~ appropriately credentialed by the hospital, and be signed, dated and timed. In the event the history and physical update is performed by the medical staff member's designee ~~or other licensed health care professional who is appropriately credentialed by the hospital~~, it shall be countersigned, dated and timed by the responsible medical staff member.

(a) For patients undergoing an outpatient procedure or surgery, regardless of whether the treatment, procedure or surgery is high or low risk, a history and physical examination must be performed by a member of the medical staff, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital and must be signed or countersigned when required, timed and dated.

(b) If a licensed health care professional is appropriately credentialed by the hospital to perform a procedure or surgery independently, a history and physical performed by the licensed health care professional prior to the procedure or surgery is not required to be countersigned.

(5) Hospital-based ambulatory clinic: If a history and physical examination is performed by a licensed health care professional who is appropriately credentialed by the hospital to see patients independently, the history and physical is not required to be countersigned.

(46) When the history and physical examination including the results of indicated laboratory studies and x-rays is not recorded in the medical record before the times stated for a procedure or surgery, the procedure or surgery cannot proceed until the history and physical is signed or countersigned, when required, by the responsible medical staff member, and indicated test results are entered into the medical record. In cases where such a delay would likely cause harm to the patient, this condition shall be entered into the medical record by the responsible medical staff member, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital, and the procedure or surgery may begin. When there is disagreement concerning the urgency of the procedure, it shall be adjudicated by the medical director or the medical director's designee.

(6) Ambulatory patients must have a history and physical at the initial visit.

November 4, 2015 meeting, Wexner Medical Center Board

| (75) For psychology, psychiatric and substance abuse ambulatory sites, if no other acute or medical condition is present on the initial visit, a history and physical examination may be performed either:

- (a) within the past six months prior to the initial visit,
- (b) at the initial visit, or
- (c) within 30 days following the initial visit.

(Board approval dates: 5/14/2010, 6/6/2014, 11/7/2014)

OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD BYLAWS

Chapter 3335-93 Establishment of the Ohio state university medical center board

3335-93-05 Meetings and notice.

(A) Board year. The board year, ~~including board member appointments and board officer terms,~~ shall be from May fourteenth to May thirteenth of each year to coincide with the terms of membership of the university board of trustees as articulated in section 3335.02 of the Revised Code.

(B) through (E) No change

Chapter 3335-97 Committees

3335-97-03 Quality and Professional Affairs Committee.

(A) Responsibilities. The quality and professional affairs committee shall be responsible for the following specific duties:

- (1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;
- (2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
- (3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;
- (4) Monitoring the achievement of accreditation and licensure requirements;
- (5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;

~~(6)~~ Reviewing and approving clinical privilege forms;

~~(6)~~(7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

~~(7)~~(8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

- ~~(8)~~(9) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;
- ~~(9)~~(10) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;
- ~~(10)~~(11) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and
- ~~(11)~~(12) Such other responsibilities as assigned by the chair of the university Wexner medical center board.
- (B) Composition. The committee shall consist of: no fewer than four voting members of the university Wexner medical center board, appointed annually by the chair of the university Wexner medical center board, one of whom shall be appointed as chair of the committee. The chief medical officer of the medical center; the director of medical affairs of the James; the medical director of credentialing for the James; the chief of the medical staff of the university hospitals; the chief of the medical staff of the James; ~~and the associate dean of graduate medical education; the chief quality and patient safety officer; the chief nurse executive for the OSU health system; and the chief nursing officer for the James~~ shall serve as ex-officio, voting members. Such other members may be appointed by the chair of the university Wexner medical center board, in consultation with the chair of the quality and professional affairs committee.
- (C) Review and Recommendation. The chief medical officer of the medical center and the chief of the medical staff of university hospitals shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the university hospitals. The director of medical affairs of the James, the medical director of credentialing for The James and chief of the medical staff of The James shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving The James.
- (D) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the University Wexner Medical Center Board must be present. Any action taken by this Committee pursuant to the responsibilities as defined in Section 3335-97-03(A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in Section 3335-97-03(A)(7) and (A)(10).
- (E) Meetings. The committee shall meet at least bimonthly (six times per calendar year, typically in the even numbered months) or at the call of the chair of the committee and shall advise the university Wexner medical center board of its activities regularly. The committee shall act on behalf of the university Wexner medical center board in order to maintain the continuity of operations of the hospitals of the Ohio state university and the university hospitals and the James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the university board of trustees, university Wexner medical center board and university hospitals and the James

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medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

(Board approval dates: 8/30/2013, 11/08/2013)

(ATTACHMENT XIV)

Project Data Sheet for Board of Trustees Approval

300 W 10th Avenue - Brain and Spine

OSU-130683 (CNI# 14000439)

Project Location: 300 W 10th Avenue (former James Cancer Hospital)

265,423 GSF

- approval requested and amount
professional services/construction increase \$3.3M

- project budget

	Orig.	Incr.	Rev
professional services	\$1.1M	\$0.4M	\$1.5M
construction w/contingency	\$13.2M	\$2.9M	\$16.1M
total project budget	\$14.3M	\$3.3M	\$17.6M

- project funding

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

- project schedule

BoT professional services approval	01/15
BoT construction approval	08/15
design/bidding	02/15 – 11/15
construction	12/15 – 11/16

- project delivery method

- general contracting
- design/build
- construction manager at risk

- planning framework

- o this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
- o this project is included in the FY 2015 Capital Improvement Plan

- project scope

- o the project will renovate 59,000 GSF on three floors to house the inpatient component of a Brain and Spine Hospital, approximately 90 private inpatient beds. This capacity includes epilepsy monitoring beds, progressive care beds, a neuro "safe" unit, and the acute rehabilitation clinically necessary to support the Brain and Spine Hospital.
- o upgrades include an exterior building sign and lobby modification required for the program's image and branding
- o additional scope includes the development of exterior improvements including the main entry canopy for patient pick-up and drop-off, improved roadway system, courtyard and supporting utilities; and extending chilled water infrastructure for future connectivity

- approval requested

- o approval is requested to increase construction contracts in the amount of \$2.9M and professional services contracts in the amount of \$0.4M for a total increase of \$3.3M



- project team

University project manager:	Paul Leitz
AECOM architect	Design Group
CM at Risk:	Willing-Turner Contracting Co.

Project Data Sheet for Board of Trustees Approval

300 W 10th Avenue - 7th Floor - design only

OSU-160277 (CNI# 13000186)

Project Location: 300 W 10th Avenue (former James Cancer Hospital)

265,423 GSF

- approval requested and amount
 - prof s services \$0.5M
- project budget
 - professional s services \$0.5M
 - construction w/contingency \$4.6M

 - total project budget \$5.1M

- project funding
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds

- project schedule
 - BoT professional s services approval 11/15

- project delivery method
 - general contracting
 - design/build
 - construction manager at risk

- planning framework
 - this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
 - this project is included in the FY 2016 Capital Improvement Plan

- project scope
 - the project will renovate the seventh floor to create private beds
 - adds 29 in-patient beds, nursing cores and support areas

- approval requested
 - approval is requested to enter into professional s services contracts



project team
University project manager: Paul Leitz
AES design architect

Project Data Sheet for Board of Trustees Approval

University Hospital - Relocate Surgical Pathology - design only

OSU-150403 (CNI# 13000186)

Project Location: Doan Hall, Charles Austin

GSF

- **approval requested and amount**

professional services	\$0.5M
-----------------------	--------
- **project budget**

professional services	\$0.5M
construction w/contingency	\$4.4M
total project budget	\$4.9M



- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**

BoT professional services approval	11/15
------------------------------------	-------
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - project is included in the FY 2016 Capital Improvement Plan
 - project developed in response from recommendations in most recent College of American Pathologists accreditation survey
- **project scope**
 - relocates a portion of Surgical Pathology to the new James Tower, aligning with cancer services
 - renovates and expands the Pathology lab in University Hospital
- **approval requested**
 - approval is requested to enter into professional services contracts

- **project team**

University project manager:	Brendan Flaherty
AE/design architect:	

APPENDIX XVI

BYLAWS OF THE BOARD OF TRUSTEES OF THE OHIO STATE UNIVERSITY

Chapter 3335-1

3335-1-02 Members, officers and committees of the board.

(A) and (B) No change

(C) (1) (a through e) No change

- (f) Talent and Compensation committee. The talent and compensation committee ~~shall provide oversight and counsel to the president shall consider and make recommendations to the board~~ regarding matters related to the senior leadership of the university, as determined by the board and the president. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees.

(C) (1) (g) No Change

- (2) The board of trustees may adopt individual committee charters, consistent with the committee descriptions set forth in section (1) above, that may include, but shall not be limited to, further information and definition regarding the committee's charge or mission statement, committee composition or the delegated authority and responsibilities of the committee.
- (3) The chair and vice chair of each committee of the board shall be trustees or charter trustees.
- (43) The chair of the board shall appoint the chair, vice chair, and other trustee and non-trustee members of each committee. The board or the chair of the board may designate guidelines regarding non-trustee members of committees. Student trustee, charter trustee, and non-trustees committee members shall be voting members of the committees on which they serve.
- (54) In addition to the committees enumerated in this bylaw, the board or the chair of the board may establish ad hoc committees and appoint the members thereof.
- (65) Committees of the board of trustees have no independent decision-making authority. Any matter or resolution recommended by a committee of the board shall be presented to the board for its consideration.
- (76) Except as provided in paragraph (B)(1) of rule 3335-93-01, no trustee shall, during his or her term in office, serve as a director or officer or in any other capacity of any university affiliated entity or as a director, officer, or member or in any other capacity of any other university or

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related advisory or governance board, committee, or similar body, unless such service is approved by the chair of the board of trustees.



Talent and Compensation Committee Charter

Status

The Talent and Compensation Committee (committee) is a committee of the Board of Trustees (board) of The Ohio State University (the university).

Purpose

The purposes of the committee are to discharge the responsibilities delegated by the board relating to: (1) the development, review and execution of a total compensation philosophy for the university's executives; and (2) the oversight and administration of the university's total compensation program for executives.

Authority and Responsibilities

In furtherance of the purposes set forth above, the committee shall have the following authority and responsibilities:

- Develop, consider and make recommendations to the board regarding a total compensation philosophy for the university's executives;
- Recommend a presidential evaluation process to the board;
- Review annually the university's goals and objectives applicable to the total compensation of the president, evaluate the president's performance in light of those goals and objectives, and make recommendations to the board regarding the president's total compensation level based on such evaluation and consistent with the university's total compensation philosophy for executives;
- Review and make recommendations to the board regarding the total compensation of executives other than the president;
- Review and make recommendations to the board regarding policies delegating compensation decisions to authorized executives;
- Review and make recommendations to the board regarding major elements of the total compensation program for executives to ensure consistency with the total compensation philosophy;
- Review and make recommendations to the board with respect to incentive compensation programs for executives, including annual incentive awards, and performance goals and objectives for participants in those incentive compensation programs;
- Report to the board in sufficient detail to assure the board that the committee's responsibilities are being fulfilled;
- Annually review its own performance, and periodically assess the adequacy of this charter, recommending any changes to the board for approval; and

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- Perform such other responsibilities of the committee as provided by the bylaws of the university or as delegated by the board.

Meetings

The committee generally shall meet in conjunction with the regularly scheduled meetings of the full board, and at such other times and places as it deems necessary to carry out its responsibilities.

Membership

The members of the committee shall be appointed by the chair of the board. The committee shall consist of at least three trustees. The board shall designate the chair and vice chair of the committee. All members of the committee shall be independent, without any significant financial or economic relationship with the university, and free of any relationship that, in the opinion of the chair of the board, would interfere with the exercise of his or her independent judgment as a member of the committee. Each member of the committee shall serve for such term or terms as the chair of the board may determine or until his or her earlier resignation, removal or death.

Staff and Other Support

Primary staff support for the committee shall be provided by the Office of Human Resources. Further, the committee shall obtain advice and assistance as needed from internal or external legal, accounting or other advisors.

Delegation of Responsibilities

The committee has the authority to delegate any of its responsibilities to subcommittees as the committee may deem appropriate at its sole discretion.

Reports

The committee shall report regularly to the board regarding its actions and make recommendations to the board as appropriate. The committee shall develop the following reports for consideration by the board, as needed:

- Data from independent sources on executive compensation for functionally comparable positions in comparable organizations.

University Bylaws

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.

APPENDIX XVIII

Purpose

This procedure outlines the scope of authority for setting and reviewing total compensation opportunities for the President of The Ohio State University (university) and certain other executives of the university.

Scope of Authority for Setting Total Compensation

The following table sets forth the scope of authority for setting total compensation opportunities for defined categories of executives and other highly compensated employees of the university.

Scope of Authority for Setting Total Compensation				
	Deans, Vice Presidents, or Medical Center Department Chairs	Provost or CEO of the Medical Center	President	Board of Trustees
Positions with Significant Influence				
President				Approve
University Executives		Recommend to President	Recommend to Board	Approve
Medical Center Executives		Recommend to President	Recommend to Board	Approve
Other Highly Compensated Employees				
Non-physicians with annual total compensation of >\$270,000 and base salary below the market median;	Recommend	Approve		
Physicians with annual total compensation between \$270,000-\$500,000 and base salary at or below market median				

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All employees including physicians with annual total compensation between \$270,000-\$500,000 and base salary above market median;	Recommend	Recommend	Approve	
Physicians with annual total compensation >\$500,000 and base salary at or below market median				
All employees, including physicians, with annual total compensation of >\$500,000 and base salary above market median	Recommend	Recommend	Approve	Review

For purposes of this procedure, “annual total compensation” means all cash compensation awarded to, earned by or paid to an employee during a one-year period, including the employee’s annual base salary, annual target incentive payments, retention payments (prorated on an annual basis), deferred compensation credits (if not credited annually, then prorated on an annual basis) and supplemental retirement plan contributions. For purposes of this procedure the “market median” means the market composite data between the 50th and 60th percentiles of the applicable market. The annual total compensation ranges set forth in the table may be adjusted by the Board of Trustees.

Compensation Subject to Review and/or Approval by the Board of Trustees

The Chair of the Talent and Compensation Committee of the Board of Trustees will review and approve the total compensation (base salary, incentive pay and benefits including perquisites) of the president and employees who are considered to have “significant influence” over the reputation and affairs of the university. Whether an employee is considered to have “significant influence” will be determined based on the employee’s reporting relationship within the university, the position’s perceived risk in relation to the university’s financial health and/or reputation, and the employee’s role in establishing or carrying out the university’s strategic goals. The chair may request additional information to include justification for the offer package as deemed necessary. All employees who report directly to the president will be considered to have significant influence. Determinations as to whether any other positions are considered to have significant influence will be made by the Office of Human Resources, in consultation with the Office of Legal Affairs and senior administration.

In addition, the Chair of the Talent and Compensation Committee of the Board of Trustees will review the total compensation of other highly compensated employees who have annual total compensation in excess of \$500,000 and base salary above the market median percentile. These employees, together with senior leaders who are considered to have significant influence over the reputation and affairs of the university, are referred to in this procedure as “Key Employees.”

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Any actions taken by the Chair of the Talent and Compensation Committee of the Board of Trustees under this Procedure shall be subject to ratification by the full Talent and Compensation Committee and the full Board of Trustees.

Annual Review of Compensation by the Board of Trustees

The Board of Trustees will conduct an annual review of the total compensation opportunities provided to the president and Key Employees for consistency with the university's Total Compensation Philosophy for University Executives.

The annual review will include a review of how base salary and total cash compensation compare to that of similarly situated employees of applicable peers. In limited circumstances, the university may provide total cash compensation in excess of the median if the president or Key Employees:

- has unique knowledge, skills and/or capabilities, and makes contributions to the university that are distinctive and reflective of attributes well in excess of norms;
- performs a role that has duties and responsibilities that are above and beyond what is typical in the marketplace (e.g., performs multiple roles, has a large and diverse set of responsibilities, has multiple appointments or designations); and/or
- is a recognized leader in his or her field(s), which enhances the employee's personal value to the university.

In addition, the annual review will include a review of the reasonableness and internal equity of any special benefits and perquisites provided to the president and Key Employees as part of their total compensation opportunities. Special benefits and perquisites include, but are not limited to, housing benefits or stipends, travel expenses and reimbursements, tax gross-up payments, car allowances, social club initiation fees and dues, and deferred compensation arrangements.

APPENDIX XIX
Degrees Conferred at
THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION
December 20, 2015

COMMENCEMENT ADDRESS

Frank E. Shankwitz **DOCTOR OF PUBLIC SERVICE**

Over the course of his career, Mr. Frank Shankwitz has spent more than 40 years in law enforcement while also serving in various capacities to advance the Make-A-Wish Foundation. He co-founded the illustrious nonprofit organization after he helped fulfill the wish of a boy with leukemia who wanted to be a highway patrol motorcycle officer.

Mr. Shankwitz was born in Chicago, Illinois, and raised in northern Arizona. He graduated from Prescott High School and then enlisted in the United States Air Force. In 1965, he received an honorable discharge and returned to Arizona for a stint as a technical engineer at Motorola, Inc. His public

safety career started with an assignment to the Arizona Highway Patrol, during which time he also began coaching children in the Special Olympics. Then in 1975, Mr. Shankwitz was selected to be part of a newly created 10-man motorcycle unit tasked to work throughout the state. He continued to educate children by stopping by local grade schools and presenting the importance of bicycle safety to students.

In 1980, Mr. Shankwitz met Chris, a seven-year-old boy with leukemia, who wanted to be a highway patrol motorcycle officer like the characters in his favorite television show. Mr. Shankwitz helped grant Chris wish, a heartwarming experience that sparked the

idea for the Make-A-Wish Foundation. The nonprofit organization grants the wishes of children with life-threatening medical conditions, and has grown to 100 chapters around the world. Mr. Shankwitz was the first president and CEO, and continues to support the Make-A-Wish Foundation as a keynote speaker and Wish Ambassador for the national office. More than 350,000 wishes have been fulfilled since the foundation's inception.

Mr. Shankwitz graduated from Phoenix College in 1970. He and his wife, Kathleen, reside in Prescott, Arizona. Mr. Shankwitz has two grown daughters, three grandchildren and one great-grandson.

RECIPIENTS OF HONORS

The Joseph Sullivant Medal

The Joseph Sullivant Medal was established in 1920 with a fund endowed by Thomas C. Mendenhall, Ohio State professor of physics. The Sullivant Medal is awarded every five years for "an admittedly notable achievement on the part of a son or daughter of the university, whether that achievement be in the form of an important invention, discovery, contribution to science, the practical solution of a significant engineering, economic or agricultural problem, or the production of a valuable literary, artistic, historical, philosophical or other work." (Thomas Mendenhall, 1920).

Thomas D. Brock **THE JOSEPH SULLIVANT MEDAL**

A recognized pioneer in microbiology, Dr. Thomas Brock is a three-time graduate of The Ohio State University. His contributions and discoveries as a scholar, professor and conservationist created a solid foundation for the growing field of biotechnology and made a significant impact on a wide scope of research endeavors.

After graduating from high school, Dr. Brock joined the United States Navy. Under the G.I. Bill, he began his education at Ohio State, ultimately earning his bachelor's, master's and doctoral degrees. He worked at the Upjohn Company as a research microbiologist before joining the faculty at Western Reserve University. In 1960, he became an assistant

professor of bacteriology at Indiana University, where he was soon promoted to full professorship. Dr. Brock moved to the University of Wisconsin-Madison in 1971 and was selected as chair of the university's Department of Bacteriology in 1980.

While advancing his academic career, Dr. Brock founded and directed the Laboratory of Thermal Biology in West Yellowstone, Montana. It was within Yellowstone's geothermal hot springs that he discovered *Thermus aquaticus*, a new bacterium that could withstand temperatures of almost 100 degrees Celsius, disproving previous beliefs. This revolutionary finding rippled through multiple fields of scientific study, transforming scientists'

understanding of microbiology altogether. Dr. Brock was recently honored with the Golden Goose Award for his monumental work, and he also received numerous other professional and educational accolades.

Dr. Brock is currently the E.B. Fred Professor of Natural Sciences Emeritus at the University of Wisconsin-Madison. He has authored more than 300 scientific papers and 20 books throughout his career, including a textbook that has been translated into 12 languages and is now in its 14th edition. He and his wife, Kathie, operate the Pleasant Valley Conservancy, a 140-acre preserve in Wisconsin that is committed to ecological education and restoration.

RECIPIENTS OF HONORS

Professor Sir Adrian Smith FRS DOCTOR OF SCIENCE

One of the most influential statisticians in the world, Professor Sir Adrian Smith FRS has played a crucial role for nearly five decades in forging modern statistical thinking.

In his research, Professor Smith has focused on Bayesian statistics, a theoretical paradigm considered impractical for many years. However, in 1972, one year after completing his doctorate, Professor Smith published the first of two papers that would revolutionize the field of statistics. Published at a time when the computational power for scientific-statistical modeling did not exist, "Lindley and Smith: Bayes Estimates for the Linear Model" unveiled the hierarchical linear model and created the framework for Bayes estimation.

Professor Smith's influence grew as he developed Bayesian

methods for solving important problems. In the 1990 article "Gelfand and Smith: Sampling-Based Approaches to Calculating Marginal Densities," he developed a ground-breaking computational strategy - known as Gibbs sampling or Markov Chain Monte Carlo sampling - that brought Bayes methods into practical relevance.

His contributions have had a farreaching impact on society. Statistics doctoral programs now require Bayesian training and nearly every graduate program worldwide teaches Professor Smith's methods. These changes have allowed statisticians to work closely with other scientific disciplines in collecting and analyzing data, driving such innovations as election forecasting, targeted advertising and the development of drug trials.

In addition to his research achievements, Professor

Smith has greatly influenced British education. From 1998 to 2008, under his leadership as principal, Queen Mary, University of London steadily rose in research rankings. During this period, he also chaired the UK Inquiry into Post-14 Mathematics Education and produced the "Smith Report," a commentary on the structure of mathematics education in Britain.

Professor Smith is a fellow of the Royal Society and past president of the Royal Statistical Society. He received a knighthood in 2011. He earned his undergraduate degree in mathematics from Cambridge and his graduate and doctoral degrees in statistics from the University of London. Currently, he serves as vice chancellor and president of the University of London.

RECIPIENTS OF HONORS

Mabel Gilbert Freeman DISTINGUISHED SERVICE AWARD

For nearly three decades, Dr. Mabel Gilbert Freeman was the face and voice of The Ohio State University for countless prospective Buckeyes and their families.

A pioneering force in enrollment management, Dr. Freeman helped shape some of the most transformational changes in undergraduate education at Ohio State, where she herself earned three degrees: an undergraduate degree in secondary education/English, a graduate degree in guidance and counseling and a doctorate in education policy and leadership.

In 1985, Dr. Freeman helped establish the Ohio State Honors & Scholars program. During her 15 years with the program, Dr. Freeman established strong efforts to recruit and retain high-ability undergraduates. She also served as the

university's chapter advisor and national president for the Mortar Board Senior Honor Society, which named the local chapter in her honor in 2004.

Dr. Freeman served on Ohio State's Committee on the Undergraduate Experience, which produced a landmark report regarding undergraduate experience planning. In 2000, she became assistant vice president for Undergraduate Admissions and First Year Experience. The First Year Experience (FYE) program - created by Dr. Freeman and her staff - is responsible for freshman orientation, President's Convocation, Buckeye Book Community, Distinguished Speaker Series and other programs that first-year students participate in. FYE continues to be identified as an exemplar program in the nation today.

Under her leadership, Ohio State saw a marked improvement in freshman ACT scores, an increase in the number of students in the top 10 to 25 percent of their classes and improved access for low-income and first-generation students.

Fully committed to student success and access, Dr. Freeman has long participated in many local, state and national organizations, including the I KNOW I CAN college access program, the Junior League of Columbus, The College Board, the American College Testing Service, the National and Ohio Associations for College Admission Counseling and the Bexley Education Foundation. Most recently, she has been working to improve access and outcomes for students at Columbus State Community College.

The Graduate School

Interim Dean: M. Scott
Herness

Doctor of Musical Arts

James Matthew Green,
Dublin
B.A. (Abilene Christian
University)
M.Mus. (Miami University
Oxford)
Music
Dr. James Akins

Errik Michael-Ross Hood,
Dayton
B.Mus. (Wright State
University)
M.A. (Northwestern University)
Music
Dr. John Rice

Elisabeth Anne Jeremica,
Columbus
Bachelor's (DePaul University)
M.Mus. (Pennsylvania State
University)
Music
Dr. Mark Rudoff

Juan Mendoza III, Laredo, TX
Bachelor's (University of
Texas at San Antonio)
M.Mus. (Belmont University)
Music
Dr. Susan Powell

Katherine Celine Osborne,
Upper Arlington
B.Mus. (Stetson University)
Master's (Westminster Choir
College of Rider University)
Music
Dr. Scott McCoy

**Katherine Elizabeth
Petersen,** Gowanda, NY
Bachelor's (State University of
New York at Fredonia)
Master's (Westminster Choir
College of Rider University)
Music
Dr. Scott McCoy

**Keyona Breyon Willis-
Lynam,** Sunbury
B.Mus. (Otterbein University)
M.Mus.
Music
Dr. John Rice

Doctor of Philosophy

Robert Arthur Agler,
Columbus
B.S. (James Madison
University)
M.A.
Psychology
Dr. Paulus De Boeck

Nadiyah Ahmad, Kajang,
Malaysia
B.S. (University of Wisconsin-
Madison)
M.S.
*Industrial and Systems
Engineering*
Dr. Jerald Brevick

Mustafa Aksoy, Columbus
B.S.Elec.Eng. (Bilkent
University)
M.S.
*Electrical and Computer
Engineering*
Dr. Joel Johnson

Eliot Alexander, Little Rock,
AR
B.A. (Vanderbilt University)
M.S.
*Agricultural, Environmental
and Development
Economics*
Dr. Henry Klaiber

Ola Ali, Dublin
B.Med.&B.Surg. (Mansoura
University)
Master's (Al-Azhar University)
M.Pub.Hlth.
Public Health
Dr. Randall Harris

Theresia Enny Anggraini,
Columbus
Sarjana (Gadjah Mada
University)
M.A.
Education
Dr. Linda Parsons,
Dr. Barbara Lehman

Elbashir Mohamed Araud,
Columbus
B.S. (Sebha University)
M.S. (Cairo University)
*Comparative and Veterinary
Medicine*
Dr. Jianrong Li

Yuntao Bai, Chaoyang, China
B.Med., M.Pub.Hlth. (Dalian
Medical University)
*Molecular, Cellular, and
Developmental Biology*
Dr. Qinghua Sun

Charles Edmond Baker,
Columbus
B.A. (Colgate University)
Mathematics
Dr. Boris Mityagin,
Dr. Ovidiu Costin

James Dale Beauchemin,
Upper Arlington
B.S., M.S.W. (University of
Vermont)
Social Work
Dr. Mo-Yee Lee

Michael Curtis Beilke,
Columbus
B.S. (Missouri Southern State
University)
M.S. (Saint Louis University)
Chemistry
Dr. Susan Olesik

Martin Joseph Beres, Rocky
River
B.S.Chem.Eng. (University of
Notre Dame)
Chemistry
Dr. Susan Olesik

Arindam Bhattacharya,
Kolkata, India
Bachelor's (West Bengal
University of Technology)
M.S.
*Computer Science and
Engineering*
Dr. Rephael Wenger

David Stewart Blanks,
Columbus
B.A. (University of Colorado
Denver)
M.Div. (Southern Baptist
Theological Seminary)
M.A. (Northern Illinois
University)
Philosophy
Dr. Benjamin Caplan

Alisa D. Blazek, Dublin
B.A. (Ohio Wesleyan
University)
M.A.
*Molecular, Cellular, and
Developmental Biology*
Dr. Noah Weisleder

Katherine Marie Bovee,
Morrow
B.S.Mech.Eng., M.S.
Mechanical Engineering
Dr. Giorgio Rizzoni

Amy Elizabeth Bremer,
Columbus
B.A., M.A.
Education
Dr. Kisha Radliff

Commencement Convocation, December 20, 2015

Justin Reeve Burr, Saginaw,
MI
B.S.Honors (Michigan State
University)
M.S.
*Electrical and Computer
Engineering*
Dr. Ronald Reano

Haiwei Cai, Huizhou, China
Bachelor's (South China
University of Technology)
*Electrical and Computer
Engineering*
Dr. Longya Xu

Jeremy David Cardellino,
Hilliard
B.S. (Pennsylvania State
University)
M.S.
Physics
Dr. Peter Hammel

Kyle J. Caution, Columbus
B.S. (Wittenberg University)
*Integrated Biomedical Science
Graduate Program*
Dr. Amal Amer

Yuanxin Chen, Columbus
B.S.Chem.Eng. (Beijing
University of Chemical
Technology)
Chemical Engineering
Dr. W.S. Winston Ho

Zhili Chen, Chongqing, China
B.Eng. (Tsinghua University)
M.S.
*Computer Science and
Engineering*
Dr. Huamin Wang

Zhong Chen, Ruian, China
B.S. (China University of
Petroleum)
M.S. (University of Southern
California)
*Materials Science and
Engineering*
Dr. Glenn Daehn,
Dr. Robert Wagoner

Yi-Hsin Chiu, Tainan County,
Taiwan, ROC
B.S., M.S. (National Tsing Hua
University)
Physics
Dr. Ezekiel Johnston-Halperin

Young Rae Choi, Seoul,
Korea
B.S. (Seoul National
University)
M.S. (University of Oxford)
Geography
Dr. Becky Mansfield

Ying-Chieh Chuang,
Columbus
B.S.Elec.Cptr.Eng., M.S.
*Electrical and Computer
Engineering*
Dr. Inder Gupta

Winnie Wing Sum Chung,
Burnaby, BC, Canada
B.A. (University of British
Columbia)
M.A.
Psychology
Dr. Mary Fristad,
Dr. Steven Beck

Morgan Julienne Cichon,
Columbus
B.S. (Emory University)
Food Science and Technology
Dr. Steven Schwartz

Christopher James Clifford,
Hilliard
B.S.Mech.Eng.
Mechanical Engineering
Dr. Mohammad Samimy

Mark Edward Corkins,
Burlington, WI
B.S. (University of Wisconsin -
Whitewater)
Molecular Genetics
Dr. Amanda Bird

Jacqueline D. Corry,
Columbus
B.A. (Knox College)
*Integrated Biomedical Science
Graduate Program*
Dr. Mark Peeples

Scott Crawford, Columbus
B.S. (Cedarville University)
M.S.
Biomedical Engineering
Dr. Thomas Best

Michael Brent Crawley,
Columbus
B.S. (University of Texas at
Austin)
Mechanical Engineering
Dr. Mohammad Samimy

Carlos Luis Cruz, Columbus
B.A. (La Salle University)
M.A.
Communication
Dr. David Ewoldsen

Samuel Souza Da Cruz,
Curitiba, Brazil
Licenciado (Universidade
Tecnológica Federal do
Paraná)
M.A.
Spanish and Portuguese
Dr. Laura Podalsky

Matthew James Davis, South
Charleston
B.Mus. (Cedarville University)
M.Mus.
Speech and Hearing Science
Dr. Lawrence Feth

Clayton James Deighan,
Columbus
B.S.Chem.Eng. (Miami
University Oxford)
M.S.
Chemical Engineering
Dr. Jeffrey Chalmers

Nan Deng, Beijing, China
Bachelor's (Beijing University
of Posts and
Telecommunications)
Bachelor's (University of
London)
*Computer Science and
Engineering*
Dr. Christopher Stewart

Raymond David Devine,
Columbus
B.S. (Ohio Dominican
University)
*Molecular, Cellular, and
Developmental Biology*
Dr. Loren Wold

Daniel Dinca, Columbus
B.A., M.A.
Spanish and Portuguese
Dr. Ulises Zevallos-Aguilar

David J. DiSilvestro, Dublin
B.S.
Ohio State University Nutrition
Dr. Ouliana Ziouzenkova

Kevin James Disotell,
Boardman
B.S.Aero.Astro.Eng., M.S.
*Aeronautical and Astronautical
Engineering*
Dr. James Gregory

James Francis Douglass,
Youngstown
B.S. (Youngstown State
University)
J.D.
Microbiology
Dr. Olli Tuovinen

Commencement Convocation, December 20, 2015

Sara Amr Mohamed Ibrahim Elgamal, Columbus
B.S., M.S. (Cairo University)
Microbiology
Dr. Michael Ibba

Alyssa Jeannine Elmore, Columbus
B.A. (Spelman College)
M.Ed. (Georgia State University)
Education
Dr. Beverly Gordon,
Dr. Ann Allen

Emily Alane Erken, Columbus
B.Mus. (DePaul University)
Music
Dr. Danielle Fosler-Lussier

S. M. Faisal, Khulna, Bangladesh
B.S. (Islamic University of Technology)
M.S.
Computer Science and Engineering
Dr. Srinivasan Parthasarathy

Qirui Fan, Columbus
B.Eng. (Zhejiang University)
M.S.
Chemical Engineering
Dr. Jessica Winter

Anthony Charles Fries, Columbus
B.S. (Miami University Oxford)
M.S.
Evolution, Ecology, and Organismal Biology
Dr. H. Gibbs

David Patrick Fuhry, West Farmington
B.S., M.S. (Kent State University)
M.S.
Computer Science and Engineering
Dr. Srinivasan Parthasarathy

Anshuman Fuller, Aligarh, India
B.S.Chem.Eng. (University of Mumbai)
Chemical Engineering
Dr. Umit Ozkan

Donika Gallina, Hilliard
B.S. (University of Michigan, Ann Arbor)
Molecular, Cellular, and Developmental Biology
Dr. Andrew Fischer

Christopher Brent Gardner, Columbus
B.A. (Miami University Oxford)
M.S.
Geological Sciences
Dr. William Lyons

Kristina Marie Garvin, Columbus
B.A. (Denison University)
M.A. (Ohio University)
M.A. (University of Connecticut)
English
Dr. Elizabeth Hewitt

Shannon Lynn Gillespie, Columbus
B.A. (Ohio University)
M.S.
Nursing
Dr. Pamela Salsberry

Benjamin Michael Goldberg, Tucson, AZ
B.S., M.S.
Mechanical Engineering
Dr. Igor Adamovich

Paige N. Gott, Nova
B.S.Agr., M.S.
Comparative and Veterinary Medicine
Dr. Paivi Rajala-Schultz,
Dr. Gustavo Schuenemann

Qingti Guo, Shandong, China
B.Mech.Eng., Mech.Eng. (Harbin Institute of Technology)
M.S.
Mechanical Engineering
Dr. Carol Smidts

Cherry Gupta, Columbus
Bachelor's (University of Delhi)
M.S. (University of California, Santa Barbara)
Mechanical Engineering
Dr. L. Lee,
Dr. Carlos Castro

Sarah Gutzwiller, Columbus
B.S. (Ohio University)
Evolution, Ecology, and Organismal Biology
Dr. John Hunter

Clint R. Hackenburg, Republic
B.A. (State University of New York at Binghamton)
M.A.
Near Eastern Languages and Cultures
Dr. Kevin van Bladel

Essence Hales, Columbus
Bachelor's (University of Maryland Eastern Shore)
M.S.
Agricultural, Environmental and Development Economics
Dr. Timothy Haab

Megan Marie Harberts, Hilliard
B.S. (New Mexico State University)
M.S.
Physics
Dr. Ezekiel Johnston-Halperin

Sinead Judith Harmey, Flushing, NY
B.A. (Trinity College--University of Dublin)
M.Ed. (The Open University)
Postgrad.Dipl. (University of London)
Education
Dr. Emily Rodgers

Erica Christine Haugtvedt, Upper Arlington
B.A., M.A.
English
Dr. Sean O'Sullivan

Jin He, Kent
B.S. (Tsinghua University)
M.S. (Michigan Technological University)
M.S.
Computer Science and Engineering
Dr. Anish Arora

Lynn Healy, Columbus, MS
B.A., M.A. (Loyola University Chicago)
Spanish and Portuguese
Dr. Ana Del Sarto

Thomas L. Henshaw, Granville
B.A. (DePauw University)
M.S. (University of Florida)
Rural Sociology
Dr. Jeff Sharp

Heather N. Herbster, New Albany
B.A.
M.A. (Western Michigan University)
M.Ed. (University of Dayton)
Education
Dr. Peter Paul

Commencement Convocation, December 20, 2015

Samantha Kelly Herrmann,
St. Charles, IL
B.A. (Miami University Oxford)
*Evolution, Ecology, and
Organismal Biology*
Dr. Jefferson Roberts

Amber Lynn Hoffstetter,
Kinsman
B.S.Agr., M.S.
Horticulture and Crop Science
Dr. Clay Sneller

Zachary Conner Holden,
Chambersburg, PA
B.S. (University of Pittsburgh)
M.S.
Chemistry
Dr. John Herbert

David Robert Hooper,
Richmond Hill, GA
B.S. (University of West
England)
M.A. (University of
Connecticut)
Human Sciences
Dr. William Kraemer

Shinya Horie, Mukou, Japan
M.A.
Economics
Dr. Gene Mumy

Jacqueline Ann Hoying,
Columbus
B.S.Nurs. (Capital University)
M.S.
Nursing
Dr. Bernadette Melnyk

Tsung-Ta Hsu, Columbus
B.S., M.S. (National Taiwan
University)
Environmental Science
Dr. Jiyoung Lee

Jihui Huang, Ji'an, China
B.S. (Tsinghua University)
Mathematics
Dr. Yuji Kodama

Zhongjie Huang, Wuxi, China
B.S. (Nanjing University)
Chemistry
Dr. Yiyi Wu

Kimberly A. Hughes,
Columbus
B.S. (Ohio Dominican
University)
M.A.
Education
Dr. Patricia Brosnan

Ryan Craig Hupe, Columbus
Bachelor's (Missouri University
of Science and Technology)
M.S.
Physics
Dr. James Beatty

**Hayam Ahmed Galal
Hamzah Hussein,**
Columbus
Bachelor's (South Valley
University)
Master's (Zagazig University)
D.V.M. (Cairo University)
*Comparative and Veterinary
Medicine*
Dr. Alicia Bertone

Kristen Lee Johnson,
Columbus
B.A., M.A. (California State
University, Northridge)
M.A., Ph.D. (University of
California, Los Angeles)
English
Dr. Brenda Brueggemann,
Dr. Debra Modellmog

Sara Marie Johnson,
Cuyahoga Falls
B.S. (Kent State University)
*Integrated Biomedical Science
Graduate Program*
Dr. Mark Peebles

Yue Ju, Yangzhou, China
B.S. (Xiamen University)
Chemistry
Dr. Vicki Wysocki

Hideaki Kami, Columbus
Bachelor's, Master's
(University of Tokyo)
History
Dr. Robert McMahon,
Dr. Peter Hahn

Chen Kang, Guiyang City,
China
B.S. (China Pharmaceutical
University)
M.S.
Pharmaceutical Sciences
Dr. Keli Hu

William Tappan Kenny,
Norwalk
B.A. (Ohio Wesleyan
University)
Environmental Science
Dr. Gil Bohrer

Sei Jin Kim, Seoul, Korea
B.A. (Hanyang University
Seoul Campus)
M.A., M.S.
*Agricultural, Environmental
and Development
Economics*
Dr. Brent Sohngen

Frank Walker King,
Needham, MA
B.A. (College of Wooster)
M.S.
Physics
Dr. Douglass Schumacher

David Michael Kline,
Columbus
M.S.
Biostatistics
Dr. Eloise Kaizar,
Dr. Rebecca Andridge

Niall Andre Munson Klyn,
Columbus
B.A. (Concordia College at
Moorhead)
M.A.
Speech and Hearing Science
Dr. Lawrence Feth

Daniel William Knight,
Lafayette, IN
B.S. (Purdue University)
M.S.
Chemical Engineering
Dr. Martin Feinberg,
Dr. David Wood

Anand Kumar, Bangalore,
India
D.V.M., Master's (Govind
Ballabh Pant
University of Agriculture and
Technology)
M.S.
*Comparative and Veterinary
Medicine*
Dr. Gireesh Rajashekara

Jaclyn Rose Kurash,
Columbus
B.A. (Allegheny College)
M.A. (University of Maryland,
College Park)
*Germanic Languages and
Literatures*
Dr. John Davidson

Pin-Chuang Lai, Ban-ciao
City, Taipei County,
Taiwan, ROC
D.D.S. (Taipei Medical
College)
Oral Biology
Dr. John Walters

Commencement Convocation, December 20, 2015

Paul Gregory Larson,
Columbus
B.S. (University of Minnesota,
Twin Cities)
*Evolution, Ecology, and
Organismal Biology*
Dr. Marymegan Daly

Priscilla W. Lee, Taipei
County, Taiwan, ROC
B.S., M.S. (National Taiwan
University)
*Molecular, Cellular, and
Developmental Biology*
Dr. Amy Lovett-Racke

Yousub Lee, Daegu, Korea
B.S. (Kyungpook National
University)
M.S. (Seoul National
University)
M.S.
Welding Engineering
Dr. Wei Zhang,
Dr. Dave Farson

Ran Li, Chengdu, China
B.S.Pharm. (Hunan University)
M.S. (Eastern Michigan
University)
M.S.
Chemistry
Dr. Heather Allen

Wenlong Lian, Columbus
B.S. (Wuhan University)
Chemistry
Dr. Dehua Pei

Jia Liu, Wuhan, China
B.S. (Huazhong University of
Science and Technology)
Physics
Dr. Ulrich Heinz

Yang Liu, Liuzhou, China
B.S. (Harbin Institute of
Technology)
Mathematics
Dr. Henri Moscovici

Yiping Liu, Nanjing, China
B.Elec.Eng. (Nanjing
University of Science and
Technology)
M.S.
*Electrical and Computer
Engineering*
Dr. David Orin

Yu Liu, Columbus
B.Engr. (Southeast University)
*Electrical and Computer
Engineering*
Dr. Longya Xu

Yu Lu, Reynoldsburg
B.S., M.S. (Nanjing University)
Chemistry
Dr. Claudia Turro,
Dr. Ezekiel Johnston-Halperin

Zhongyan Lu, Huzhou, China
Bachelor's (Zhejiang
University)
*Comparative and Veterinary
Medicine*
Dr. Linda Saif,
Dr. Qihong Wang

Yi Luo, Shanghai, China
B.S. (Fudan University)
Biophysics
Dr. Michael Poirier

Xing Ma, Ningbo, China
B.S. (China Agricultural
University)
M.S. (Auburn University Main
Campus)
M.S.
Plant Pathology
Dr. Sally Miller

Yi Ma, Guangzhou, China
B.Engr. (University of
Science and Technology of
China)
M.S.
*Computer Science and
Engineering*
Dr. John Fosler-Lussier

Jennifer Seelbach Malpass,
Columbus
B.A. (Colby College)
*Environment and Natural
Resources*
Dr. Stephen Matthews,
Dr. Amanda Rodewald

Uttara Shashikant Manohar,
Columbus
B.S. (University of Pune)
M.A. (Amity University)
M.A.
Communication
Dr. Susan Kline

Matthew Henry McCrink,
Meridian, ID
B.S., M.S. (Boise State
University)
*Aeronautical and Astronautical
Engineering*
Dr. James Gregory

Jamin Joel McCue,
Columbus
B.S. (Cedarville University)
M.S.
*Electrical and Computer
Engineering*
Dr. Waleed Khalil

Matthew Michael McMahon,
Columbus
B.A. (New York University)
Physics
Dr. Douglass Schumacher

**Maria Katherine Mejia
Guerra**, Hilliard
Bachelor's, M.S. (Pontificia
Universidad Javeriana)
*Molecular, Cellular, and
Developmental Biology*
Dr. Erich Grotewold

Maria Isabel Menendez,
Columbus
D.V.M. (University of Leon)
*Comparative and Veterinary
Medicine*
Dr. Michael Knopp

Nan Meng, Qinhuangdao,
China
B.S. (Hebei University of
Technology)
M.S.
*Computer Science and
Engineering*
Dr. Raghu Machiraju,
Dr. Kun Huang

Dominik Mischkowski,
Hutthurm, Bavaria,
Germany
Diploma (University of
Konstanz)
M.A.
Psychology
Dr. Jennifer Crocker

Robert Andrew Mitchell III,
Newark, DE
B.S. (University of Delaware)
Physics
Dr. Douglass Schumacher

Viraj Prakash Modak,
Columbus
B.S.Chem.Eng. (University of
Mumbai)
M.S.
Chemical Engineering
Dr. Barbara Wyslouzil

Haksu Moon, Yeosu-si,
Jeollanam-do, Korea
B.S. (Hanyang University
Seoul Campus)
M.S.
*Electrical and Computer
Engineering*
Dr. Fernando Teixeira

Commencement Convocation, December 20, 2015

Tammy Lynn Moore,
Columbus
Diploma (Mount Carmel
College of Nursing)
B.S.Nurs. (Franklin University)
M.S.
Nursing
*Dr. Bernadette Melnyk,
Dr. Kimberly Arcoleo*

Shannon M. Morrison,
Worthington
B.A. (Denison University)
M.A.
Education
*Dr. Philip Smith,
Dr. Bryan Warrnick*

Mudra Mukherjee, Kolkata,
India
B.S. (Presidency College,
University of Madras)
M.A.
*Economics
Dr. Pok-Sang Lam*

Max Robertson Mullen,
Columbus
B.A. (College of Wooster)
*Chemistry
Dr. Prabir Dutta*

Padhraic Liam Mulligan,
Columbus
B.S. (Providence College)
M.S.
*Nuclear Engineering
Dr. Lei Cao*

Bardia Nikrahei, Columbus
Bachelor's, Master's
(University of Tehran)
M.C.R.P.
*City and Regional Planning
Dr. Jack Nasar*

Laine Noble, Columbus
*Mathematics
Dr. Yuan Lou*

Matthew Robert Noerpel,
Columbus
B.S.Civ.Eng. (Virginia
Polytechnic Institute and
State University)
M.S. (Carnegie Mellon
University)
*Civil Engineering
Dr. John Lenhart*

Stephen Michael Nogar,
Columbus
B.S. (University of Michigan,
Ann Arbor)
M.S.
*Aeronautical and Astronautical
Engineering
Dr. Jack McNamara,
Dr. Andrea Serrani*

Robert George Northcutt,
Columbus
B.S. (Virginia Commonwealth
University)
*Mechanical Engineering
Dr. Vishnu Baba Sundaresan*

Teddy Fernando Palomino,
Columbus
Licenciado (Universidad
Mayor de San Andrés)
*Spanish and Portuguese
Dr. Laura Podalsky*

Li Pan, Columbus
B.S.Chem.Eng. (Beijing
University of Chemical
Technology)
*Chemical Engineering
Dr. Aravind Asthagiri*

Eunyoung Park, Upper
Arlington
B.S., M.S. (Yonsei University)
M.Pub.Hlth.
*Public Health
Dr. Jiyoung Lee,
Dr. Karen Mancl*

Mi Young Park, Seoul, Korea
B.S., M.S. (Konkuk University)
*City and Regional Planning
Dr. Steven Gordon*

Ronald Leonard Parker,
Columbus
B.S. (University of Dayton)
M.A.
*Education
Dr. Richard Voithofer,
Dr. James Moore*

Jessica A. Pempek, St.
Clairsville
B.S.Agr., M.S.
*Animal Sciences
Dr. Maurice Eastridge*

Donaldi Sukma Permana,
Columbus
B.S. (University of Indonesia)
M.S.
*Geological Sciences
Dr. Lonnie Thompson*

Elizabeth Ellen Petraglia,
Columbus
B.A. (University of Notre
Dame)
M.S.
*Statistics
Dr. Elizabeth Stasny*

Justin Tyler Peyton,
Pickerington
Bachelor's (Milligan College)
Master's (East Tennessee
State University)
*Evolution, Ecology, and
Organismal Biology
Dr. David Denlinger*

Joseph Hardin Price,
Columbus
B.A.
M.A. (Ashland University)
*Near Eastern Languages and
Cultures
Dr. Sam Meier*

Melissa Marie Quinn, Dublin
B.A. (Washington & Jefferson
College)
M.S. (Chatham University)
*Anatomy
Dr. Kirk McHugh*

Radin Zaid Radin Umar,
Kajang, Selangor, Malaysia
B.S.Comm. (University of
Wisconsin-Madison)
M.S.
*Industrial and Systems
Engineering
Dr. Carolyn Sommerich*

Renji George Thomas,
Trivandrum, India
B.Engr. (Anna University)
M.S.
*Computer Science and
Engineering
Dr. Mircea-Radu Teodorescu*

Amanda Jean Roble,
Worthington
B.S. (Baldwin Wallace
University)
M.A.Teach. (Bowling Green
State University)
M.A.
*Education
Dr. Patricia Brosnan*

Theresa Nevarez Rojas, San
Francisco, CA
B.A. (University of California,
Berkeley)
Master's (Eastern Michigan
University)
*English
Dr. Frederick Aldama*

Commencement Convocation, December 20, 2015

Katherine Elizabeth Rooney,
Gahanna
B.S.Pharm.Sci.
Pharmaceutical Sciences
Dr. Lane Wallace

Ivana May Rosenblatt,
Washington, DC
B.F.A. (University of Illinois at
Urbana-Champaign)
M.A.
History of Art
Dr. Barbara Haeger

Martin James Ross,
Columbus
B.A. (Hiram College)
Chemistry
Dr. James Cowan

Almahdi F. F. Saleh, Albieda,
Libya
Bachelor's (Omar Almkhtar
University)
M.S. (Garyounis University)
Mechanical Engineering
Dr. Rajendra Singh

Safa Kanan Hadi Salman,
Columbus
B.S.Elec.Eng. (University of
Mississippi)
M.S.
*Electrical and Computer
Engineering*
Dr. John Volakis

Patrick Scharfe, Palatine, IL
B.A. (Northwestern University)
M.A.
History
Dr. Jane Hathaway

Dan Raphael Schley,
Arcadia, OK
B.A. (University of California,
San Diego)
M.A.
Psychology
Dr. Ellen Peters

Mary Elizabeth Severin,
Dublin
B.S. (Loyola University
Chicago)
*Integrated Biomedical Science
Graduate Program*
Dr. Amy Lovett-Racke

Li Shao, Columbus
B.A. (Nanjing Normal
University)
M.A. (University of Denver)
*Arts Administration, Education
and Policy*
Dr. Margaret Wyszomirski

Lulu Shao, Wuhan, China
Bachelor's (Huazhong
Agricultural University)
*Comparative and Veterinary
Medicine*
Dr. Linda Saif,
Dr. Anastasia Vlasova

Ye Shao, Columbus
B.S., M.S. (Southeast
University)
M.S.
*Electrical and Computer
Engineering*
Dr. Wu Lu

Erin Marie Szydoski Shaul,
Newark
B.A.Honors (Colgate
University)
M.A.
English
Dr. Christopher Jones

Brandon Tyler Sinn, Upper
Arlington
B.S.Biology (Youngstown
State University)
*Evolution, Ecology, and
Organismal Biology*
Dr. John Freudenstein

Christopher Edward Smith,
Olmsted Falls
B.S.
*Ohio State Biochemistry
Program*
Dr. Charles Bell

Ryan Thomas Smith,
Columbus
*Materials Science and
Engineering*
Dr. Peter Anderson

**Kristin McCarthy
Sommerhalter,** Oyster
Bay, NY
B.S. (State University of New
York at Binghamton)
Public Health
Dr. Kurt Stevenson

Rachelle Lea Speth,
Columbus
B.S.Aero.Astro.Eng., M.S.
*Aeronautical and Astronautical
Engineering*
Dr. Datta Gaitonde

Vishnu Sreekumar, Thrissur,
India
M.S. (Indian Institute of
Technology Kanpur)
M.A.
Psychology
Dr. Per Sederberg

John Carter Stettler, Fairfield
B.S. (University of Cincinnati)
M.S.
Statistics
Dr. Mario Peruggia

Natasha Anastasia Stoll,
Columbus
B.S., M.A.
Education
Dr. Kisha Radloff

Xiaoli Su, Columbus
B.Engr. (Wuhan University)
M.S.
*Geodetic Science and
Surveying*
Dr. C. Shum

Nitya Subrahmanian,
Chennai, India
Bachelor's (Vellore Institute of
Technology)
*Plant Cellular and Molecular
Biology*
Dr. Patrice Hamel

Eric Daniel Suchyta,
Centerville
B.S., M.S.
Physics
Dr. Klaus Honscheid

Chenhu Sun, Hefei, China
B.S., M.S. (Hunan University)
Chemistry
Dr. Prabir Dutta

Yinghao Sun, Guangzhou,
China
B.S. (Sun Yat-sen University)
M.S., M.A.
Psychology
Dr. Michael Edwards

David C. Tung, Newark
B.S.Weld.Eng., M.S.
Welding Engineering
Dr. John Lippold

Terra Jean Vajcner,
Columbus
B.S., M.A. (Central Michigan
University)
Education
Dr. Kisha Radloff

Benjamin John Vander Jagt,
Columbus
B.S. (Ferris State University)
M.S. (Purdue University)
*Geodetic Science and
Surveying*
Dr. Michael Durand

Commencement Convocation, December 20, 2015

Junkun Wan, Columbus
Bachelor's (Wuhan University)
M.S.
*Geodetic Science and
Surveying*
Dr. C. Shum

Aining Wang, Dalian, China
Bachelor's (Tsinghua
University)
Chemical Engineering
Dr. Liang-Shih Fan

Feifei Wang, Shangyu, China
Bachelor's (China Agricultural
University)
*Comparative and Veterinary
Medicine*
Dr. Li Wu

Jue Wang, Columbus
Bachelor's (University of
Science and Technology of
China)
*Electrical and Computer
Engineering*
Dr. Jin-Fa Lee

Kaibo Wang, Bozhou, China
Bachelor's, Master's
(Northwestern
Polytechnical University,
Xi'an)
*Computer Science and
Engineering*
Dr. Xiaodong Zhang

Ning Wang, Columbus, China
B.S. (Shandong University)
Molecular Genetics
Dr. Jian-Qiu Wu

Xiaomu Wang, Columbus
B.Engr. (Zhejiang University)
M.S.
Statistics
Dr. L. Berliner

Catherine Elizabeth Waters,
Columbus
B.S. (Elon University)
*Integrated Biomedical Science
Graduate Program*
Dr. Frances Huebner

Rory Cusack Weier,
Columbus
B.A. (Kenyon College)
M.Pub.Hlth. (Northeastern
University)
Public Health
Dr. Electra Paskett

Elizabeth Joanne Wellman,
Columbus
B.A. (Adams State College)
M.A.
Theatre
Dr. Jennifer Schlueter

Brandy T. Wells, Grovetown,
GA
B.A. (Paine College)
M.A.
History
Dr. Stephanie Shaw

Joshua Merlin Wieting,
Brillion, WI
B.S. (University of Wisconsin-
Stevens Point)
Chemistry
Dr. Anita Mattson

Chrisanne Wilks, Milford
Center
B.A. (Yale University)
M.P.A. (New York University)
Public Health
Dr. Allard Dembe

Corbin Matthew Williamson,
Oakton, VA
B.A. (Texas A&M University)
M.A. (Texas Tech University)
History
Dr. John Guilmartin

Barbara Louise Wise, Dayton
B.S. (Eastern Kentucky
University)
M.S. (University of North
Carolina at Chapel Hill)
Nursing
Dr. Jodi Ford

Paul Joseph Wolcott,
Columbus
B.S.Mat.Sci.Eng. (University of
Michigan, Ann Arbor)
M.S.
Mechanical Engineering
Dr. Marcelo Dapino

Tao Xiao, Changsha, Hunan,
China
B.Engr. (Yanshan University)
M.S.
Public Health
Dr. Michael Pennell

Binjie Xu, Columbus
Bachelor's (University of
Science and Technology of
China)
M.S.
Microbiology
Dr. Daniel Wozniak

Yanyi Xu, Ningbo, China
B.Engr. (Harbin Institute of
Technology)
*Materials Science and
Engineering*
Dr. Peter Anderson,
Dr. Jianjun Guan

Shengqiang Yang, Columbus
B.S. (Shanghai Jiao Tong
University)
M.S.
*Computer Science and
Engineering*
Dr. Atanas Rountev

Tao Yang, Columbus
B.A. (Zhejiang University)
Mathematics
Dr. Henri Moscovici

Ersin Yetisir, Igdir, Turkey
B.S. (Bilkent University)
*Electrical and Computer
Engineering*
Dr. John Volakis

Hyungwook Yim, Yong-In,
Korea
B.A., M.A. (Korea University)
Psychology
Dr. Vladimir Sloutsky

Mingzhe Yu, Columbus
B.S. (University of Science
and Technology of China)
Chemistry
Dr. Yiyang Wu

Jiaqi Liu Zaetz, Upper
Arlington
Bachelor's (Renmin University
of China)
M.S.
Statistics
Dr. Sebastian Kurtek

Zhini Zeng, Columbus
B.A. (Shanghai International
Studies University)
M.A.
*East Asian Languages and
Literatures*
Dr. Galal Walker

Kaikai Zhang, Columbus
B.A. (University of Science
and Technology of China)
Physics
Dr. Louis DiMauro

Yang Zhang, Taizhou,
Jiangsu, China
B.S. (Zhejiang University)
M.S.
*Computer Science and
Engineering*
Dr. Srinivasan Parthasarathy

Commencement Convocation, December 20, 2015

Wenjie Zhou, Huanggang,
China
B.S. (University of Science
and Technology of China)
M.S.
*Computer Science and
Engineering*
Dr. Prasun Sinha,
Dr. Kannan Srinivasan

Victoria Ann Zigmont,
Columbus
B.S. (University of
Connecticut)
M.Pub.Hlth. (Southern
Connecticut State
University)
Public Health
Dr. Susan Olivo-Marston

**Doctor of Nursing
Practice**

Keeley Ann Harding,
Beavercreek
B.S.Nurs. (Wright State
University)
M.S.
Nursing

**Master of Applied
Clinical and Preclinical
Research**

Gwen Renee Christenson,
Allison Park, PA
B.S.Pharm.Sci.
Interdisciplinary Programs

**Master of Applied
Statistics**

Jake Kenneth Carr, Upper
Arlington
B.A. (State University of New
York at Oswego)
M.S., M.A. (State University of
New York at Buffalo)
Statistics

Master of Arts

Ksenafu Akulli, Columbus
Bachelor's, Master's
(Evangelical Theological
Seminary)
Education

Tara Lindsey Benninger,
Worthington
B.S.
Psychology

Michael Maged Beshay,
Diamond Bar, CA
B.A. (University of California,
Los Angeles)
History of Art

John Joshua Brown III,
Columbus
B.A. (George Washington
University)
History

Kelsey Lynn Bush, Carmel,
IN
B.S. (Vanderbilt University)
Psychology

Autumnn LeeAnn Caines,
Columbus
B.S. (Eastern Michigan
University)
Education

Jing Chen, Columbus
B.Educ. (Beijing Normal
University)
Education

Rhonda Eugenia Childs,
Columbus
B.A., Master's (Hampton
University)
Education

Kara Alise Christensen,
Columbus
B.A. (University of Chicago)
Psychology

Joshua A. Coy, Columbus
B.A. (Westminster College)
*Arts Administration, Education
and Policy*

Ryan Landon Crumley,
Columbus
B.A. (University of California,
Berkeley)
Geography

Natalie Rose Davis,
Columbus
B.A. (Capital University)
Education

Kiki Nuriska Denhas,
Rembang, Indonesia
B.Educ. (Semarang State
University)
Education

Bridget Murphy DeSocio,
Dublin
B.A. (Mercyhurst University)
Education

Brittany Nicole Duffy,
Columbus
B.A. (Ohio Dominican
University)
Education

Emily Justine Dunn,
Columbus
B.A. (Simmons College)
Psychology

Justin Maddox Faircloth,
Columbus
B.A. (University of Maryland,
College Park)
*Slavic and East European
Studies*

Nicole Renee Feeling,
Columbus
B.S. (Duke University)
Psychology

Muzi Feng, Zhengzhou, China
B.S. (East China Normal
University)
Geography

Yuqing Feng, Huai Nan,
China
B.A. (Beijing University of
Chemical Technology)
Education

**Katherine Elizabeth
Fitzgerald**, Columbus
B.A. (Barnard College)
Comparative Studies

Jose Antonio Fortou Reyes,
Barranquilla, Colombia
B.A. (Universidad EAFIT)
Political Science

Rebecca Eve Fullmer,
Columbus
B.A.
*Public Policy and
Management*

Shiwen Gao, Xinxiang, China
B.A. (Xian Fanyi University)
Education

Jessica Lauren Hall, Stow
B.S.Educ. (Walsh University)
Education

Stacey Shaileen Heaton,
Columbus
B.S. (Florida Institute of
Technology)
*Public Policy and
Management*

Commencement Convocation, December 20, 2015

Dinglei Huang, Guangzhou, China
B.S. (University College London, University of London)
Education

Theresa Katherine Jeffers, Westerville
B.S. Alld.Hlth.Prof.
Public Policy and Management

Peixuan Jiang, Columbus
B.Engr. (Wuhan University)
Geography

Michael Vincent Kich, Lima
B.A. (Wright State University)
Germanic Languages and Literatures

Gregory Weiss Kierstead, Columbus
B.A. (Brown University)
Linguistics

Austin James Knappe, Columbus
B.A. (Calvin College)
M.A. (University of Chicago)
Political Science

Katherine Megan Noel Kubitskey, Columbus
B.A. (University of Alaska Anchorage)
Speech-Language Pathology Program

Reed Michael Kurtz, Columbus
B.A. (Butler University)
Political Science

Windhariyati Dyah Kusumawanti, Banyumas, Indonesia
B.Educ. (Semarang State University)
Education

Mackenzie Mulrane Leadston, Columbus
B.A.
French and Italian

Jamie Elizabeth Lennox, Columbus
B.A., B.S., M.A.
Education

Yuan Liu, Luoyang, China
Bachelor's (Communication University of China)
Education

Brianna Nicole Mack, Augusta, GA
B.A. (Emory University)
Political Science

Lyna Kay McKinley, Lewisburg
B.S.Nurs. (Indiana University East)
Education

Anna Michaela Meyerrose, Columbus
B.A. (Rhodes College)
Political Science

Vicki L. Miller, Gahanna
B.S.Bus.Adm. (Franklin University)
Education

Colleen Elizabeth Mullin, Pickerington
B.A. (Wittenberg University)
Education

Ronald Luke Nelson, St. Clairsville
B.A. (West Liberty University)
Education

Vyacheslav Nikitin, Columbus
B.S. (Loyola University Chicago)
Psychology

Cara A. North, Lancaster
B.A.Journal. (University of Kentucky)
Education

Arsianti Dewi K Sinar Nurani, Boyolali, Indonesia
B.Educ. (Semarang State University)
Education

Benjamin Pfeifer, Upper Arlington
B.A. (University of Notre Dame)
Psychology

Stephen Lee Prater, Columbus
B.A. (University of Kentucky)
Slavic and East European Studies

Dwi Amalia Putri, Kab. Tegal, Indonesia
B.Educ. (Semarang State University)
Education

Lauren Alyssa Ratliff, San Jose, CA
B.A. (University of Texas at Austin)
Political Science

Andrew Samuel Rosenberg, Des Moines, IA
B.A. (Johns Hopkins University)
M.S. (London School of Economics and Political Science)
Political Science

Rich P. Scharschmidt, Columbus
B.A.
Public Policy and Management

Victoria Jewell Schenker, Columbus
B.A. (University of North Carolina at Chapel Hill)
Psychology

Asma Segaa, Columbus
Diploma (Ecole Normale Supérieure de Constantine)
Education

Justin Phillip Shaw, Columbus
B.A.
Public Policy and Management

Allysson Gutierrez Shelton, Columbus
B.A., B.S. (Boston University)
Education

Jason Michael Snow, Columbus
B.S., M.S. (University of Akron)
Education

Derek Lamonte Steward, Sr., Columbus
B.A. (Ohio Dominican University)
Education

Wanyi Sun, Harbin, China
B.S.Bus.Adm.
Education

Kelly Lee Tabor, Reynoldsburg
B.S.Educ.
Education

Commencement Convocation, December 20, 2015

Jenna Kathleen Tague,
Gahanna
B.S. (Bucknell University)
M.S. (Colorado State
University)
Ph.D.
Education

Kimberly Marie Thomas,
Columbus
B.S. (Ohio University)
Education

Alyssa Marie Tourso,
Columbus
B.Educ. (Pennsylvania State
University)
Education

Michael Sam Vail, Pataskala
B.A. (Capital University)
Education

Adam W Wefler, Westerville
B.A. (Miami University Oxford)
*Public Policy and
Management*

Avery Fox White, Pittsburgh,
PA
B.A. (Middlebury College)
J.D. (Yale University)
Political Science

Anne Cathryn Wilson,
Elmhurst, IL
B.A. (Boston University)
Psychology

Mengfeng Zhang, San
Francisco, CA
B.A. (Fujian Normal
University)
Education

Wei Zheng, Guangzhou,
China
B.A.
Education

Jiang Zhou, Wuhan, China
B.A. (Jiangnan University)
Education

**Master of Business
Administration**

Nathan Lee Ahrens,
Delaware
B.S. (Embry-Riddle
Aeronautical University)
Business Administration

Tina Marie Bogac, New
Albany
B.S. (Eastern Michigan
University)
M.A.
Business Administration

Robert A. Bryant, Westerville
B.S.Bus.Adm. (Ohio
Dominican University)
Business Administration

Thompson Everett Buck,
Columbus
B.A.
Business Administration

Douglas Andrew Burke,
Columbus
B.S. (Pennsylvania State
University)
Business Administration

Daniel Joseph Erin, Grove
City
B.S.Bus.Adm. (University of
Pittsburgh)
Business Administration

Scott M Fisher, Lewis Center
B.S.Bus.Adm.
Business Administration

Izabela Gierach, Dublin
Diploma, B.S. (Szczecin
University of Technology)
Magister (University of
Szczecin)
Ph.D. (University of the
Sciences in Philadelphia)
Business Administration

Jonathan Philip Halverstadt,
Worthington
B.A. (Bowling Green State
University)
Business Administration

Vincent Vladas Juodvalkis,
Powell
B.S.Cptr.Info.Sci.
Business Administration

Justin Liu, New Albany
B.A. (Emory University)
Business Administration

Sukumar Madugula, Mason
B.Engr. (Osmania University)
M.S. (University of Dayton)
Business Administration

Adam M. McCool, Bexley
B.S. (Miami University Oxford)
Business Administration

**Christopher William
McGowan,** Dublin
B.S.Bus.Adm.
Business Administration

Maria Danielle Moeller,
Columbus
B.A.
Business Administration

Aleah Marie Page, Columbus
B.A.
Business Administration

Brandon Taylor Pandora,
Hilliard
B.S. (University of Virginia)
Business Administration

Michael C. Ranttila,
Columbus
B.S.Bus.Adm. (Youngstown
State University)
Business Administration

Patrick D. Rogers,
Worthington
B.S.Bus.Adm.
Business Administration

Ian Schambach, Powell
B.S.Eng.Phys.
Business Administration

Cari Lyn Utendorf,
Westerville
B.S., D.Phys.Ther. (University
of Findlay)
Business Administration

Ligi Varghese, Westerville
B.Tech. (Mahatma Gandhi
University)
Business Administration

Vijay Kumar Yadav, Lewis
Center
Bachelor's (Guru Gobind
Singh Indraprastha
University)
Business Administration

**Master of Business
Logistics Engineering**

Caitlin Paige Anderson,
Onset, MA
B.A. (Washington University in
Saint Louis)
Business Administration

Jingya Bao, Laiyang, China
B.Com. (Southwestern
University of Finance and
Economics)
Business Administration

Commencement Convocation, December 20, 2015

Eric David Bergantino, New Albany, China
B.S.Bus.Adm.
Business Administration

Yuyang Chen, Guangzhou City, China
Bachelor's (Zhejiang University)
Business Administration

Qianwen Ding, Fuyang, China
Bachelor's (Wuhan University of Technology)
Business Administration

Heng Du, Wuhan, China
Bachelor's (Zhongnan University of Economics and Law)
Business Administration

Yichuan Fan, Longyou, China
Bachelor's (Central University of Finance and Economics)
Business Administration

Yingzehui Fang, Nanjing, China
B.A.Honors (University of Nottingham)
Business Administration

Yang Feng, Beijing, China
B.S. (Beijing Institute of Technology)
Business Administration

Marissa Lauren Gill, Dublin
B.S.Mech.Eng.
Business Administration

Junxin Guo, Tianjin, China
B.Engr. (Donghua University)
Business Administration

Ruiyao Hong, Ningbo, China
Bachelor's (Shanghai University)
Business Administration

Xiaochen Huang, Beijing, China
B.Bus.Adm. (Central University of Finance and Economics)
Business Administration

Hong Ji, Urumqi, China
Bachelor's (China University of Geosciences)
Business Administration

Jiarui Jiang, Nanjing, China
B.S.Bus.Adm.
Business Administration

Shan Jiang, Harbin, China
B.S. (Fudan University)
Business Administration

Zhujun Jiang, Shanghai, China
Bachelor's (Donghua University)
M.S. (Cranfield University)
Business Administration

Sahil Sanjay Joshi, Mumbai, India
B.Tech., M.B.A. (Narsee Monjee Institute of Management Studies)
Business Administration

Chixuan Li, Zhengzhou, China
Bachelor's (Dalian Maritime University)
Business Administration

Siqiu Li, Kunming, China
Bachelor's (Sun Yat-sen University)
Business Administration

Yangweiyi Li, Chengdu, China
Bachelor's (Southwestern University of Finance and Economics)
Business Administration

Siying Lin, Wuhan, China
Bachelor's (Wuhan University)
Business Administration

Fan Mo, Shanghai, China
B.Engr. (Shanghai Maritime University)
Business Administration

Qi Shen, Suzhou, China
Bachelor's (Soochow University)
Business Administration

Dingjie Shi, Urumqi, China
Bachelor's (Beijing Jiaotong University)
Business Administration

Weijing Sun, Changchun, China
Bachelor's (Renmin University of China)
Business Administration

Raghav Parameswaran Vaidyanathan, Kochi, India
B.Engr. (Visveswaraiah Technological University)
Business Administration

Xinrui Wang, Shanghai, China
Bachelor's (Shanghai University of Finance and Economics)
Business Administration

Yiyang Wang, Tianjin, China
B.A., B.Com. (University of International Business and Economics)
Business Administration

Zhuan Wang, Columbus
B.Bus.Adm. (Nanjing University)
M.S. (Johns Hopkins University)
Business Administration

Xinran Zang, Beijing, China
B.S. (Hong Kong Polytechnic University)
Business Administration

Yuanfei Zhai, Dalian, China
Bachelor's (Dalian Maritime University)
Business Administration

Cuifeng Zhang, Yinchuan, China
Bachelor's (University of International Business and Economics)
Business Administration

Di Zhang, Ningbo, China
Bachelor's (Southwestern University of Finance and Economics)
Business Administration

Xiaoxu Zhang, Xi'an, China
B.S.Bus.Adm.
Business Administration

Jiayan Zhao, Zhengzhou, China
Bachelor's (Beijing Foreign Studies University)
Business Administration

Guangting Zheng, Shenyang, China
Bachelor's (Beijing Language and Culture University)
Business Administration

**Master of Business
Operational Excellence**

Lori Lynn Abshire, Columbus
B.S.Bus.Adm. (West Virginia
University)
*Business Operational
Excellence*

Wendell Aldrich, Columbia
City, IN
B.S. (Defiance College)
*Business Operational
Excellence*

Anitha Attoor, Lewis Center
B.Tech. (University of Kerala)
*Business Operational
Excellence*

Ryan Douglas Bartel,
Hesston, KS
B.S. (Bethel College)
*Business Operational
Excellence*

John Borak, Wesley Chapel,
FL
B.A. (Hiram College)
*Business Operational
Excellence*

Brian Clark, Edmond, OK
B.A. (University of Oklahoma-
Norman)
*Business Operational
Excellence*

Shaun Matthew Coffman,
Piedmont, OK
*Business Operational
Excellence*

Courtney Lewis Duvall,
Canal Winchester
B.S. (University of Utah)
*Business Operational
Excellence*

Megan Elizabeth Hanrahan,
Canal Winchester
B.S.S.W.
*Business Operational
Excellence*

Ellis Allen Jones, Copley
*Business Operational
Excellence*

Joseph William Kraus,
Galena
B.S.Bus.Adm., Doctorate
(Robert Morris College)
M.B.A. (Ashland University)
*Business Operational
Excellence*

**Joanna Teresa Leon
Guerrero**, Sacramento, CA
B.A. (San Francisco State
University)
*Business Operational
Excellence*

Tracy Ann Mackerelle,
Oklahoma City, OK
B.S. (Southern Nazarene
University)
*Business Operational
Excellence*

Courtney Ann Marx, New
Albany
B.A.
*Business Operational
Excellence*

Elisabeth Ann Melzer, Dublin
Bachelor's (Miami University
Oxford)
*Business Operational
Excellence*

Michael Patrick Morton,
Dublin
B.Bus.Adm. (Mount Vernon
Nazarene University)
*Business Operational
Excellence*

Matt Gary Pollard, Pleasant
View, UT
B.S. (Weber State University)
M.D. (Medical College of
Wisconsin)
*Business Operational
Excellence*

Mamta Reddy, Kansas City,
MO
B.A., M.D. (University of
Missouri-Kansas City)
*Business Operational
Excellence*

David Robert Rushlow, La
Crescent, MN
B.S. (University of Wisconsin-
La Crosse)
M.D. (Medical College of
Wisconsin)
*Business Operational
Excellence*

Adam C. Shank, Powell
B.A. (Ohio Wesleyan
University)
J.D. (Case Western Reserve
University)
*Business Operational
Excellence*

Kathleen Lucille Sharp, East
Stroudsburg, PA
B.Bus.Adm. (Muhlenberg
College)
*Business Operational
Excellence*

Etene Terrell, Groveport
B.S., M.H.A. (University of
Phoenix)
*Business Operational
Excellence*

Shalunda Tyler, Dublin
B.S.Nurs. (Indiana University-
Purdue University,
Indianapolis)
*Business Operational
Excellence*

Matthew Ryan Werner, New
Waterford
B.S.Bus.Adm. (Youngstown
State University)
*Business Operational
Excellence*

Antony Michael West,
Kaukauna, WI
B.S. (Michigan Technological
University)
*Business Operational
Excellence*

Lauren Ann Zalewski,
Washington, DC
B.S. (New Mexico State
University)
*Business Operational
Excellence*

**Master of City and
Regional Planning**

Shannon Alexandra Fergus,
Columbus
B.A.
City and Regional Planning
Logan Matthew Stang, Bay
Village
B.S.Arch. (Bowling Green
State University)
City and Regional Planning

Master of Education

Alexander D. Hogan,
Gahanna
B.S.
Education

Chelsea Sherman, Columbus
B.S. (University of Cincinnati)
Education

**Master of Environment
and Natural Resources**

Stephanie K. Hummel, Canton
Bachelor's (Case Western
Reserve University)
*Environment and Natural
Resources*

**Master of Health
Administration**

Jacob A. Schmitt, Gahanna
B.S.Nurs. (Capital University)
*Health Services Management
and Policy*

Kristyn Marie Sturms,
Columbus
B.S.Pharm.Sci.
*Health Services Management
and Policy*

**Master of Human
Resource Management**

Ian Cunningham, Columbus
B.A. (Youngstown State
University)
*Human Resource
Management*

Nicole Marie Dagostino,
Columbus
B.S.Ald.Hlth.Prof.
*Human Resource
Management*

**Master of Labor and
Human Resources**

Andrew L. Wessels,
Pickerington
B.S. (Ohio University)
Labor and Human Resources

**Master of Occupational
Therapy**

Brittany Baisch, Medina
B.S. (University of Akron)
*Health and Rehabilitation
Sciences*

Lisa Marie Bonk, Orange
Village
B.S.Ald.Hlth.Prof.
*Health and Rehabilitation
Sciences*

Devon Anne Carlson,
Columbus
B.S.H.E.
*Health and Rehabilitation
Sciences*

Courtney Marie Celian,
Maumee
B.S. (Loyola University
Chicago)
*Health and Rehabilitation
Sciences*

Lauren Elizabeth Clarke,
Cincinnati
B.S.
*Health and Rehabilitation
Sciences*

Andrew David Clifford,
Cincinnati
B.A.
*Health and Rehabilitation
Sciences*

Kevin Claire Danis,
Columbus
B.A. (College of Charleston)
*Health and Rehabilitation
Sciences*

Amy Renee Davidson,
Columbus
B.A.
*Health and Rehabilitation
Sciences*

William Dikeman, Cincinnati
B.S.
*Health and Rehabilitation
Sciences*

Caroline Elizabeth Dufresne,
Columbus
B.S.H.E.
*Health and Rehabilitation
Sciences*

Taylor Danielle Duncan,
Clarksville
B.S. (Wilmington College)
*Health and Rehabilitation
Sciences*

Marissa Nicole Earl,
Massillon
B.S. (University of Mount
Union)
*Health and Rehabilitation
Sciences*

Erin Marie Engel, Columbus
B.S.Ald.Hlth.Prof.
*Health and Rehabilitation
Sciences*

Kilee Renee Hards, Findlay
B.S.H.E.
*Health and Rehabilitation
Sciences*

**Hannah Carol
Hollingsworth**, Willoughby
B.S. (Ohio University)
*Health and Rehabilitation
Sciences*

Kristen Elizabeth Holsinger,
West Portsmouth
B.A.
*Health and Rehabilitation
Sciences*

Mary Iten, Columbus
B.S.Ald.Hlth.Prof.
*Health and Rehabilitation
Sciences*

Allison Valerie Kenney,
Waterford, MI
B.S.Ald.Hlth.Prof.
*Health and Rehabilitation
Sciences*

Mindy Michele Kreider,
Columbus
B.S. (Ohio University)
*Health and Rehabilitation
Sciences*

Kasey Marie Langwasser,
Westerville
B.A.
*Health and Rehabilitation
Sciences*

Julia Louisa Less, Columbus
B.A.
*Health and Rehabilitation
Sciences*

Megan Mock, Cincinnati
B.S. (University of Dayton)
*Health and Rehabilitation
Sciences*

Julianne O'Donnell,
Willowick
B.A. (Walsh University)
*Health and Rehabilitation
Sciences*

Linda Jo Robertson,
Beachwood
B.S.
*Health and Rehabilitation
Sciences*

Megan Elizabeth Rose,
Washington Court House
B.A. (Wright State University)
*Health and Rehabilitation
Sciences*

Nathan Francis Schroeder,
Columbus Grove
B.S.Ald.Hlth.Prof.
*Health and Rehabilitation
Sciences*

Kensey Jo Schwieterman,
Maria Stein
B.S. (Miami University)
*Health and Rehabilitation
Sciences*

Rebekah Lynne Sherwood,
Bellbrook
B.A. (Cedarville University)
*Health and Rehabilitation
Sciences*

Robyn Leigh Silver,
Beachwood
B.A.
*Health and Rehabilitation
Sciences*

Sean Alan Smith, Minford
B.A. (Wittenberg University)
*Health and Rehabilitation
Sciences*

Danielle Jean Sritalapat,
Montville
B.A.
M.A. (Michigan State
University)
*Health and Rehabilitation
Sciences*

Lauren Adele Taylor,
Miamisburg
B.A. (University of Cincinnati)
*Health and Rehabilitation
Sciences*

Jenna Danielle Vanderwall,
Columbus
B.S. (University of Illinois at
Urbana-Champaign)
*Health and Rehabilitation
Sciences*

Tessa Villers, Norton
B.S. (Kent State University)
*Health and Rehabilitation
Sciences*

Jennifer Marie Wharton,
Hamilton
B.A. (Capital University)
*Health and Rehabilitation
Sciences*

Lindsey R. Zeuch, Galloway
B.A. (Malone University)
*Health and Rehabilitation
Sciences*

Master of Plant Health Management

Scott Carl Erick, Columbus
B.A., B.S.Agr.
Plant Health Management

Brian Michael Kleinke,
Columbus
B.S.Agr.
Plant Health Management

Elizabeth Honor Roche,
Westerville
B.S.Agr.
Plant Health Management

Ethan John Smrtnik,
Lebanon
B.S.Agr.
Plant Health Management

Master of Public Administration

Maria Christine Deri,
Columbus
B.A. (Dominican University)
*Public Policy and
Management*

Courtney Renee Drenan,
Cambridge
B.A. (Ohio University)
*Public Policy and
Management*

Natasha Whitney Ewing,
Columbus
B.A.
*Public Policy and
Management*

Sarah Lynn Nerad, Columbus
B.S. (Texas Tech University)
*Public Policy and
Management*

Jordan Lynn Peters, Dayton
B.A.
*Public Policy and
Management*

Emily Proctor, Columbus
B.S.H.E.
*Public Policy and
Management*

Master of Public Health

Rachel Deena David,
Wooster
B.A. (Ohio Northern
University)
M.A. (Ashland University)
Public Health

Rose Nicole Digianantonio,
Massillon
Public Health

Jacqueline C. Dim, Columbus
B.S.H.E.
Public Health

Alexandria Christine Foss,
Cuyahoga Falls
B.A.
Public Health

Tyler James Gorham,
Columbus
B.S. (University of Mount
Union)
Public Health

Rachel Beth Jaffy, New
Albany
B.A. (Northwestern University)
J.D.
Public Health

Roxanne Marie Kaercher,
Columbus
B.S.
Public Health

Nancy E. Moran, Columbus
B.S. (University of Vermont)
D.V.M. (Michigan State
University)
Public Health

Tasneem Motiwala, New
Albany
B.S., M.S. (University of
Mumbai)
Ph.D.
Public Health

Lauren Marie Paluta,
Columbus
B.S. (Michigan State
University)
M.S.W.
Public Health

Sejal Jaydeep Patel,
Columbus
B.Med.&B.Surg., M.D.
(Maharaja Sayajirao
University of Baroda)
Public Health

Commencement Convocation, December 20, 2015

Kareema Samadi, Cincinnati
B.S. (University of Kentucky)
Public Health

Brittany Caitlin Schuch,
Columbus
B.S.Env.Nat.Res.
Public Health

**Sarah Elizabeth
Swartzwelder**, Madison
B.S.Agr.
Public Health

Anne Taylor, Powell
B.S. (Denison University)
M.D.
Public Health

Suzanne Elise Tomasi,
Springfield
B.S.Agr., D.V.M.
Public Health

Cara Nicole Whalen,
Columbus
B.S.Ald.Hlth.Prof.,
D.Phys.Ther.
Public Health

Master of Science

Abishek Mohan, Bangalore,
India
B.Engr. (Visvesvaraya
Technological University)
*Electrical and Computer
Engineering*

Matthew David Acosta,
Whittier, CA
B.S. (California State
University, Long Beach)
Physics

Drew David Wayne Adkins,
West Salem
B.S. (Ashland University)
Chemistry

Levent Akinci, Petaling Jaya,
Malaysia
B.A. (University of Miami)
Earth Sciences

**Hadi Nasser K. A. Al-
Meraikhi**, Doha, Qatar
D.D.S. (Ludwig Maximilians
Universitaet Muenchen)
Dentistry

**Mohammed Saad W.
Alahmadi**, Columbus
B.S. (King Abdul Aziz
University)
*Electrical and Computer
Engineering*

**Christopher Michael
Anderson**, Cincinnati
B.S. (Xavier University)
*Computer Science and
Engineering*

Thaddeus James Asel,
Dublin
B.S. (University of Dayton)
Physics

William David Baez,
Columbus
B.S. (Augusta State
University)
Physics

**Ahmed Mohammed A.
Balakhder**, Columbus
Bachelor's (King Abdul Aziz
University)
*Electrical and Computer
Engineering*

Elias George Balimponya,
Columbus
B.S. (Sokoine University of
Agriculture)
Horticulture and Crop Science

William Reese Barrington,
Pittsburgh, PA
B.S. (University of Pittsburgh)
Biomedical Engineering

Griffin Michael Bates,
Cincinnati
B.S.Food.Ag.Bio.Eng.
*Food, Agricultural and
Biological Engineering*

Jennifer Bauman, Columbus
B.A. (Luther College)
Nursing

Cassandra Lynn Bernard,
Columbus
B.S.Bus.Adm.
Human Sciences

Judit Bertran, Columbus
D.V.M. (University of
Barcelona)
*Comparative and Veterinary
Medicine*

Adithya Bhat, Hubli, India
Bachelor's (Visvesvaraya
Technological University)
*Computer Science and
Engineering*

Ayan Biswas, Mankundu,
India
B.S.Cptr.Sci.Eng. (Jadavpur
University)
*Computer Science and
Engineering*

Jacobson Robert Blomquist,
Columbus
B.A. (Boston College)
Mathematics

Samantha Jo Boch,
Columbus
B.A., B.S.Nurs.
Nursing

Jessica Ann Bowen, Ashville
B.S.Agr.
Nursing

Matthew Aaron Bowen, New
Orleans, LA
B.S. (Tulane University of
Louisiana)
Welding Engineering

Mark Anthony Calhoun II,
Lewis Center
B.S. (Rose-Hulman Institute of
Technology)
Biomedical Engineering

Elena Joy Caruthers, Des
Plaines, IL
B.S. (Hope College)
Mechanical Engineering

Aniket Chakrabarti,
Columbus
B.Engr. (Jadavpur University)
*Computer Science and
Engineering*

Eric Heath Chambers, Fort
Payne, AL
Bachelor's (Auburn University
Main Campus)
Welding Engineering

Albert Jen-Yon Chen,
Moorestown, NJ
B.S. (Johns Hopkins
University)
Biomedical Engineering

Guanfeng Chen, Shenzhen,
China
Bachelor's (Shenzhen
University)
*Agricultural, Environmental
and Development
Economics*

Commencement Convocation, December 20, 2015

Haoliang Chen, Laiwu,
Shandong, China
B.S. (Shanghai Dianji
University)
B.S. (Florida Institute of
Technology)
*Electrical and Computer
Engineering*

Jie Chen, Taizhou, China
B.S. (Zhejiang University)
Geological Sciences

Siyan Chen, Columbus
B.A. (University of Colorado
Denver)
*Agricultural, Environmental
and Development
Economics*

Yuyao Chen, Shanghai,
China
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Yung-hsin Chien, New Taipei
City, Taiwan, ROC
B.S. (National Chung Hsing
University)
Food Science and Technology

Nicole Anne Cortes, Lima
B.S.Nurs.
Nursing

Alexander Michael Davis,
Columbus
B.S. (Washington State
University)
Physics

Alexandra Bianca Davis,
Columbus
B.S. (Washington State
University)
Physics

Kyle Matthew Davis, Hilliard
B.S.Educ.
Human Sciences

Meagan Eilleen Day,
Columbus
B.Bus.Adm. (University of
Notre Dame)
*Health and Rehabilitation
Sciences*

Melissa Louise Dick,
Columbus
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Thomas James Dinitz,
Hinesburg, VT
B.A. (Colgate University)
Mathematics

James Francis Douglass,
Columbus
B.S. (Youngstown State
University)
J.D.
Microbiology

Yonaton Yehuda Eckmann,
Bexley
B.A. (Yeshiva University)
Civil Engineering

**Khadija Hassan Kotb
Elkholy**, Columbus
B.S.Pharm.Sci. (Helwan
University)
*Molecular, Cellular, and
Developmental Biology*

Chen Fang, Columbus
B.A. (Beijing Forestry
University)
B.S. (Michigan State
University)
Horticulture and Crop Science

Xiao Fang, Zhangjiagang,
China
B.S. (Nankai University)
Physics

Geoffrey Michael Foster,
Columbus
B.S. (University of Akron)
Physics

**Matthew William
Frankhouser**, Salem
B.S.Aero.Astro.Eng.
*Aeronautical and Astronautical
Engineering*

Ian Henry Froning,
Carbondale, CO
B.A. (Colorado College)
Physics

Kushal Ramesh Gargesh,
Worthington
B.S.Cptr.Sci.Eng.,
B.S.Elec.Eng. (University of
Michigan-Dearborn)
Mechanical Engineering

Mingliang Ge, Nanjing, China
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Laura Lynne German,
Columbus
B.A. (College of Wooster)
Earth Sciences

Karen Marie Gilgenbach,
Waukesha, WI
B.S. (Michigan State
University)
Welding Engineering

Luis Felipe Giraldo Trujillo,
Ibague, Colombia
Diploma (Universidad
Nacional de Colombia)
M.S. (University de Los
Andes)
*Electrical and Computer
Engineering*

Kalyan Goparaju, Hyderabad,
India
B.Tech. (Jawaharlal Nehru
Technological University)
*Aeronautical and Astronautical
Engineering*

Steven William Gougherty,
Columbus
B.S. (Wayne State University)
*Evolution, Ecology, and
Organismal Biology*

Nimit Goyal, Jaipur, India
B.Tech. (Vellore Institute of
Technology)
*Computer Science and
Engineering*

Daniel P. Grollmus, Grove
City
B.S.
Mathematics

Tyler Adam Growden, Delta
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Gretchen Ann Guttman,
Westerville
B.S. (Coastal Carolina
University)
Food Science and Technology

Valerie Hager, Columbus
B.S.Biomed.Eng. (Wright
State University)
*Electrical and Computer
Engineering*

Bashiru Haruna, Tamale,
Ghana
B.S. (Kwame Nkrumah
University of Science and
Technology)
*Agricultural, Environmental
and Development
Economics*

Commencement Convocation, December 20, 2015

Drew Aaron Hathaway,
Sunbury
B.S.Food.Sci.
Food Science and Technology

Katelyn Marie Heyob,
Columbus
B.S. (Eastern Kentucky
University)
Civil Engineering

Alexander Gerald Hinkle,
Akron
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Yushu Hu, Columbus
B.Engr. (Beijing University of
Posts and
Telecommunications)
*Electrical and Computer
Engineering*

Gege Huang, Beijing, China
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Ziqi Huang, Zhejiang, China
B.S. (Zhejiang University)
*Computer Science and
Engineering*

Scott David Huber, Danville,
IL
B.S. (University of Illinois at
Urbana-Champaign)
Physics

Bradley Shock Hurak,
Dayton
B.A., B.S.Mech.Eng.
Mechanical Engineering

Chris James Jacobsen,
Columbus
B.S. (Emporia State
University)
*Computer Science and
Engineering*

Vishak Jagadish Ram,
Chennai, India
B.Engr. (Anna University)
*Electrical and Computer
Engineering*

Weifeng Ji, Shanghai, China
B.S. (Shanghai Jiao Tong
University)
Physics

Peixuan Jiang, Columbus
B.Engr. (Wuhan University)
*Computer Science and
Engineering*

Yeongseong Jo, Columbus
B.S. (Sogang University)
Mathematics

Amy Suzanne Joehlin-Price,
Columbus
B.S. (Pepperdine University)
M.D.
Medical Science

Zubin Ravi John,
Ahmedabad, India
B.Tech. (Nirma University)
*Computer Science and
Engineering*

Chonghao Ju, Tangshan,
China
Bachelor's (Hefei University of
Technology)
*Electrical and Computer
Engineering*

Rohit Kapoor, Faridabad,
Haryana, India
B.Tech. (Amity University)
*Computer Science and
Engineering*

Jaimie L. F. Kelley,
Westerville
B.S. (Heidelberg University)
*Computer Science and
Engineering*

Sara Irene Kennedy, Ann
Arbor, MI
B.S. (University of Michigan,
Ann Arbor)
*Environment and Natural
Resources*

Hasan Khan, Madison, CT
B.S. (University of Rochester)
Physics

**Nandkumar Jalindar
Khobare**, Parner, India
B.Tech. (University of Pune)
*Computer Science and
Engineering*

Sara Nicole Knox,
Englewood
B.S. (Wright State University)
*Materials Science and
Engineering*

Martin Richard Kong,
Columbus
B.S. (Pontifical Catholic
University of Peru)
*Computer Science and
Engineering*

Sanny Kumar, Patna, India
M.S. (Indian Institute of
Technology Kharagpur)
*Computer Science and
Engineering*

Ryan Matthew Lange,
Blacklick
B.S. (University of North
Dakota)
Vision Science

Jacob Doner LaRue,
Columbus
B.S. (Ohio University)
Nursing

Timothy Robert Lawler,
Columbus
B.S. (Northwestern University)
*Aeronautical and Astronautical
Engineering*

Sarah Marks Leach,
Columbus
B.S. (College of Charleston)
D.D.S. (Medical University of
South Carolina)
Dentistry

Noah John Lemire, North
Royalton
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Cheng Li, Tianjin, China
B.S. (University of Science
and Technology of China)
Physics

Heting Li, Xuzhou, China
Bachelor's (University of
Dayton)
*Electrical and Computer
Engineering*

Shubin Li, Xining, China
B.Engr. (Jilin University)
*Electrical and Computer
Engineering*

Yun Li, Taiyuan, China
B.Engr. (Shanghai University
of Electric Power)
*Electrical and Computer
Engineering*

Zijin Li, Taiyuan, China
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Matthew Ronald Linaburg,
Pittsburgh, PA
B.S. (Syracuse University)
Chemistry

Commencement Convocation, December 20, 2015

Katie Jo Linder, Edison
B.S. (Wilmington College)
Horticulture and Crop Science

Chuan-Chang Liu, Taipei,
Taiwan, ROC
B.S. (National Central
University, Taiwan)
M.S. (National Chiao Tung
University)
*Electrical and Computer
Engineering*

He Liu, Columbus
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Jiaqi Liu, Columbus
B.S. (Beihang University)
*Computer Science and
Engineering*

Shenhui Liu, Jinan, China
B.S., M.S. (Shandong
University)
Mathematics

Eric Matthew Lott, Columbus
B.S.Mech.Eng.
Mechanical Engineering

Shuyuan Luo, Fuzhou, China
B.A. (Fujian Normal
University)
Human Sciences

Makena Rae Lynch,
Sandusky
B.S.Bus.Adm.
Human Sciences

Rui Ma, Yangquan, China
B.Engr. (Central South
University)
*Electrical and Computer
Engineering*

Abdul Maalik, Sargodha,
Pakistan
B.S. (University of Engineering
and Technology, Lahore)
*Electrical and Computer
Engineering*

Joel Clifford Main, Springfield
B.S.
Geological Sciences

Evan Davis Maley, Marysville
B.S.Mech.Eng.
Mechanical Engineering

Jennifer Malik, West Chester
B.S.Biomed.Eng.
Biomedical Engineering

Chiquan Mao, Ningbo, China
B.Engr. (Zhejiang University)
*Electrical and Computer
Engineering*

Daniel Taylor Martens,
Columbus
B.Mus., B.S. (University of
Cincinnati)
Physics

Samuel Graeme Martin,
Columbus
B.S.Mech.Eng.
Mechanical Engineering

Faye Mascarenhas, Mumbai,
India
B.Dent.Surgy. (Padmashree
Drdyatil University)
Dentistry

Caitlyn Marie Massie, St.
Paris
B.S. (Wilmington College)
Animal Sciences

Michael Christopher Mays,
Columbus
B.S. (University of Cincinnati)
Human Sciences

**Krystaal Moonchylid
McClain**, Redmond, OR
B.A. (New College of Florida)
Environmental Science

Lucas Colin McCroskey,
Brentwood, TN
B.S. (University of Alabama)
Chemistry

Daniel John McGregor,
Columbus
B.S.
Mathematics

Matthew Lee Metka,
Worthington
B.S.Mech.Eng.
Mechanical Engineering

James Ivan Mills, Jr.,
Columbus
B.S.
Civil Engineering

Tanvir Mohsin, Columbus
B.S. (Rutgers University-New
Brunswick)
*Electrical and Computer
Engineering*

Abrez Mondal, Kolkata, India
B.Engr. (Bengal Engineering
and Science University)
M.S. (North Dakota State
University)
*Electrical and Computer
Engineering*

Erin Ann Moore, Hilliard
B.S.Nurs.
Nursing

Blythe Sakarin Moreland,
Ann Arbor, MI
B.S. (University of Michigan,
Ann Arbor)
Physics

**Megan Michelle
Muccigrosso**, Columbus
B.S. (University of Missouri-
Columbia)
*Integrated Biomedical Science
Graduate Program*

Aaron William Murnan,
Strongsville
B.A.
Human Sciences

Shasank Nagavarapu,
Columbus
Bachelor's (National Institutes
of Technology)
*Industrial and Systems
Engineering*

Gregory Kodeb Ngirmang,
Columbus
B.S. (Southern Adventist
University)
Physics

Liang Ni, Meihoukou, China
Bachelor's (Zhejiang
University)
*Electrical and Computer
Engineering*

Keith Alan Norris, North
Bethesda, MD
B.S. (Purdue University)
M.A.
*Environment and Natural
Resources*

Tyler David Olds, Tallmadge
B.S.Educ.
Human Sciences

**Suraj Appachu Palecanda
Krishna**, Bangalore, India
B.Engr. (Visvesvaraya
Technological University)
*Industrial and Systems
Engineering*

Commencement Convocation, December 20, 2015

Kyle Jacob Parsons,
Harrisonburg, VA
B.S. (Washington and Lee
University)
Mathematics

Ahuti Patra, Bhubaneswar,
India
B.Engr. (University College of
Engineering, Sambalpur
University)
*Electrical and Computer
Engineering*

Xiaojuan Peng, Jingzhou,
China
B.S. (Central China Normal
University)
*Industrial and Systems
Engineering*

Alexander Matthew Perhac,
Murfreesboro, TN
B.S. (University of Tennessee-
Knoxville)
Physics

Christopher John Pierce,
New Haven, CT
B.Mus. (Oberlin College)
Physics

Scott Allen Poehler, Lewis
Center
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Karen Pon, Willetton, Western
Australia
B.S. (Murdoch University)
Postgrad.Dipl. (Bureau of
Meterology Training
Centre)
Atmospheric Sciences

**Robin Michael Patrick
Prenter,** Dublin
B.Engr. (Stellenbosch
University)
*Aeronautical and Astronautical
Engineering*

Michael Presley, Columbus
B.S.Weld.Eng.
*Materials Science and
Engineering*

Carola Midori Purser,
Columbus
B.S. (Harvey Mudd College)
Physics

Kevin Joseph Pytel,
Newport, DE
B.S. (University of Delaware)
Physics

Veena Santhoshi Rajasekar,
Chennai, India
B.Engr. (Birla Institute of
Technology and Science)
*Computer Science and
Engineering*

Kim Anne Rakestraw, Hilliard
B.S. (Towson University)
Nursing

Varun Ratnasamy,
Kharagpur, India
B.Tech. (Karunya University)
*Electrical and Computer
Engineering*

Timothy Dennis Ray, Dublin
B.S. (Oregon State University)
Nursing

**Hanadi Abdulla M. A.
Rebeeah,** Doha, Qatar
B.Dent.Surg. (Jordan
University of Science and
Technology)
Dentistry

Aaron M. Ressa, Westerville
B.S.Mech.Eng.
Mechanical Engineering

Adam Victor Rich, Tallmadge
B.S. (University of Akron)
*Electrical and Computer
Engineering*

Michael Richard Riedl,
Louisville, KY
B.S., Bachelor's (University of
Dayton)
*Electrical and Computer
Engineering*

Matthew Steven Rudy,
Columbus
B.S.Biomed.Eng.
Biomedical Engineering

Shirwan Muhamad Saeed,
Dublin
B.S.Civ.Eng.
Civil Engineering

Nicholas Anthony Sakian,
Twinsburg
B.S.Chem.Eng.
Atmospheric Sciences

**Paola Cristina Saponaro
Parra,** Columbus
D.D.S. (La Universidad del
Zulia)
Certificat(Pontificia
Universidad Javeriana)
Dentistry

Mark Arthur Schillaci, Dublin
B.S. (North Carolina State
University)
Physics

Sarah Anne Schloemer,
Columbus
B.S.Biomed.Eng.
Mechanical Engineering

Scott Carl Schnelle, New
Bremen
B.S. (Ohio Northern
University)
Mechanical Engineering

Jonathan Scholl, Columbus
B.S.Mat.Sci.Eng.
*Biomedical Engineering
Nursing*

Hannah Marie Sith Scott,
Georgetown
B.A. (Duke University)
*Environment and Natural
Resources*

Aritra Sengupta, Kolkata,
India
Bachelor's (Vellore Institute of
Technology)
*Computer Science and
Engineering*

Dan Eugene Shaffer III, Sand
Creek, MI
B.A. (Michigan State
University)
*Agricultural, Environmental
and Development
Economics*

Anuj Dilipkumar Shah,
Vadodara, Gujarat, India
Bachelor's (Gujarat
Technological University)
*Industrial and Systems
Engineering*

Deepika Sharma, Columbus
B.S. (Winona State University)
Molecular Genetics

Chaitanya Prakash Shivade,
Pune, India
B.Engr. (University of Pune)
*Computer Science and
Engineering*

Benjamin Afton Silliman,
Xenia
B.S. (Northern Arizona
University)
*Environment and Natural
Resources*

Commencement Convocation, December 20, 2015

Olivia Michelle Smith, Tipton, MI
B.S. (Siena Heights University)
Environment and Natural Resources

Spencer Smith, Columbus
B.S.Bus.Adm.
Human Sciences

Preethi Someswaran, Chennai, India
B.Engr. (Birla Institute of Technology and Science)
Electrical and Computer Engineering

Matthew Scott Souva, Camden, NY
B.S.Chem.Eng. (Clarkson University)
Chemical Engineering

Eric Gardner Speckhard, Greensboro, NC
B.S. (University of North Carolina at Chapel Hill)
Physics

Aakriti Srikanth, Bangalore, KA
B.Engr. (Visvesvaraya Technological University)
Computer Science and Engineering

Abhijit Sringeri Vageeswara, Bangalore, India
B.Engr. (Visvesvaraya Technological University)
Computer Science and Engineering

Paranjay Srivastava, Pilani, India
B.Tech. (Indian Institute of Technology Guwahati)
Computer Science and Engineering

Michael Christopher Steward, North Olmsted
B.A. (Case Western Reserve University)
Mathematics

Keyang Sun, Columbus
Bachelor's (Peking University)
Agricultural, Environmental and Development Economics

Abdalla M. Lamen Swikir, Columbus
B.Engr. (Omar Almuhtar University)
Electrical and Computer Engineering

Roland K. Tallos, Polk
B.S.Elec.Cptr.Eng.
Electrical and Computer Engineering

Kelsey Marie Thornton, Columbus
B.S. (University of Wisconsin-Madison)
Integrated Biomedical Science Graduate Program

Yuan Tian, Urumqi, China
Bachelor's (Tsinghua University)
M.S.
Statistics

Steven Jason Tjung, Columbus
B.S. (University of California, Riverside)
Physics

Olga Tomin, Grandview Heights
B.S.Civ.Eng. (Kursk State University)
Civil Engineering

Katherine Anne Troll, Columbus
B.A. (Miami University Oxford)
Biomedical Engineering

Salome Uwizerimana, Kigali, Rwanda
B.S.Civ.Eng. (California Baptist College)
Civil Engineering

Carlos Andres Viteri, Columbus
Ingeniero (Universidad del Cauca)
Magister (University de Los Andes)
Electrical and Computer Engineering

Amanda Leigh Vucic, Groveport
B.A. (Otterbein University)
B.S.Nurs.
Nursing

Jianfei Wang, Yixing, China
Bachelor's (Nanjing University of Science and Technology)
Electrical and Computer Engineering

Junshi Wang, Beijing, China
B.Engr. (Beijing University of Technology)
Computer Science and Engineering

Suyi Wang, Tangshan, China
Bachelor's (Beijing Normal University)
Computer Science and Engineering

Yanli Wang, Jinan, China
B.S., M.S. (Shandong University)
M.Appl.Stats.
Mathematics

Zeyu Wang, Wuhu, China
Bachelor's (Central South University of Forestry and Technology)
Civil Engineering

Kelin LaRue Wheaton, Columbus
B.A. (Keuka College)
Pharm.D.
Pharmaceutical Sciences

Steven Michael Whitaker, Homeworth
B.S.Aero.Astro.Eng.
Aeronautical and Astronautical Engineering

Alex Robert Williams, Springboro
B.S. (Miami University Oxford)
Electrical and Computer Engineering

Alyssa Mary Willig, Pittsburgh, PA
B.S. (University of Pittsburgh)
Vision Science

Mulan Wu, Jiangyin, China
B.S.Elec.Cptr.Eng.
Industrial and Systems Engineering

Yi Wu, Columbus
B.S.Elec.Cptr.Eng.
Electrical and Computer Engineering

Zhihan Xia, Shenyang, China
B.Engr. (Chinese University of Hong Kong)
Electrical and Computer Engineering

Commencement Convocation, December 20, 2015

Chang Xu, Columbus
Bachelor's (Huazhong
University of Science and
Technology)
M.S. (Mississippi State
University)
*Agricultural, Environmental
and Development
Economics*

Jinsong Xu, Columbus
Bachelor's (University of
Science and Technology of
China)
Physics

Qiang Xu, Shanghai, China
B.S. (Shanghai Jiao Tong
University)
*Electrical and Computer
Engineering*

Yanyi Xu, Ningbo, China
B.Engr. (Harbin Institute of
Technology)
*Materials Science and
Engineering*

Zhuo Xu, Harbin, China
B.Engr. (Harbin Institute of
Technology)
*Electrical and Computer
Engineering*

Yuan Yang, Changji, China
Bachelor's (Zhejiang
University)
*Materials Science and
Engineering*

Xu Yao, Zhengzhou, China
B.S. (Iowa State University)
*Electrical and Computer
Engineering*

Zeeshan, Malir City, Pakistan
Bachelor's (National University
of Sciences and
Technology, Pakistan)
M.S. (Pakistan Institute of
Engineering and Applied
Sciences)
*Electrical and Computer
Engineering*

Hang Zhang, South Vienna
B.S. (Wright State University)
*Electrical and Computer
Engineering*

Qiuchen Zhang, Suzhou City,
China
Bachelor's (Xi'an Jiaotong
University)
*Electrical and Computer
Engineering*

Shengheng Zhang,
Liaocheng, China
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Tingting Zhang, Beijing,
China
B.S. (Beijing International
Studies University)
Human Ecology

Lianshui Zhao, Yancheng,
China
B.S. (Changchun University of
Science and Technology)
Physics

Xiaoxi Zhao, Columbus
B.S.Elec.Cptr.Eng.
*Electrical and Computer
Engineering*

Tiancong Zhu, Hefei, China
B.S. (Peking University)
Physics

Md Rashedul Alam Zuboraj,
Niphamari, Bangladesh
B.S. (Bangladesh University of
Engineering and
Technology)
*Electrical and Computer
Engineering*

Master of Social Work

Allison Hoyle, Columbus
B.S. (University of Florida)
M.P.A.
Social Work

Janna Lynn Johnson,
Columbus
B.S.S.W.
Social Work

Erika Jay McDaniel,
Westerville
B.A.
Social Work

Sage Elizabeth Sill, Circleville
Bachelor's (Ohio University)
Social Work

Certificate of Specialist in Medieval and Renaissance Studies

Erin Marie Szydloski Shaull,
Newark
B.A.Honors (Colgate
University)
M.A.
*Medieval and Renaissance
Studies*

College of Arts and Sciences

Executive Dean: David C. Manderscheid

Peter L. Hahn, Divisional Dean
Arts and Humanities

Christopher M. Hadad,
Divisional Dean
Natural and Mathematical
Sciences

Janet M. Box-Steffensmeier,
Divisional Dean
Social and Behavioral
Sciences

Bachelor of Arts

Eichornia Abiado, Columbus
Evan Leonard Abraham,
Miami, FL

Alexis Nicole Acosta, Dallas,
TX

Geoffrey Adkins, Marion
Lynn Elizabeth Agee,
Loveland

Osagioduwa Agho, Nigeria
Julie E. Agriesti, Columbus
Cum Laude

Bilal Almas Ahmed, Mansfield
Cum Laude

Manal Bajes Aljakhsi, Hilliard
Amber M. Allen, Dayton
Sarah A. Almusbahi,
Columbus

Catherine Elizabeth-Eden
Anderson, Columbus
Kyla Mae Anderson,
Worthington

Gregory Paul Ashbrook II,
Ashland

Brenda Asimani, Ghana, West
Africa

Kofi Atta, Westerville
Emily Ann Auker, Columbus
Eric Arturo Avelar, Chicago, IL
Carlos Alexander Avendano,
Columbus

Jenna Elizabeth Azotea,
Medina
Magna Cum Laude

Lindsey Marie Bachna, Elyria
Therese Marie Backowski,
Mansfield
Cum Laude

Darisse Kezia J. Badar,
Manila, Philippines
Brooke Nicole Baker, Blacklick

Glenna Marie Ball, Carmel, IN
Kevin Kristopher Ball, London
Jenna Ninetta Banks, Buffalo,
NY

Alissa Rose Barbosky,
Lancaster, NY

Marina Esther Barboza,
Mentor

Melissa Renee Barton-Briggs,
Dublin

Kayla Marie Beaujon, Stowe
Carly Jeanne Becker,
Pickerington
Cum Laude

Amanda Leigh Beckert, Akron

Angela S. Bennett, Kettering
Danielle Benson, Lima

Nickolas Martin Beorn, Akron
Meagan Sieglinde Berneaud,
Pataskala

Matthew Edward Bernotas,
Ontario
Cum Laude

Rachel Marie Berridge, Powell

Tommie B. Berry, Euclid
Gabrielle Rae Bicknell,
Cincinnati

Michael Raymond Biegel, Jr.,
Medina

Wade Anthony Biglin, Galion
Grant Garrett Birchmeier,
Findlay

Ashton Conchetta Bishop,
Boise, ID
Magna Cum Laude

Kristen Marie Bjerke,
Cincinnati

Robert Edgar Bland,
Grandview Heights

Hailee Nicole Blaney,
Zanesville

Andrew Stuart Bloch, Bexley
Kirsten Elaine Bockrath,
Gahanna

Jacob Allen Bomba, Parma
Robert Owen Bookshar,
Lyndhurst

Stephanie Elizabeth Borio,
Ridley Park, PA
Magna Cum Laude

Martin Borkovec, Brno, Czech
Republic

Alexander Bosque, Cleveland
Marlee Paige Bostick,
Bellefontaine

Michelle Marie Botti,
Columbus

Janelle Ruth Bouchard, Mount
Vernon

Gabriel Lewis Bowman,
Springfield

Kelsey M. Boyea, Scotch
Plains, NJ

Brandy Nicole Bradford,
Columbus

Ryan Matthew Brady,
Columbus

Katelyn Randell Brake,
Baltimore

Michael Terrell Bretz,
Columbus

Patrick Charles Briggs, New
Castle, PA

Jonathon James Briska,
Crystal Lake, IL

Shannen Annise Brobeck,
Delaware
Magna Cum Laude

Christopher James Bullock,
Stryker

Kaitlin Ann Burkhammer, West
Liberty

Nathaniel Michael Burkhart,
Magnolia

Mackenzie Lynn Burness,
Dublin

Taylor Lee Burris, Canal
Winchester

Tyler Jordan Bush, Westerville
John Edward Byrd, Columbus
Summa Cum Laude

Sean Christopher Byrne,
Freehold Township, NJ

Stuart Allan Campbell,
Harrington Park, NJ

Salvatore Antonio Caradonna,
Columbus

Francesca Maria Carfagna,
Westerville

Andrew Harris Cargill, Canal
Winchester

Jerry Michael Carr II,
Cincinnati

Brandon Jayvon Julius Carroll,
Columbus

Maygan Marie Carroll,
Columbus

Gianfranco Aldo Casassa,
Valdivia, Chile

Bridget Marie Castle, Akron
Summa Cum Laude

Kirstin Desiree Castle, Hilliard
Shannon David-James Catron,
Detroit, MI

Emina Causevic, Toledo
Cum Laude

Justin V. Centa, Westlake
Esther Jing-Chwan Chang,
Columbus

Stacie Anne Chapman, Upper
Arlington

Moriah Kaye Cheatham,
Barberton
Cum Laude

Kelley Marie Cheesman,
Dublin
Magna Cum Laude

Qu Chen, Daqing, China
Magna Cum Laude

Jin Won Choi, Seoul, Korea
Magna Cum Laude

Stephenie D. Choi, Mansfield
Mary Rose Ciotto, Willard
Cum Laude

Connor Edward Clay, Canton
Magna Cum Laude

Avery Ann Clement,
Westerville
Cum Laude

Commencement Convocation, December 20, 2015

Nicholas Scott Clement,
Grafton
Spencer Alan Cobb, Mansfield
Clifford Paul Cochran, Dublin
Colin P. Cochran, Kettering
Anna Lee Coffman, Waterville
Cum Laude
Dena Marin Cohen, Cincinnati
Rinald Eddie Coley, Riviera
Beach, FL
Joseph Scott Collart,
Winterset
Emily Marie Coon, Shelby
Magna Cum Laude
Gentry M. Cope, Columbus
Natalee Irene Corder,
Baltimore
Frederik Darrel Cosse, Jr.,
Dayton
Mika Kenneth Cottom,
Columbia Station
Christopher Patrick Courtney,
Cortland, NY
Madeline Paige Cox, Mason
Clay Cody Creviston,
Ridgeway
Caroline Ruth Cruce, Findlay
Gabriel Angel Cruz, Lorain
Genevieve Alese Danes,
Rossford
Cum Laude
Helal R. Daoud, Centerville
Magna Cum Laude
Michael Julian Davanzo,
Mansfield
Oliver I. Davis, Burlington, VT
Samantha Ann Davis,
Pittsburgh, PA
Cum Laude
James Matthew Dawson,
Columbus
Adam Robert De Guire,
Cleveland Heights
Selamavit Nigusie Demssie,
Addis Abeba, Ethiopia
Lyndsey Alexandria DeRoads,
Milford Center
Savannah Rae Derrick,
Cincinnati
Matthew Peter DeVito,
Gahanna
Troy Allen DeWitt, Akron
Jennifer Diaz, Dublin
Hilary Rose DiCarlo, Powell
Ming Ding, Nanjing, China
Mithra Doddi, Dublin
Henry Abraham Dolin,
Columbus
Summa Cum Laude
Grant William Dolven, New
Albany
Kathryn Hassett Donlon,
Manlius, NY
Rolland Eugene Donnelly,
Dayton
Jordan Conner Doone,
Amanda
Joshua Paul Doran, New
Albany
Matthew Donald Dorocak,
Strongsville
Christian Taylor Dorr,
Westerville
Samantha Nicole Downing,
Columbus
Anne Marie Dubois, Lexington
Jemaila Duffy, Mount Gilead
Fatmata Bintu Dumbuya,
Freetown, Sierra Leone
Rajani Grace Dummermuth,
Chillicothe
Allison Paige Dunn, Wooster
Michael Antonio Dunn,
Cleveland
Katherine Lynne Dye,
Columbus
Alexa Raye Edwards, Huber
Heights
Summa Cum Laude
Nicholas William Egbert,
Fremont
Ashton Danielle Ehler, Dayton
Kyle Andrew Ehrhardt, Hilliard
Raymond Christian Eid,
Cleveland
Magna Cum Laude
Dylan Justin Eisnaugle,
Westlake
Mohamed Karim Elbassoussy,
Alexandria, Egypt
Andrew Joseph English,
Hilliard
Joseph Taylor Eringman,
Pickerington
Dezoray Ivette Esparza,
Chicago, IL
Alexander Jude Evans,
Columbus
Colin Richards Evans, Lewis
Center
Korbin James Evans, Marion
Amber Nicole Everett, Chino,
CA
Sarai Veronique Exil,
Columbus
Jennifer S. Eyer, Munroe Falls
Brice Kane Eyerly, Mansfield
Lexus Monet Fannin, Kettering
Tyler James Faulkner,
Anderson
Jaime Lee Feathers, Lima
Sterling Edward Fenwick IV,
St. Marys
Marc Robert Finch, Centerville
Magna Cum Laude
with Honors in the Arts and
Sciences
James Alan Fisher, Wooster
Benjamin Patrick Flannery,
Hamilton
G'Kahlin Mikayle Ford-Noble,
Toledo
Sarah Catherine Foreman,
Beavercreek
Ryan Michael Foss, Galion
Nathan Alan Foust, Findlay
Kaitlyn Breanna Frair,
Westerville
Megan Terese Francis,
Zanesville
Leah Kaye Franklin, Brookville
Morgan Lee Frazier,
Chillicothe
Ayana Monique Freeman,
Honolulu, HI
Stacey L. Frye, Titusville, FL
Karen Rose Fullin, Westerville
Magna Cum Laude
Katherine Elaine Fultz,
Westerville
Summa Cum Laude
Vincent Joseph Galiardi,
Blacklick
Alexa Kathryn Galloway,
Hilliard
Sophia Alejandra Garcia
Garcia, Tegucigalpa,
Honduras
Kelcie Ann Gardiner, Galloway
Taylor Brooks Garlow,
Porterville, CA
Kyle Frederick Geier, Morrow
Paul Barclay Geiger, Toledo
Reginald Lee Germany,
Pataskala
Simone Camille-Valerie
Gholston, Newark
Kevin Robert Riedel Gibbons,
Strongsville
Cum Laude
with Research Distinction in
Philosophy
Marie E. Gibbons, Canal
Winchester
Magna Cum Laude
Samantha Renee Gift, Medina
Thomas Michael Glace,
Columbus
Jacob David Gold, Pittsburgh,
PA
Bradley Andrew Goldberg,
Beachwood
Elana Beth Goldstein, Bexley
Jeff David Good, Kalida
Rose Ellen Goodman,
Columbus
Magna Cum Laude
Colton Lewis Robert Goodrich,
Westerville
Derek Scott Grandstaff, Van
Wert
Adam Stephen Granlee,
Marion
Jarred Charles Grant, Seville
Kyle Jacob Gray, Marietta
Alexa Ann Green, Dublin
Jennifer Anne Gregio, Grove
City
Aaron Steven Gretz, Apple
Valley, MN
Emily Marie Grieshop,
Coldwater
Megan Kay Rose Griffith,
Columbus

Commencement Convocation, December 20, 2015

Michael Everton Griffith,
Shaker Heights
Zachary William Griffiths,
Sheffield Lake
Aumaine Rose Gruich, Medina
Dennis Teguh Gunawan,
Palmdale, CA
Nicolas Ronald Gunton,
Mentor
Emylee Noel Gussler, Santa
Ana, CA
Katherine Rose Hack,
Maineville
Elizabeth Angeline Hackett,
Avon Lake
Cum Laude
Philip Jerome Hackman,
Bexley
Laura Elizabeth Hadley,
Columbus
Usama Hafez, Beirut, Lebanon
Trent Hagans, Columbus
Susannah Elizabeth
Haldeman, Cincinnati
Samuel Isaiah Hall,
Waynesfield
Daniel Eberly Hamilton,
Granville
Kiara Miche Hampton,
Cincinnati
Seung Yeop Han, Seoul,
Korea
Yun Jeong Han, Canfield
Kelsey Alder Hanna,
Worthington
Cassandra Lynn Hansford,
Columbus
Albert Lewis Harlow, Chagrin
Falls
Marissa Christine Harned,
Amherst
Seth Adam Hartle, Vermilion
Madalyn Grace Hawthorn,
Canal Fulton
Alena Marie Hayden,
Strasburg
Kevin Thomas Hayes, Elyria
Cum Laude
Courtney Danielle Hayslip,
Grove City
Yuan He, Suzhou, China
Emily Hehl, Sylvania
Magna Cum Laude
Jacob Patrick Heineke, Parma
Lauren Nichole Herderick,
Gahanna
Summa Cum Laude
Lindsey Marie Hertz, Mount
Gilead
Joseph M. Hessel, Dublin
Cum Laude
Reed Matthew Hesseling,
Delphos
DeLannie Olivia Hicks,
Delphos
Alexis C. Hill, Trotwood
Corwin D. Hill, Richfield
Kristin E. Hill, Monroeville, PA
Cum Laude
Zackery Michael Hill, Jackson
Joshua Forrest Hipsher,
Columbus
Cum Laude
Jenna Lee Hoelzer, Lewis
Center
Andrea Corinne Hofer, Parma
Magna Cum Laude
Reid Elliot Holbert, Newark
Kourtney De Erica Holmes,
Ashville
Erika Nicole Hopkins,
Twinsburg
Alexis L. Horst, Cincinnati
Bradley Alan Horstman,
Powell
Magna Cum Laude
Samuel Ignatius Horvath,
Martin
Blake Edward Hoskins,
Westerville
Justin W. Howard, Pataskala
Kristin Deeann Howell,
Springfield
Cum Laude
Morgan Elaine Howell,
Springfield
Tsung-Ping Huang, Taiwan,
ROC
Mason Ernest Hughes, Dayton
Michael Bradford Hughes,
Westerville
Patrick B. Hughes, Columbus
Emma Caroline Hunko-
Haynack, Copley
Cum Laude
Edward Brandon Hunt,
Groveport
Lauren Nicole Hunt,
Centreville, VA
Zachary Aaron Taylor Hunt,
Columbus
Megan Elizabeth Hurd,
Centerville
Summa Cum Laude
*with Honors in the Arts and
Sciences*
Nisa J. Hussein, Hilliard
Abby Elizabeth Huston, Troy
Cum Laude
Brittani Anne Igel, Columbus
Susannah Dianne Iles,
Pyeongtaek, Korea
Cum Laude
Amari Jordan Ingram,
Snellville, GA
Haleigh Erin Inscore,
Mansfield
Jacob Philip Irvin, Orient
Katherine Lucielle Isaacs,
Dayton
Celina Noelle Jackson,
Columbus
William Sean Jackson, Islip
Terrace, NY
Stevan Scot Jechura, Maumee
Magna Cum Laude
*with Honors in the Arts and
Sciences*
with Honors Research Distinction
Amanda Elizabeth Jenkins,
Columbus
Maya R. Jenkins, Columbus
Cum Laude
Nicole Chavon Jenkins,
Columbus
Andrew Rees Johnson,
Pittsburgh, PA
Caleb Brance Johnson,
Washington Court House
Philip Edward Johnson, Celina
Sean Robert Johnson,
Waldorf, MD
Bryce A. Jones, Westerville
Summa Cum Laude
Dominique Nichele Jones,
Cincinnati
Kyle Thomas Jones,
Pickerington
Nicholas Alexander Jordan,
Bainbridge
Kila Verrie Joseph, Columbus
Sami Jules Jurofsky,
Westport, CT
Lauren Elizabeth Juttner,
Lewis Center
Magna Cum Laude
Nour Jweihan, Amman,
Jordan
Sujin Kang, Amherst
George Kankia, Upper
Arlington
Joshua Reece Kanu,
Columbus
Magna Cum Laude
Amy Yasmin Katrak,
Columbus
Jack Eugene Kauble II, Marion
Edmond Kayira, Columbus
Jackson James Keller,
Livonia, MI
Magna Cum Laude
*with Honors in the Arts and
Sciences*
Joseph Allen Kelly, Hilliard
Konner McKieran Kelly,
Hilliard
Shayla Danae Kenniston,
Mansfield
Cum Laude
Yarshar Marleah Kermue,
Columbus
Leo Kessler IV, Cincinnati
Shreyans Tulsi Khaitan,
Springboro
Belkacem Khalili, Raymond
Yusuf Jamal Khan, Columbus
Tatiana Famida Khawaja,
Hilliard
Denny Jiang Kianto,
Columbus
Hayden Samuel Kilbride,
Wadsworth

Commencement Convocation, December 20, 2015

Karsen Paige Kincer,
Zanesville
Cum Laude

Cameron John King, Mount
Gilead

Colleen Lindsay Kishman,
Lorain
Cum Laude

Alexandra Aufrance Kistler,
Upper Arlington

Chelsea Kitchen, Pickerington

Roxanne Oleta Knepp,
Columbus
Magna Cum Laude

Shotaro Sean Kobari, Tokyo,
Japan

Erin Elizabeth Koffman,
Sylvania

Haley Rose Koman, Delaware
Summa Cum Laude

Jared Allen Koon,
Reynoldsburg

Jennifer Nicole Koski, Heath

Marta Kosmyna, Lewis Center

Jonas A. Kramer, Columbus

Brittany Kay Krause,
Reynoldsburg

Brady John Kremer, St. Henry

David Carl Krosin, Lyndhurst
Magna Cum Laude

Jordan Arthur Kuhn, Dublin

Methusallah Kyeremateng,
Columbus

Marisa K. Lanker, Wooster
Summa Cum Laude

Nicholas Peter Lanno,
Gahanna

Ryan Joseph LaPlante,
Sylvania

Austin Douglas Larger,
Vandalia

Matthew William Laturell,
Mentor
Cum Laude

Benjamin Robert Lawson,
Columbus
Cum Laude

Trong Phuoc Le, Hillsboro

Jonathan David Leach, Avon

Seung Jin Lee, Changwon,
Korea

Jonathan Bradley Lehman,
Wooster

Laura Marie Lehner, Sunbury

David Stefan Leighton II,
Perrysburg

Nathaniel Richard Lemke,
Pickerington

Christian Joseph Lesnek,
Wixom, MI

Patrick Michael Less, Kent

Nancy Elizabeth Lestock,
Twinsburg

Martin Frederic Lewis,
Cleveland

Olivia Marie Lewis, Oakwood
Magna Cum Laude

Joel Matthew LiBassi,
Cleveland

Marisa Ashley Licari,
Schaumburg, IL
Summa Cum Laude

John Tyler Lieser, Hilliard

Anna Elizabeth Lind,
Westerville

Drew Thomas Lindenberger,
Akron

Melissa Rachelle Lipovich,
Dublin

Sai Liu, Weifang, Shandong,
China

Andrew Steven Lock,
Pickerington

Eric Alexander Bradley
Louderback, Cincinnati

Joseph Edward Lovell II,
Granville

Olivia Yvonne Lowe, Mount
Vernon

Petr K. Lukin, Chicago, IL

Brandi Desiree Lyons,
Milwaukee, WI
Magna Cum Laude
with Distinction in Theatre

Qi Ma, Beijing, China

Xiaoyu Ma, Beijing, China
Cum Laude

Erik Joseph Maag, Richfield

Brieana Kelly Mackey,
Alpharetta, GA

Amy Lynn Macynski, Gahanna

Kelly Elizabeth Mahon,
Mayfield Village

Julia Elyse Mains, Upper
Arlington
Cum Laude
with Research Distinction in History

Collin David Maio, Columbus

Manisha Reddy Mandra,
Hyderabad, India

Jean Marie Mangiola, Laguna
Niguel, CA

Laura Joanne Mansfield,
Berea

Christian Conrad Margard,
Columbus

Stephanie Marie Marriott
Powers, Fort Wayne, IN
Cum Laude
*with Honors in the Arts and
Sciences*

Lisa Dianne Marsh, Columbus

Nickolas Francis Martin,
Copley

Lucas Anthony Martindale,
Westerville

David Zachary Mason,
Reynoldsburg

Marc Henry Mason, Heath

Michael Spencer Matches,
Sammamish, WA

Caley Noel Mathias,
Columbus

Steven A. Matses, Boston, MA
Summa Cum Laude

Adriana Gabriela Matusiewicz,
Somerset

Brittney Fallan Maunz, Van
Wert

Claude M. Mbemba, Lewis
Center
Cum Laude

Alan Dean McClain-Svec,
Rocky River
Cum Laude

Sarah Elizabeth McCombs,
Lima

Nathan Richard McCormick,
Grove City
Magna Cum Laude

Chelsea Alexandria McCoy,
Cleveland

Dimitri Dartanion McDaniel,
Jr., Twinsburg

Sarah Ashley McGarity,
Columbus

Jenna Courtney McGlade,
Findlay
Cum Laude

Katelyn Marie Mckinley,
Centerburg

Athnie Reid McMillan-
Comeaux, Toledo
Summa Cum Laude
*with Honors in the Arts and
Sciences*

India McNeil, Youngstown
Cum Laude

Kimberly Sue McNulty,
Mansfield

Lauren Michelle Mears,
Sandusky

Alexandra Faith Mellinger,
Westerville
Cum Laude
*with Honors in the Arts and
Sciences*

Erin Reed Mellon, Columbus

Kaira Richelle Mercer-Jones,
Austin, TX

Julie Ruth Merry, Zanesville

Alex Ben Mezhevinsky, Mason

Cora Jane Micacchion,
Gahanna

Shannon Marie Michalsky,
Jackson, MI

Emily Marie Middleton, Mason

Michael Joseph Mielke,
Alexandria

Anthony Joseph Miller,
Millersburg

Evan Andrew Miller, Columbus

Gregory Edward Miller, Bryan

Matthew Edward Miller,
Westlake

John Milligan, Columbus
Magna Cum Laude

Alex Scott Milliron, Shelby

Alec Charles Millman, Boise,
ID

Benjamin Jung Mirka,
Cleveland

Daniel R. Mitchell, Columbus

Joshua John Mocarski, Perry

Megan Ann Modene,
Perrysburg

Commencement Convocation, December 20, 2015

Emily Grace Moffat, Columbus
Cum Laude

Matthew T. Mohr, Troy

Ryan Christopher Montag,
Worthington

Rachel Suzanne Moore,
Newark

Joanna Morehart, Columbus

Patrick Evan Moreland III,
Grove City

Alyssa Moreno, Marion
Magna Cum Laude

Brandon Michael Morris,
Pataskala

Jenna Nicole Morris,
Reynoldsburg

Michael William Morris, Hilliard

Matthew John Morselli,
Broadview Heights
Cum Laude

Laura Mary Moseley, Sunbury

Mara K. Moss, Northport, NY

Taylor Martin Moss, Dublin

Meganne Kay Muir,
Wadsworth
Summa Cum Laude
with Honors in the Arts and
Sciences

Megan Elizabeth Murray,
Sunbury

Elizabeth Ashley Murry,
Riverside, CA

Katelyn Nicole Murwin, Lewis
Center

Frances Victoria Ballestar
Mutuc, Jacksonville, FL

Blake Kurtz Myers, Aurora

Mansoor Nadir, North
Royalton

Adam Michael Napier,
Loveland

Sidharth Narayan, Strongsville

Paige Nicole Natalie,
Zanesville

Dustan Robert Neary,
Ventura, CA

Kylie Alicia Neeman-Brown,
Dayton
Cum Laude

Timon Andrew Nelson,
Richwood
Cum Laude

Ryan M. Newport,
Pickerington

Linh Thi Phuong Nguyen, Ho
Chi Minh City, Vietnam
Cum Laude

Qiongjie Ni, Xi'an, China

Lacey Michele Nichols,
Macedonia

Jordan Ryan Nickoli, Norwalk

Kylee Ann Noneman, Toledo

Alexander Lawrence Nork,
Mount Laurel, NJ

Matthew John Noufer,
Youngstown

Kelsey Blaire Nye, Lima

Joshua Alexander
O'Bomsawin, Columbus

Thomas Patrick O'Brien III,
Grove City

Kyle Robert O'Donnell, Grosse
Pointe Woods, MI

James W. O'Flannery III, Lima

Lindsey Ruth O'Keefe,
Cleveland Heights

Nicole Lee Odell, Palmer, MA
Cum Laude

Alexa Catherine Odenweller,
Hilliard
Cum Laude

Ifunanya Nzubechukwu
Okwumo, Ozubulu, Nigeria

Ryan Scott Oltorik, Cincinnati

Adrian Sen Ler Ong, Kuala
Lumpur, Malaysia

Jeremy Donald Ortman,
Columbus

Daniel Ellis Osterman,
Columbus

Jessica Taylor Osvath, Grand
Island, NY
Cum Laude

Brett Johnathon Oswald,
Millersburg
Magna Cum Laude

Markus Alexander Owings,
Carpentersville, IL

Michaela Alise Oza, Columbus

Jennifer Lynn Pagan, Crestline
Summa Cum Laude

Hannah Erin Palmaer,
Newport Beach, CA

Robert William Panda,
Reynoldsburg

Muhammad Ali Shafiq
Paracha, Karachi, Pakistan

Taehyung Park, Columbus

Tyler Brice Parker, St. Louis
Summa Cum Laude

Kevin Charles Parks, Loveland
with Research Distinction in Earth
Sciences

Bronson Paul Patterson,
Millersburg

Aziza Begum Pauff, Ada

Stase Leigh Paxton,
Uniontown

Quinn Michael Pedelty,
Roanoke, VA

Ryan David Pena, Chicago, IL

Brandi Jaily Penny,
Cincinnati

Joan Suzanna Person, St.
Paul, MN

Kirstin Ann Peterson, Warren
Cum Laude

Tameishia Leona Peterson,
Dayton

Molly Nicole Petruzzi,
Westerville

Brent Allen Phillips II, Dayton

Nicholas R. Phillips, Gahanna

Taryn Jenae Phillips,
Pittsburgh, PA
Cum Laude

Carmen Cristina Pi Caride
Matos, Brasilia, Brazil

Andrew Timothy Pirtle, Upper
Arlington

Jacquelyn Marie Pittman,
Woodfield

Rhiannon Dawn Plant, Warren

Samantha L. Plumb, Lima

Danielle Nettris Poindexter,
Twinsburg

Hannah Cyril Polster,
Columbus
Magna Cum Laude

Zachery Adam Poltor,
Columbus

Mary Elizabeth Ponomarenko,
Parma

Christopher Dane Potter,
Delphos

Brandon Powers, Gahanna

Erica Fay Prantl, Ashville

Christa Renee Prater, Dayton

Uthhara Premanandan, Dublin

Nadine Elizabeth Press,
Loveland
Cum Laude

Erica Leigh Price, Columbus

Phillip Raymond Price,
Waterville
Magna Cum Laude

Michael Vincent Procaccini,
North Ridgeville

Taylor Anne Prusa, Stow

Sudarshan Pyakurel,
Cleveland

Faraan Ahmad Qureshi,
Jamestown

Brandon Duane Randolph,
Columbus

Raphael Randolph, Jr.,
Columbus

Sarah Rose Rannebarger,
Delaware
Magna Cum Laude

Kristen Margaret Ream,
Shelby

Michael Wesley Redd, New
Albany

Michael Robinson Reddy,
Duluth, GA

Thomas Chance Redman,
Lewis Center

Spencer Thomas Reece,
Ontario

Victoria Ann Reed, Gahanna

Nicholas James Reem, Santa
Ana, CA
Summa Cum Laude

Shannon Clare Reilly,
Chesterland

Robert Andrew Reineck,
Fremont

Kelsey Elizabeth Reiner,
Holland
Cum Laude

Karen Rose Reinstein, Toledo

Kristen Marie Reymann,
Columbus

Caroline Elizabeth Ricca,
Upper Arlington

Commencement Convocation, December 20, 2015

Kaitlyn Elizabeth Rice,
Hamilton
Michael Rich, Columbus
Alexander James Richards,
Westerville
Zachary Scott Richards,
Wadsworth
Zachary Philip Riebel,
Galloway
Lainie Elizabeth Rini, Dayton
Magna Cum Laude
with Honors in the Arts and
Sciences
with Honors Research Distinction in
Geography
Kaitlyn Michelle Rinkes,
Hilliard
Anthony John Rivello,
Blacklick
Cum Laude
Matthew D. Roberts, Mansfield
Amanda Kaitlyn Rogers, Van
Wert
Elisabeth Kate Rogge, New
Hudson, MI
Magna Cum Laude
with Honors in the Arts and
Sciences
Emma Irene Roll, Dayton
Magna Cum Laude
Richard Charles Roman,
Worthington
Jenna Marie Romine,
Columbus
Cum Laude
Bryce Kendal Romp, Olmsted
Falls
Louis Michael Rosenbaum,
Beachwood
Summa Cum Laude
with Honors in the Arts and
Sciences
David Eugene Rowland, Jr.,
Springfield
Magna Cum Laude
Kathryn Rachel Ruddick,
Columbus
Timothy Avry Rupe, Lancaster
Samuel William Ruschman,
Cincinnati
Nicholas Michael Ruschmann,
Centerville
Cum Laude
Christopher Rutz, Cincinnati
Matthew Jacob Ryan, Hilliard
Cum Laude
with Honors in the Arts and
Sciences
Marly Aoun Saade, Berea
Cum Laude
Abdiqani Jama Saalih,
Columbus
Lauren Alise Saavedra,
Columbus
Nicholas Michael Samson,
Chagrin Falls
Holly Saniga, Wadsworth
Tianna LeAnn Santamaria,
Columbus
Yiannoula Sarris, Mentor
Dominic Lucian Sauer,
Columbus
Summa Cum Laude
Hannah Josie Saunders,
Logan
Madison Taylor Sayre, Grove
City
Cum Laude
with Honors in the Arts and
Sciences
with Honors Research Distinction in
History
Rebecca Leigh Schatzinger,
Shelby
Douglas Philip Schierloh,
Powell
Briann Schmidt, Cincinnati
Magna Cum Laude
Heather Nicole Schnipke,
Columbus Grove
Summa Cum Laude
Jeremy Allen Schoener,
Columbus
Nathan David Schrein, Lima
Jason Dwayne Schrode, Solon
Kyle David Schultz, Findlay
Makenzie Ann Scott, Grove
City
Noah Joseph Benson Scovill,
Columbus
Lindsay Christine Seeds,
Hilliard
Cynthia Jo Seitz, Galion
Samantha Anne Seles,
Whitehouse
Nicholas Dominic Serafini,
Marysville
Christina Alana Sergakis,
Blacklick
Haya K. Shakhtra, Alliance
Laura Julia Shapiro, Toledo
Summa Cum Laude
Cierra Marie Sharp, Columbus
Ryan Steven Shary, Laguna
Beach, CA
Ao Shen, Beijing, China
Hans David Shenk, Plain City
Summa Cum Laude
Alison Fay Shepherd, Minford
Daniel Gregory Shtivelberg,
Buffalo Grove, IL
Magna Cum Laude
Annamarie Jean Sigman, Troy
Nathaniel Thomas Simon,
Cincinnati
Cum Laude
Lucas Charles Simpson,
Beavercreek
Tatyana Sinetskaya, Vorezh,
Russia
Ashleigh Virginia Singleton,
Galloway
Luke Mark Sislowski, Hilliard
Jonathon Data Skillman,
Gahanna
Kevin John Skubak,
Westerville
Maxine Cai-Li Slaybaugh,
Medina
Summa Cum Laude
Zachary Thomas Slotta,
Hilliard
Cum Laude
Austin H. Smith, Hilliard
Maisie Diane Smock,
Pataskala
Zachery Isaac Sobel, Palm
Harbor, FL
Jeffrey George Solloway,
Naperville, IL
Steven Thomas Soltay,
Cleveland
Emily Mommina Sorrenti,
Mansfield
Magna Cum Laude
Alexandra Leigh Sotkovsky,
Newark
Nicholas Ryan Sowder,
Dayton
Nicole Ashlee Spangler,
Hilliard
Zachary Xavier Speckman,
Medina
Carley Nicole Springer, Van
Wert
Cum Laude
Walter Donnell Stankiewicz,
Boiling Springs, PA
Shanna Kay Stauffer,
Reynoldsburg
Emily Catherine Stevens,
Summerfield
Cum Laude
Finessé Stevens, Cleveland
Drake Evan Stewart,
Cincinnati
Jeffrey A. Stewart, Mount
Vernon
Craig Andrew Stieff, Sandy,
UT
Alexis Patricia Stiver,
Germantown
Magna Cum Laude
Chelsea Jayne Stone, Marion
Courtney Renee Storey,
Olmsted Falls
Jonathon Thomas Strasbourg,
Toledo
Mikaela Elisabeth Street,
Temecula, CA
Aaron Lee Strohm,
Pickerington
Alyndria René Stykemain,
Defiance
Sarah Khaled Suleiman, Akron
Elwira Sulewski, Bielawa,
Poland
Holly Marie Swanagin,
Galloway
Austin Wesley Swanger,
Cincinnati
Krystal Nicole Swanson,
Massillon
Brittany Lee Swartz, Parma

Commencement Convocation, December 20, 2015

Amanda Kristine Sweeney, Westerville	Evan Daniel Walsh, Gates Mills	Alexandre Amadeo Wong, Powell
Kari Ann Swygart, Lima	Zixin Wang, Zhongshan, Guangdong, China	<i>Magna Cum Laude</i>
Jared Franklin Sylvester, Upper Arlington	<i>Cum Laude</i>	Ellyn Michelle Wong, Fairfield
Heather Lynn Syrus, Columbus	Savannah Jo Ward, Springfield	Austin John Wright, Buckeye Lake
<i>Summa Cum Laude</i>	<i>Cum Laude</i>	Torie Lynn Wright, Ada
Manar N. Taleb, Ramallah, Palestine	Brittney Christine Wargo, Olmsted Falls	<i>Cum Laude</i>
Alexandra D. Taylor, St. Paris	Grant R. Warner, Caldwell	Linjun Wu, Beijing, China
Caitlin Rebecca Taylor, Columbus	Jessica Dawn Watson, Columbus	Jefferson Charles Yates, Mechanicsburg
Jennifer Masi Taylor, Cincinnati	<i>Magna Cum Laude</i>	Joseph Anthony Yorrio, Cincinnati
<i>Summa Cum Laude</i>	Dylan Anthony Wayman, Columbus	Douglas Arthur Young, Ashland
Ryan A. Taylor, Granville	Caitlin Noel Weaver, Columbus	Shengyao Yue, Shenyang, China
Adam James Teets, Hilliard	Kaitlyn Michelle Weckesser, Fredericktown	Tyler Christian Yurik, Litchfield
Liam M. Terry, Fort Worth, TX	Li Hwei Wee, Columbus	Zeena Marie Zeller, Pleasant Hill
Morgan Thobe, Plain City	<i>Cum Laude</i>	Bufan Zeng, Ningbo, Zhejiang, China
Daniel Levi Thomas, Winchester, VA	Paul Selmer Wells, Jr., Commercial Point	<i>Cum Laude</i>
Kirsten Nicole Thomas, New Albany	Meggin Adelia Wernz, Springfield	Wanlin Zeng, Columbus
Delaney Marie Thompson, Centerville	Connor Caroletti Wescoat, Long Beach, CA	Han Zhang, Harbin, China
Matthew Drenen Thompson, Columbus	Nicholas David West, Germantown	Hong Zhang, Wuhan, China
Lorenzo-niko Guevara Topacio, Columbus	Emily Marie Wharmby, Bolivar	Lihe Zhang, Urumqi, China
Matthew Joseph Toskin, Newark	David Michael Wharton, Ontario	<i>Summa Cum Laude</i>
Lindsey Rae Trimm, Chagrin Falls	Elizabeth Ann White, Columbus	Wan Zhang, Henan, China
Michelle Renee Troth, Houston, TX	<i>with Honors in the Arts and Sciences</i>	Yuanyuan Zhang, Beijing, China
<i>Magna Cum Laude</i>	Sara Lynn White, Heath	Yaran Zhao, Hubei, China
Susannah Isabel Tuthill, Chagrin Falls	Taylor Marie White, Cleveland	<i>Magna Cum Laude</i>
George Henry Uhrman, Jr., Columbus	James Anthony Whitehead, Pickerington	Jingwei Zhou, Wuhu, Anhui, China
Monica M. Ulrich, Toledo	Shannon Marie Wiestling, Marion	<i>Cum Laude</i>
Erica Michelle Van Heyde, Dublin	Tabitha Gabrielle Wilbur, Hamden	Quan Zhou, Shanghai, China
<i>Cum Laude</i>	<i>Magna Cum Laude</i>	Yanlin Zhou, Shiyan, China
Scott Joesph Vanko, Lewis Center	<i>with Research Distinction in Sociology</i>	Bingjing Zhu, Guizhou, China
Jeffrey Daniel Varga, Columbus	Kathryn Aki Wilkerson, Dayton	<i>Cum Laude</i>
Kayla Michele Varner, Henderson, NV	Breanna Mone Williams, Canton	Tong Zhu, Beijing, China
London Vayavong, Cleveland	Camren J. Williams, Easton, MA	<i>Cum Laude</i>
<i>Cum Laude</i>	Evan S. Williams, Columbus	Timothy Patrick Ziga, Jr., Stow
Joseph Karl Vernik, Lima	Haley Marie Williams, Upper Arlington	Ryan Carter Zimmermann, Columbus
Danielle Renee Vilaplana, Chicago, IL	JaLeigha BreAnne Neolani Williams, Columbus	
Danica Joann Vincent, Columbus	<i>Magna Cum Laude</i>	
Logan Justine Visnick, Reynoldsburg	Jared Ryan Williams, Franklin, TN	
Sara Nicole Vollmer, Sagamore Hills	Kirk Ashton Williams, Columbus	
<i>Cum Laude</i>	Tracy Sue Williamson, Cardington	
Laura Benish Wadsworth, Shaker Heights	Jacey Lynn Wiseman, Granville	
Adam Joseph Waisanen, Delaware	Shantel Elise Wolfe, Milan	

Bachelor of Arts in Journalism

Alaina Rochelle Bartel, Akron
Isabella Kathleen Giannetto,
Chesterland
Michaela Good, Hebron
James Edward Grega, Jr.,
Brunswick
Olivia Marie Hamilton, Plain
City
Alexis Marie Hill, Kalida
Cum Laude
Jacob Hollar, Washington
Court House
Francis Ian Pellicciaro,
Seaford, NY
Alexis Renee Soares, Boston,
MA
Thomas Jennings Williams II,
Columbus

**Bachelor of Art
Education**

Lauren Hurd, Toledo

Bachelor of Fine Arts

Tanner Lee Burns, Columbus
Emma Michaelis Cooper,
Gahanna
Magna Cum Laude
Rachel Margaret Hill,
Springfield
Cum Laude
Samuel Caylon Kennard,
Perrysville
Susan Marie Komer, Mount
Gilead
Magna Cum Laude
Sara Adelaide Kushious,
Chagrin Falls
with Honors in the Arts
Longxiao Li, Shenzhen, China
Elizabeth Ashley Martin,
Carlisle, PA
Cum Laude
with Honors in the Arts
with Distinction in Art
Elaine Nosrati, Cambridge
Corey Reeb, Grove City
Cum Laude
Daniel O. Riemen, Liberty
Township
Ki Jose Rodriguez, Lorain
Elissa Anne Slabach Snouffer,
Columbus
Magna Cum Laude
Caitlin R. Zupancic, Cleveland

Bachelor of Music

Samuel Greg Anderson, New
Richmond
Luis David Cabrera, Bogota,
Colombia
Aaron Douglas Dvorak,
Westlake
April Greenwell Fenn, Murray,
UT
Nicholas Allen Jackson,
Canton
Summa Cum Laude
Skye Marie Johnson, Galena
Cum Laude
Aroh Mukul Pandit, Westlake
Summa Cum Laude

**Bachelor of Music
Education**

Nicholas Richard Dillion,
London
Joseph Robert Dixon, Canal
Winchester
Francis Reid Knuth, Cincinnati
Summa Cum Laude

Devra Lindsie Laserson,
Beachwood
Summa Cum Laude
with Honors in the Arts
Benjamin John Nelsen,
Columbus

**Bachelor of Science in
Atmospheric Sciences**

John Robert Banghoff, Grove
City
Summa Cum Laude
with Honors in the Arts and
Sciences
with Honors Research Distinction in
Atmospheric Sciences
Mallory Christine Buckley,
Strongsville
Cum Laude
Eric Stephen DoBroka,
Cleveland
Brian Anthony Rosa,
Willoughby

**Bachelor of Science in
Geographic Information
Sciences**

Peter Gabor Bedrosian, Lewis
Center
Nicholas Nathan Ciereck,
Columbus
James Eugene Donovan, Lima
Matthew Dwight Ruhe, Ottawa
Yujue Song, Wuxi, China
Bryan D. Webb, Hilliard

Bachelor of Science

Sarah Ashley Aderholdt, San
Diego, CA
Pia S. Aguilar, Columbus
David A. Albertson, Columbus
Lucas Alan Altstadt, Olmsted
Falls
Noor Ahmad Anouti, Lima
Summa Cum Laude
Bethany Nicole Army II, Van
Wert
Cum Laude
with Research Distinction in Biology
Yosef Gebeyhu Assefa, Addis
Ababa, Ethiopia
Gregory Charles Austrow,
Blue Ash
Pamela Andrea Barahona,
New Albany
Benjamin Richard Barnette,
Stow
Luis Felipe Bautista,
Columbus

Christine Anne Beaujean,
Perrysburg
Cum Laude
with Honors in the Arts and
Sciences
Alyson Taylor Beiling, Chapin,
SC
Tina Marie Bennett, Hamler
Joseph Eric Choi Benson,
Columbus
with Honors in the Arts and
Sciences
Madison Nicole Bernhardt,
Columbus
Cum Laude
Michael Andrew Bigley, Troy
Ashley Nicole Billings,
Sylvania
Juliana Marie Blanch,
Brecksville
Kelcie Marie Blankenship,
Circleville
Molly Elise Bobich, Columbus
Alexander Zachary Bollas,
Columbus
Anthony Michael Bowersock,
St. Marys
Cum Laude
with Honors in the Arts and
Sciences
Ryan D. Bridenstine, Findlay
Michael James Brockman,
Cincinnati
Katherine E. Brotherton,
Grove City
Jameliah Brown, Sandusky
Jason Michael Brown,
Worthington
Cum Laude
Tinisha Rayann Brown,
Springfield
Cum Laude
Alexa Brumfiel, Lebanon
Matthew John Bruni, Imperial,
PA
Cum Laude
Brandy Elvene Burgos,
Coamo, PR
Magna Cum Laude
Mark Ng Cadlaon, Flatwoods,
KY
Cum Laude
Daniela Elizabeth Campbell,
Raleigh, NC
Cum Laude
Andrew David Canale,
Westerville
Yukun Cao, Shenyang,
Liaoning, China
Maximilian John Carlino,
Cleveland
Daniel Michael Carlozzi,
Canfield
Ambria Michelle Carpenter,
Fishers, IN
Shuo Chen, Beijing, China
Magna Cum Laude
Yingru Chen, Xian, China
Magna Cum Laude

Commencement Convocation, December 20, 2015

Hannah Victoria Chernock,
Avon Lake

DeAndra Sharneice Childress,
Cleveland

Merissa Chiu, Sylvania

Trevor Christian Chopko,
Akron
*with Research Distinction in
Biochemistry*

Samuel Charles Ciaramitaro,
Centerville
*with Research Distinction in Earth
Sciences*

Miranda Leesette Cochran,
Pioneer

Bryan Joseph Coffey,
Willoughby

Holly Marie Cook, Westlake

Julia Nicole Cooper,
Worthington

Christopher John Core,
Frankfort

Kristen Monique Cuevas,
Medina

Brittney N. Curtis, Clatskanie,
OR

Steven Lee Dade, Columbus

John Thomas Dahl,
Worthington

Rui Dai, China

Maura Elyse Danko,
Pittsburgh, PA

Daniel James Darvish, Silver
Spring, MD

Robert Scott Daulton, Dublin
*Magna Cum Laude
with Honors in the Arts and
Sciences
with Honors Research Distinction in
Biology*

Liane Tamara Davila,
Mayagüez, PR

Alyssa Danielle Davis, Grove
City

Rebecca Nicole Davis, Van
Wert

Tatyana Ashley Defoe, Medina

Shireen Desai, Fairfield

Rachel Dowrey Dicken,
Portsmouth
*with Research Distinction in
Chemistry*

Taylor Frances Donahue,
Shamong, NJ

Stephen P. Doughten, Aurora

Sarah Michelle Doyle, Perry

Nicole Elizabeth Durosko,
New Milford, CT

Gage Eberly, Columbus
Cum Laude

Jacob Andrew Edelen, Sidney

Adrian David Fabio, Columbus

Kevin Daniel Fenk, Louisville

Adam William Fenton,
Richfield

Joshua Fenton, Columbus

Sydney Tamara Flanigan,
Jackson Township

Cassandra Catherine
Gammon, Columbus

Yinghua Gao, Beijing, China
Cum Laude

Julia Lee Gauer, Columbus
Cum Laude

Neood Yohannes Gelaye,
Addis Ababa, Ethiopia

Bridget Kay Gladden,
Beavercreek
*with Honors in the Arts and
Sciences*

Daria Glock, Mason

Liyu Gong, Shanghai, China
Summa Cum Laude

Sarah Jane Grady, The
Woodlands, TX
Magna Cum Laude

Zachary Norman Gross,
Westlake
Magna Cum Laude

Luisa Fernanda Guzman,
Weston, FL

Colby Marie Halker, Columbus
Grove

Hannah Lee Harding, Shelby
Magna Cum Laude

Naima Jama Hashi, Columbus
Cum Laude

Alexandra Taylor Hensel,
Pickerington
Cum Laude

Chloe Patricia Hernane,
Oakville, ON, Canada

Scott Alan Hickman, Canton,
GA
*Magna Cum Laude
with Honors in the Arts and
Sciences*

Regan Thomas Hitt, Columbus

Kelsey Renee Hoehn, Ottawa
Magna Cum Laude

Alexis Louise Howard,
sylvania
*Magna Cum Laude
with Honors in the Arts and
Sciences*

*with Honors Research Distinction in
Psychology*

Fangming Hu, Shanghai,
China
Cum Laude

Phuoc Huynh Duc Hua,
Columbus
Cum Laude

Yisong Huang, Jiangsu, China

Jacob Thomas Huber, Mason

Warner Worthington Huskey,
Sidney

Elizabeth Mae Ignasiak,
Broadview Heights
*Cum Laude
with Honors in the Arts and
Sciences*

Jonathan Won Joo,
Westerville

Aarohi Kritika Joshi, New
Delhi, India
Cum Laude

Sarah Christine Karow,
Columbus

Rory Michael Kelly, Westlake
Magna Cum Laude

Nishat Khan, Dublin

Hyon Soo Kim, Seoul, Korea

Yeji Kim, Seoul, Korea

Ryan Christopher Klamet,
Strongsville

Oren Moshe Kodish, Shaker
Heights
*Cum Laude
with Honors in the Arts and
Sciences*

Derek Joseph Korte, Kalida
Summa Cum Laude

Alexsandra Michelle
Kovacevich, Akron
*Magna Cum Laude
with Honors in the Arts and
Sciences
with Honors Research Distinction*

Emily Keogh Kronenberger,
Medina
Cum Laude

Michael Peter Kucharik,
Naples, FL
Magna Cum Laude

Cassandra Renee Lechner,
Canton
Cum Laude

Jong Han Lee, Centerville

Jacqueline Rollande
Leizerman, Sylvania

Alexandra Rae Lew,
Clearbrook, VA
Cum Laude

Manlan Li, Beijing, China
Cum Laude

Xiang Li, Harbin, Heilongjiang,
China

Nikita Dilip Lillaney, Cincinnati

Bulun Lin, Shanghai, China
Magna Cum Laude

Lei Lin, Guangzhou, China

Zun Huang Lin, Chang Le,
Fujian, China

Ariel Elise Lindner, Shalimar,
FL
Cum Laude

Sarah E. Lindsey, South Glens
Falls, NY

Terrence Michael Arañez
Litam, Westlake

Mingchuan Liu, Dalian, China
Magna Cum Laude

Zhihan Liu, Zhuzhou, China
Summa Cum Laude

Cynthia Lynn Long,
Doylestown

Joseph Michael Lonsert,
Centerville

Chandler Reed Lowe,
Wadsworth
Summa Cum Laude

Hongyuan Lu, Columbus

Mark R. Lucas, Cleveland

Emerly Hoang Luong,
Westerville
Magna Cum Laude

Chantel Luu, Brook Park

Commencement Convocation, December 20, 2015

Andrew Louis Mariotti, Upper
Arlington

Andrea Rae McArdle,
Strongsville

Jessica Brooke McCabe,
Springfield

Abigail Nicole McClaine, Elyria

Rachel Elizabeth McConnell,
Hubbard
Cum Laude

Joseph Scott McCulty,
Hartville

Samuel Clay McGiffin, Mentor

Stephen Alexander McKinney,
Hopedale

Chao Meng, Huhhort, China
Magna Cum Laude

Kerri Ann Metzler, Wadsworth
Summa Cum Laude

Carly Elizabeth Miller,
Wheelersburg

Jacqueline Anne Mills, Urbana
*with Research Distinction in Earth
Sciences*

Brendon Jerrett Mock,
Pickerington

Nelsy Danery Morrobel,
Puerto Plata, Dominican
Republic

Murvin Lee Morrow III, Hilliard

Rachel Lee Motsinger,
Allenspark, CO

Qi Nan, Shijiazhuang, Hebei,
China

Daniel Paul Nemeth,
Strongsville

Amanda Wong Ng, Dublin

Obagaeli Ngene-Igwe,
Columbus

Sean Nicholas Nicely,
Pittsburgh, PA

Heather Anne Nootbaar,
Buffalo Grove, IL

Kyle Robert O'Donnell, Grosse
Pointe Woods, MI

Rebecca Ann O'Sha, Steger,
IL
Magna Cum Laude

Kevin John Olickal, Columbus

Michael Tyler Oney, Marion

Belinda Osei, Kumasi, Ghana

Daniel Ellis Osterman,
Columbus

Ivan E. Otero Chavez, Mason
So-Young Park, Seoul, Korea

Hiren Ramesh Patel, Bowie,
MD

Urvie Patel, Cleveland

Dylan Stephen Paul, Freehold,
NJ

Nathan Daniel Paykoff, Lewis
Center

Rahul Pedagandham,
Broadview Heights

Tyr Allen Pickett, Bowling
Green

Taylor Amanda Piel, Arcanum

Kristina Marie Preslar,
Chardon

Tania M. Prince, London,
England

Mochen Qian, Shenzhen,
China

Ziyuan Qin, Guiyang, Guizhou,
China

Nicole Marie Raab, Bainbridge

Samuel Makem Randolph,
Columbus

Jackson Ainslie Ratcliff,
Mareeba, Queensland,
Australia

Arica Ann Reith, Shelby
Cum Laude

Fang Ren, Tianjin, China
Cum Laude

McKenzie Nicole Roberts,
Grove City

Tori Danielle Roberts,
Lebanon
Cum Laude

Melanie Felicia Russell,
Cleveland

Amber Kristine Salsburey,
Westerville

Mackenzie Lee Scharenberg,
Granville
*Cum Laude
with Research Distinction in Earth
Sciences*

Andrew Nicholas Schuhle,
Hinckley

Emily Marie Sharick, Dublin

Yunyan Shi, Changzhou,
Jiangsu, China
Cum Laude

Chance Tanner Shipman,
Columbus

Ginamarie Robin Rossi
Shrader, Beltsville, MD
Cum Laude

Nicholas James Shuman,
Beavercreek
*Magna Cum Laude
with Honors in the Arts and
Sciences*

Bryon Montgomery Smith,
Plain City

Katie Elizabeth Smith,
Hamilton

Kelsie Nairn Smith, Columbus
*Cum Laude
with Honors in the Arts and
Sciences*

Shelby Nichole Snodgrass,
Washington Court House

Taylor Marie Snyder,
Rochester, NY

Chengze Song, Qingdao,
Shangong, China

Amanda Joyce Sparks, Grove
City

Meghan Elizabeth St. John,
Perrysburg
Cum Laude

Burgandy Leigh Staley, Lima

Joseph Jacob Stevens,
Cincinnati
*Cum Laude
with Honors in the Arts and
Sciences*

Corey Alan Stewart, Forest
Park

Max Jeffrey Straus, Akron

Jeff Sun, Bridgewater, NJ

Charlotte Louise Siang Cheng
Tan, Singapore, Singapore

Yuwei Tang, Dalian, China

Ryan Christopher Thomas,
Brookville

Alexander P. Tough, Mentor

Michelle Renee Troth,
Houston, TX
Magna Cum Laude

Emily Marie Troyer, Grove City

Chi Ho Tung, Hong Kong,
China

Brandon E. Upchurch,
Columbus
Cum Laude

Florencia Gabriela Velez-
Cortes, Tallahassee, FL
with Research Distinction

Justin Timothy Velliquette,
Oak Harbor

Anjana Reddy Viddam, Dublin

Adirah Sason Villarreal,
Beavercreek
Cum Laude

Katherine Isabella Volpatti,
Dayton

Curtis Michael Vrabec,
Fairlawn

Connor James Wakefield,
Kings Mills
Cum Laude

Annie Tan Wang, Lexington,
KY

Yaqing Wang, Liyang,
Jiangsu, China
Summa Cum Laude

Yuanru Wang, Beijing, China

Baocheng Wei, Nantong,
Jiangsu, China

Andrew David Weiker,
Perrysburg
Cum Laude

Michaela Brooke Wells, Belpre

Sarah Olivia Welsh,
Westerville

Jacob Blake Williams, New
Albany
*Magna Cum Laude
with Honors in the Arts and
Sciences*

Chelsea Louise Woods, Lima

Michael James Wooley,
Lakewood

Sarah Ariel Wurm, Plain City

Xin Xu, Ningbo, Zhejiang,
China
Summa Cum Laude

Brendan Dale Zapp,
Columbus

Xuyang Zhang, Qingdao,
China

Commencement Convocation, December 20, 2015

Yiqun Zhou, Hangzhou,
Xiaoshan, Zhejiang, China
Summa Cum Laude
Jingyun Zhu, Tianjin, China
Magna Cum Laude
Stephanie Marie Zobel, Huber
Heights
Cum Laude

Associate of Arts

Luke Jordan Abbott, Kenton
Rebekah Anne Abel,
Johnstown
Magna Cum Laude
Edwin C. Acquaaah-Harrison,
Columbus
U'Raiyah Miasia Alexander,
Pickerington
Brennan Lee Anderson,
Granville
Mary Kathryn Arrington, Mount
Gilead
Cum Laude
Gregory Paul Ashbrook II,
Ashland
Laura Elizabeth Baitt,
Painesville
Haley Nicole Balsler, Heath
Magna Cum Laude
Aaron Marquise Battee,
Youngstown
Aaron Michael Bays, Lucas
Cum Laude
Meri Luna Bedalli, Upper
Arlington
Katherine J. Beeney,
Richwood
Cum Laude
Kerri Lee Belcher, Marion
Summa Cum Laude
Dakota Michael Bell, Duncan
Falls
Paige Michelle Bishop,
Mansfield
Becca Lynn Blake, Newark
Matthew Scott Boals,
Mansfield
Jacob Kurtis Bobbitt, Sunbury
Mateusz Boc, Brecksville
Joshua Paul Bracken, Ashland
Cum Laude
Karlee James Brown, Newark
Brooke Elizabeth Brubaker,
Columbus Grove
Leo William Brudny,
Johnstown
Bryan Neil Bryden, Bucyrus
Magna Cum Laude
Jenna Renee Buroker, Bluffton
Magna Cum Laude
Christie Jane Carder, Delphos
Cum Laude
Jessica Loretta Carrington,
Johnstown
Cum Laude
Shanna Rose Carroll,
Sandusky

Brittany Rose Cavinder, Van
Wert
Summa Cum Laude
Arnon Chaffin, Mansfield
Leslie Anna Chandler,
Maplewood
Kelsie Lynette Clow, Mansfield
Cum Laude
Haley Elizabeth Codora, Belle
Center
Cum Laude
Ciara Collins, Lexington
Sierra MacKenzie Cooper,
Thornville
Megan Nicole Culp, Pataskala
Lauren Michelle Davis,
Wapakoneta
Tim Aulden Deems, Galion
Tara Nicole Dolbow, Glenford
Julie Suzanne Donahue,
Lancaster
Danielle Leila Doup, Utica
Cum Laude
Anne Marie Dubois, Lexington
Jessica Anne Eichenlaub,
Grafton
Jordan L. Eichorn, Lexington
Jeffrey Wayne Endsley,
Gambier
Joshua Aaron Evans,
Gahanna
Rocco Frank Falletti III,
Boardman
Taha Faridi, Springfield
Steven R. Farley, Ontario
Mary George Farraj,
Reynoldsburg
Bradley Anthony Feimer,
Parma
Nichole Ann Finnerty,
Middleburg Heights
Allison Maree Fisher,
Columbus
Courtney Marie Fisher,
Reynoldsburg
Kyle Dean Fisher, Mansfield
Cum Laude
Charles Lawrence Fitch,
Columbus
Ashlyn LaVahon Flowers, Dola
Steven Robert Flowers,
Newark
Cum Laude
Dorothy Ann Fox, Wellington
Amanda Marie Fralick, Newark
Melissa Ann Frey, Spencer
Laniesha Michelle Gerwig,
Ashland
McKaila Renee Goodwin,
Newcomerstown
Cum Laude
Mitchell James Graham,
Lucas
Magna Cum Laude
Shelby Quinn Greeley, Lima
James Edward Grega, Jr.,
Brunswick
Kristen Winters Griley, Newark

Hannah Marie Grunden,
Marysville
Shayla Nicole Guilliams,
Coshocton
Dominic Bryant Hall, Newark
Emily Bernice Hankinson,
Alexandria
Summa Cum Laude
Miranda Lynn Helms,
Pickerington
Caitlynn Henry, Mansfield
Nasro Nasir Hersi, Columbus
Brady Michael Hildebrand,
Brunswick
Nathaniel Jacob Holvey,
Mansfield
Bret Kyle Hottle, Wapakoneta
Emma Noel Huber, Marysville
Summa Cum Laude
Kimberly Nichelle Hudson,
Columbus
Haley Nichole Hutchinson,
Edison
Stephanie A. Irving, Bucyrus
Joshua Shakespeare Jenkins,
Westerville
Jackalyn Nichole Johnston,
Blacklick
Zachary D. Jones, Galion
Michael Steven Keating,
Johnstown
Kathleen Marie Keller,
Mansfield
Katherine Alice Kelly, Canfield
Matthew James Kennedy,
Cincinnati
Rida Khan, Reynoldsburg
Kristen Lora King, Columbus
Haley Elizabeth Kocher,
Bucyrus
Cum Laude
Ericka Lynne Kohls, Kalida
Logan Walker Korn, Dublin
Darryl Margaret Kreutz, Canal
Winchester
Kevin Lam, Columbus
Ashley D. Lanning, Newark
Dylon Andrew Lause, Lima
Caitlin Joan Lay, Ashland
Alexandra Nichole Leedy,
Lexington
Adam Todd Lehman, Galion
Kneena Simone Levert,
Newark
Alex Miguel Lopez, Westerville
Ashley Dawn Lyman,
Pickerington
Hannah Rachelle Maas,
Columbus Grove
Robert Frederick Marsch,
Youngstown
William Michael Martinez, Etna
Brett Daryl Mason, Columbus
Morgan Justine Mason, Lima
Chelsey Jane McChesney,
Edison
Nicholas Robert McCollum,
Pataskala

Commencement Convocation, December 20, 2015

Kimberly Sue McNulty,
Mansfield
Joshua Forest McPeck, Heath
Sydney Paige McQueary,
Oregon
Rozzi Joseph Messina,
Newark
Kaley Marie Meyers, Ontario
Lucinda Renee Mickley,
Columbus
Crystal Marie Miller, Crestline
Kaci Lynn Miller, Pandora
Seth A. Miller, Crestline
Brittany Ann Missler, Willard
Magna Cum Laude
Da-Nisha Nicole Mitchell,
Reynoldsburg
Zahra Ali Mohamoud, Herndon
Asha Mohamud, Columbus
Kaitlyn Michelle Morrisey,
Lima
Joshua Thomas Moses, Elyria
Yididya Kibru Mulugeta,
Blacklick
Anthony Charles Murdock,
Reynoldsburg
Kayla Jane Murphy, Granville
Timothy T. Ney, Blacklick
Magna Cum Laude
Jeremy Bendixen Noe,
Pickerington
Kelsy Marie Noskowiak,
Westerville
Kelly Elizabeth Palmer,
Thornville
Courtney Michelle Parker,
Columbus
Cum Laude
Atmiya Patel, Westerville
Sara Natasha Petman,
Columbus
Trevor Place, Pataskala
Alyssa Marie Plaughner, Harrod
Joanne Marie Plescia, Parma
Kyle James Podolak,
Pickerington
Alyssa R. Priddy, Johnstown
Jesse Eugene Ramsier,
Fredericktown
Patrick Kevin Randall,
Pataskala
Na'Imah Alisha Rawls,
Mansfield
Anthony Quin Rea, West
Mansfield
Steve James Reiss,
Westerville
Arica Ann Reith, Shelby
Cum Laude
Kyle Riggleman, Westerville
Lurinda Stephanie Rivera-
Graham, Alexandria
Andrea Jean Robertson,
Mount Gilead
Dignity Marie Ruebensaal,
Mansfield
Alita Rukhsjar, Blacklick

Stefanie Jeanine Russell,
Baltimore
Daniel Scott Ryan, Logan
Cum Laude
Natalie Kristine Safdar,
Mansfield
Magna Cum Laude
Scott Allen Sammons,
Johnstown
Shawn Lucas Sapp, Newark
Joseph Anthony Schmook II,
Parma
Cum Laude
Kaitlyn Emily Scott, Delaware
Brody David Seiler, Galloway
John Nicholas Sheldon,
Ontario
Tessa Rae Simpson, Bluffton
Kayla Aryn Smith, Ottawa
Cum Laude
Jessica Lynn Snay, Lima
Kayla Beth Snow, Columbus
Aimee Jill Somerville, Upper
Arlington
Gregory Allen Sop, Jr.,
Boardman
Richelle Sosa Saldana, Avon
Lake
Brooke Marie Sousa,
Bellefontaine
Sarah Elizabeth Spahr, New
Albany
Chelsea Nicole Starkey,
Columbus
Faith Anna Stiteler, Ashland
Cum Laude
Ryan O. Sullivan, Ashland
Dennis Ryan Surbaugh,
Columbus
Luke Harrison Swartz, Shiloh
Kiersten N. Sybert, Powell
Kayla Consuela Tate,
Gahanna
James William Taylor II,
Marion
Logan Joseph Taylor,
Baltimore
Haylee Skye Thompson,
Jeromesville
Benjamin James Todd,
Newark
Kyle Demarcus Tracht,
Mansfield
Ashley Nicole Van Hesteren,
Ashland
Cum Laude
Courtney Lynn Van Horn,
Lima
Victoria Anne Vernik, Lima
Christine Anne Walsh, Dublin
Danielle Elizabeth Walsh,
Dublin
Lindzey Marie Watson,
Westerville
Ariel Nicole Jean Wears,
Sugar Grove
Aaron Weisenauer, Bloomville
Cum Laude

Jasmine Taylor Welch,
Baltimore
Mackenzie Mae Welker,
Celina
Leighan Elizabeth Wells,
Lexington
Britton Wilder, Newark
Carson Richard Williams,
Glandorf
Hannah Elizabeth Wilson,
Marysville
Kirsten M. Wood, Westerville
Esther Soojin Yim, Mason
Valentine Janakan
Yogeswaran, Dublin

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Nikhil Aggarwal, New Delhi,
India
Brian Patrick Aguirre,
Columbus
Brian Seth Altman, Omaha,
NE
Katie Marcucci Anderson,
Orient
Michael Joseph Stockelman
Anderson, Dayton
Zachary David Armbruster,
Broadview Heights
Stephanie M. Arnold,
Huntington, WV
Richard Alexander Art,
Mansfield
Cum Laude
Katherine Elizabeth Ashmun,
Olmsted Falls
Glen Edward Auker, Dublin
Akram Aizzad Azmi, Kuala
Lumpur, Malaysia
Brock Stephen Bahan, Urbana
Yunpiao Bai, Xiang Tan, China
Kevin David Bechtel, Huron
Jacob Drew Berlin, Westerville
John Christopher Bertram,
Broadview Heights
Joseph Carl Bilardello II,
Westerville
Anthony James Boerio,
Pickerington
Derek J. Bonar, Columbus
Michael Emilio Bonfina,
Knoxville, TN
Abigayle Lee Boslett, Kirtland
Brittany Nichole Bowman,
Cincinnati
Cum Laude
Sabina Braciak, Astoria, NY

Commencement Convocation, December 20, 2015

Andrew Russell Brennan,
Columbus

Alexa Hawn Brnilovich, Akron
Cum Laude

James Jonathan Brown,
Mentor

Matthew Mark Brown,
Westerville

Lu Cao, HangZhou, ZheJiang,
China
Magna Cum Laude

Heather Elaine Capra,
Horseheads, NY

Jessica Leigh Cardenas,
Xenia

Andrew Harris Cargill, Canal
Winchester

Jonathan Ace Caswell, Dayton

Seunghoon Cha, Seoul, Korea
Magna Cum Laude

Keith Joseph Chabot,
Cincinnati

Matthew Thomas
Chamberlain, Danville, IL

Lucas David Chaney,
Willoughby

Kai Nam Chau, Hong Kong,
Hong Kong
Cum Laude

Nkeniki Vetin Cheka,
Yaounde, Cameroon

Chao Chen, Shanghai, China

Cheng Chen, Shanghai, China

Yalin Chen, Shenzhen, China

Yuan Chen, Yixing, China
Magna Cum Laude

SunYoung Choi, Columbus

Rachel Allison Christy,
Louisville

KwanYoung Chung,
Seongnam, Korea
Magna Cum Laude

Travis Elijah Clark, St.
Clairsville

Harrison Earl Cohan,
Columbus
Magna Cum Laude

John Coill, Richfield
Summa Cum Laude
with Honors in Accounting

Derek Scott Coleman,
Cincinnati
Cum Laude

Nicholas Andrew Conicella,
Concord

Sean Sebastian Conner,
Dublin

Kevin Ronald Copley, Newark
Cum Laude

Christian Alexander
Cottington, Stamford, CT

Brandon Lee Cox, Cincinnati

Zachary Adam Cramer,
Findlay

Andrew James Edward
Crowley, St. Louis, MO

Xinglou Cui, Jinan, China

Christopher Robert Cundiff,
Dublin

Nicholas Andrew D'Andrea,
Morrow

Rachel Dadas, Garfield
Heights

Michael David Dankelson,
Aurora
Magna Cum Laude

Justin Lee Darding,
Beavercreek

Melissa Ann Dempsey,
Cincinnati
Cum Laude

Joseph Andrew DiFrancesco,
Galena

Chad Anthony Dixon, Jr.,
Eastlake

James Richard Downing, Jr.,
Loveland

Cameron Elizabeth Doyle,
Burke, VA

Joseph Tyler Duffy, Dayton
Cum Laude

Kevin Duffy, Katonah, NY

Seth Michael Durant, New
Concord

Briana Nicole Eberly,
Columbus

Caitlin Gatewood Edwards,
Pickerington
Cum Laude

Omar Amgad El Zoghby,
Columbus

Jaymee Rae Ellis, North
Royalton

Andrew Steven Evans,
Columbus
Cum Laude

Erin Taylor Fiesler,
Strongsville
Cum Laude

Mary Elizabeth Fleischhauer,
Mentor

Richard Joseph Fowler,
Canton
Magna Cum Laude

Tyler Andrew Gabalski,
Columbus

Luis Franco Galilei, White
Plains, NY

Alison Young Gerlach, Upper
Arlington

Rosa Maria Giese, Columbus

Deshannon Davon Gilbert,
Cincinnati

Christopher Robert Glenn,
Dublin

Daria Glock, Mason
Magna Cum Laude

Melina Glock, Mason
Magna Cum Laude

Benjamin Perry Golden,
Bexley

Chase Owen Gooch, Louisville

Christopher Wilmont Goodrich,
Bidwell

Paul Francis Gorski, Bay
Village

Steven Anthony Graham,
Walled Lake, MI
Cum Laude

Arthur Lee Griffin, Jr., Lima

Yu Gu, Xi'an, China
Magna Cum Laude

Xinxin Guo, Jinan, Shandong,
China

Animesh Gupta, Indore, India

Kristofer Kyle Haldy,
Columbus

Taylor Ann Hanes, Bloomville

Lance Aaron Hanners,
Columbus

Jackson Thomas Hart,
Dowingtown, PA

Zachary Paul Hauer,
Cincinnati

Elizabeth Claire Hawkins,
Olmsted Falls

Zachary C. Hemker, Huron

William Dennis Hickey IV,
Aurora

Scott Alan Hickman, Canton,
GA
Magna Cum Laude

Rhayssa Galvao Hinkle,
Uberlandia, Brazil

Ngoc Bich Hoang, Vungtau,
Vietnam
Summa Cum Laude

Zachary Harper Holtmeier,
Cincinnati

Yumeng Hong, Liaoning,
China

Taylor Mitchell Horton,
Brunswick
Magna Cum Laude

Shan Huang, Liyang, Jiangsu,
China

Yi Huang, Ningbo, China
Cum Laude

Luke Forrest Hultberg,
Columbus

Tanner Mitchell Hunt, Lima
Magna Cum Laude

Jin Young Hwang, Incheon,
Korea

Gregory Paul Janosik, Parma

Shui Jiang, Shenyang,
Liaoning, China

Shi G. Jin, Columbus

Radina Ilieva Johnson,
Columbus
Magna Cum Laude

Savanna Breeze Jones,
Cincinnati

Jun Jung, Busan, Korea

Peter Andreou Kademenos,
Dublin

David Kang, Pleasanton, CA

Hyein Kang, Seoul, Korea

Gurleen Kaur, North Olmsted

Brendan Charles Keener,
Westerville

John Seamus Kelleher,
Brecksville

Rebecca Elizabeth Keller,
Monclova

Commencement Convocation, December 20, 2015

Katherine Alice Kelly,
Youngstown

Kyeonwon Kim, Anyang-Si,
Korea

Na Yun Kim, Seoul, Korea

Seonghui Kim, Changwon,
Korea
Cum Laude

Younghyun Kim, Seoul, Korea

Jeffrey Tyler King, Newark

Bryan Thomas Kirkpatrick,
Akron
Cum Laude

Bryan Harold Knapp, Dublin

Sean Patrick Koesters, Buffalo
Grove, IL

Michelle Kong, Heath
Magna Cum Laude

Christopher Pirmin Kowalski,
Independence
Summa Cum Laude

Andrew James Kozlowski,
Parma

Ryan Walker Krause,
Streetsboro

Matthew Bryan Kropko, Perry

Daniel William Krzyminski,
Cincinnati

Cody Allen Kucera,
Centerburg

Konrad Maciej Kucharski,
Highland Park, IL

Zachary Kutner, Marlboro, NJ

Wing Ying Lam, Hong Kong,
Hong Kong
Cum Laude

Suraj Lamgaday, Columbus

D'zjera Jana Latham,
Columbus

Jared Alan Lautar, Dayton

Albert Minyoung Lee, Dublin

Michael John Lee, Galion

Yea Rin Lee, Seoul, Korea
Magna Cum Laude

Youngin Lee, Seoul, Korea
Magna Cum Laude

Brittany Marie Lemon, Norton

Chee Wai Leong, Kuala
Lumpur, Selangor,
Malaysia

Ryan Michael Lewis,
Portsmouth

Chenlu Li, Nanjing, China

Hui Jun Li, Westerville
Cum Laude

Yu Liang, Jinan, China
Cum Laude

Daxi Lin, Ordos, China

Ling Lin, Recife, Pernambuco,
Brazil
Cum Laude

Theodore Joseph Link III,
Dayton

Marissa Liu, Columbus

Mingchuan Liu, Dalian,
Liaoning, China
Magna Cum Laude

Shaoux Liu, Shanghai, China

Yue Liu, Beijing, China
Magna Cum Laude

Zhihan Liu, Zhuzhou, Hunan,
China
Summa Cum Laude

Jack Alexander Lockhart,
Closter, NJ

Elijah Mikel Loughridge,
Norwalk

Bingqian Lu, Hefei, China
Magna Cum Laude

Samuel Jacob Lucius, Upper
Sandusky

Alexandra Lynn Lyons,
Denver, CO

Xinge Ma, Xian, Shaanxi,
China

Yining Ma, Beijing, China

Zongnan Ma, Qingdao, China

LiYan Mao, Jiangyin, Jiangsu,
China

Bradford Paul Marchi,
Springboro
Cum Laude

Gabriele Guido Marcucci,
Powell

Justin Thomas McCarthy,
Columbus

Michael Archibald McLelland,
Hudson

Ian Ward McNair, Hawthorn
Woods, IL

Amy Lynne McNelis,
Strongsville
Cum Laude

Alyssa Cassady Mellone,
Sagamore Hills
Cum Laude

Bradley Ryan Memmer,
Uniontown

Xian Meng, Luoyang, China

Patrick Mernagh, Akron
Summa Cum Laude

Megan Elizabeth Messerly,
Westerville

Shannon Marie Michalsky,
Jackson, MI

Devon Michelle Milkovich,
Elyria

Christina Joan-Buesing Miller,
Cincinnati

Lindsey Christine Milliken,
Beavercreek

Mary Elizabeth Mitchell,
Vermilion

Cody Lee Mizerik, Strongsville

Ahmed Abdullahi
Mohamednur, Columbus

Austin Rex Mohler, Lima

Gabriela Montes, Mason

Jared Matthew Moss,
Beachwood

Samirah Hadiya Muhammad,
Cincinnati

Erin Ashley Muller, Springboro

Christian James Murphy,
Lewis Center
Cum Laude

Sajadah Jamal Museitif,
Columbus
Magna Cum Laude

Michael Myers, Columbus

Shik Namgung, Kyunggido,
Korea

Gorgi Vladimir Necovski,
Pataskala

Sean M. Needham, Lima

James Daniel Neiheiser,
Strongsville

Michael Ryan Neiman, Mentor

Dung Thanh Nguyen,
Delaware
Cum Laude

Linh Thi Phuong Nguyen, Ho
Chi Minh, Vietnam
Cum Laude

Justin Kevin Nickell,
Hamersville

Joshua Louis Niese, Miller City

Brian David O'Dell, Warren

Kelly Kathleen O'Dougherty,
Lakewood

Matthew Joseph O'Hara,
Chardon

Megan Mackenzie O'Neill,
Columbus

Stefanus Randy Oenardi
Raharjo, Jakarta, Indonesia

Yohanes Kevin Oenardi
Raharjo, Jakarta, Indonesia

Jinsaem Oh, Seongnam-Si,
Gyeonggi-do, Korea
Cum Laude

Daniel M. Ohler, Pataskala

Andrew David Ovens,
Painesville

Alyssa Marie Palko, North
Olmsted

Christopher Edward Parris,
Dayton

Kruti Patel, Columbus

Shivani Mayoor Patel, Dublin

Smit Kirit Patel, Columbus

Kevin Daniel Payne, Galena

Cory David Pfanner, Sandusky
Magna Cum Laude

Austin Philip, Mumbai, India

Eric S. Phommanirat,
Rochester, NY

Alix LeNay Pitts, Dublin

Aleksandr Ponomarev,
Mayfield Heights

Blake Edward Porterfield, St.
Clairsville

Trayce Gallagher Prather,
Bellville

Yijia Pu, Guangzhou,
Guangdong, China

Micah John Pycraft, North
Ridgeville
Cum Laude

Ye Qu, Jiangyin, China
Cum Laude

Wyatt Anthony Reid, West
Chester

Anthony Christopher Reitzel,
Westerville

Commencement Convocation, December 20, 2015

Samantha Kay Rhodes, Findlay <i>Summa Cum Laude</i>	Nathan Alexander Tepley, Eastlake <i>Cum Laude</i>	Shan Yao, Beijing, China Dan Yin, Chengdu, China <i>Magna Cum Laude</i>
Nathan W. Rideout-Cadieux, Columbus	Derek Stephen Truckor, Swanton	Jinho Yoon, Jinju, Korea <i>Magna Cum Laude</i>
David Michael Robinson, Columbus <i>Cum Laude</i>	Alexander Franklin VanBeusecum, Powell	Zachary Joseph Zaerr, Cincinnati
Lauren Michelle Robinson, Gahanna <i>Cum Laude</i>	Devin Michael Verhoff, Columbus Grove	Guocan Zhang, Columbus <i>Cum Laude</i>
Kathryn Elizabeth Rudibaugh, Highland Heights	James Donald Vick, Fairfield <i>Summa Cum Laude</i>	Junlei Zhang, Xiang Yang, Hubei, China <i>Cum Laude</i>
Bogdan Salamakha, Galloway	Susan Grace Vogelgesang, Medina <i>Summa Cum Laude</i>	Lihe Zhang, Urumqi, China <i>Summa Cum Laude</i>
Brandon Michael Santee, Lake Forest, IL	Justin Charisse Wall, Westerville <i>Summa Cum Laude</i>	Xiu Huang Zhang, Fuzhou, China
Daniel Agustinus Satmaka, Jakarta, Indonesia <i>Cum Laude</i>	Yiming Wang, Suzhou, China <i>Magna Cum Laude</i>	Yunda Zhang, Chengdu, China <i>Cum Laude</i>
Brandon William Sauter, West Chester <i>Cum Laude</i>	Yiran Wang, Chengdu, China <i>Cum Laude</i>	Yang Zheng, Beijing, China
Jason Lawrence Scarpa, New Providence, NJ	Andrew Stephen Weaver, Aurora	Zhuoying Zhou, Nantong, China
Austin Matthew Schenk, Flint	Caitlin Noel Weaver, Columbus	Linyi Zhu, Suzhou, China <i>Cum Laude</i>
Steven Michael Schniegenberg, Medina	Baocheng Wei, Nantong, China	Xiangyi Zhu, Hangzhou, China <i>Summa Cum Laude</i>
James Theodore Schott, Upper Arlington	Jacob Martin Weiss, Loveland	
Andrew Wayne Schrand, Cincinnati	Austin Ben Weng, Suwanee, GA	
Danielle Maria Seamon, West Chester	Todd Dee White, Jr., Bellefontaine	
Joseph Christopher Selmants, Akron <i>Cum Laude</i>	Daniel Joseph Wietholter, Bluffton	
Ryan Matthew Shallenberger, Reynoldsburg	Hannah Rebekah Wilkes, Peckville, PA	
Naveen Sharma, Gallipolis	Bradley Michael Willacker, Bucyrus <i>Cum Laude</i>	
Shuzhong Shi, Hangzhou, China	Melissa Jo Williams, Grove City	
Michael Patrick Shutt, Burnsville, MN	Sarah Renee Wisenbarger, Orient	
Maria Aileen Siswanto, Jakarta, Indonesia	Gunnar Erikson Wolfe, West Linn, OR	
Alec William Slusser, New Albany	Alexander Andrew Wolter, Greenville	
Ryan Francis Smith, Dublin	Tara Renae Woods, Hilliard	
Kevin Logan Spann, Hudson	Brandon Louis Wright, Hebron	
Kyle Ryan Spataro, Braintree, MA	Tianxue Wu, Zhongshan, China <i>Magna Cum Laude</i>	
Patrick Charles Speth, Willowick	Wenhao Wu, Changchun, China <i>Cum Laude</i>	
Rachel Ann Staton, Gaithersburg, MD	Ziyuan Xiang, Wenzhou, China <i>Cum Laude</i>	
Bryan Patrick Strobehn, Cincinnati	Jerry Xiong, Knoxville, TN	
Michael Richard Stull, Columbus	Shiqian Xu, Yixing, China <i>Cum Laude</i>	
Robert Ricky Suer, Binghamton, NY	William Xu, Dublin	
Di Sun, Shanghai, China	Xiran Xu, Wuxi, China	
Sean Humara Tan, Medan, Indonesia	Tingyi Yang, Taipei, Taiwan, ROC <i>Magna Cum Laude</i>	
Yuwei Tang, Dalian, Liaoning, China	Yanyi Yang, Jiexu, Shanxi, China <i>Summa Cum Laude</i>	
Alan Tong Yong Tee, Jenjarom, Malaysia		

College of Dentistry

Dean: Patrick M. Lloyd

Doctor of Dental Surgery

Darren J. Ramsey, Salisbury,
NC
B.S. (Johnson C. Smith
University)

Bachelor of Science

Molly Jo Kennedy, Westerville
Abigail Elizabeth Rose, Marion
Stacy Rae Rossiter, Canal
Fulton

College of Education and Human Ecology

Dean: Cheryl L. Achterberg

Bachelor of Science in Human Development and Family Science

Elizabeth F. Bank, Joliet, IL
Taylor Thrae Blankenship,
Silver Lake
Airiana Atacheé Bolton,
Dayton
Ashley Burch, Sidney

Commencement Convocation, December 20, 2015

Mary Kate Carrigg, Dayton
Cum Laude

Alyssa Anne Clancy, New
Albany

Kristen Marie Cleary,
Columbus

Adam T. Dillon, Westerville

Alicia Dawn Donahue,
Waterford

Andrea Nicole Duvall,
Gahanna

Laura Elise Fish, Findlay
Magna Cum Laude

Runde Fu, Beijing, China
Cum Laude

Bisma Sadia Huda,
Westerville

Caitlin Rose Hughes, East
Palestine

Nicholas Robert Humphries,
Canton

Samantha Patricia Keller,
Oregon

Jazmene Alexandria Knowles,
Cleveland

Austin Lepage Hughes
Marrero, Powell

Albane Marshall, Columbus
Cum Laude

Nicole Marie Mazerik, Poland

Lindsay Nolan, Spencerville

Sarah Michelle Patch,
Columbus

Courtney Karen Pierson,
Westerville

Sara Elizabeth Root, Great
Neck, NY

Magna Cum Laude

Antonia Marie Tatum,
Columbus

Dale Allen Terry, St. Paris
Cum Laude

Kyle Allen Wagaman, Union
City

Kendra Renee Ward,
Columbus

Christopher Robert Whitcraft,
Pickerington

Kerah Nicole Williams, Mount
Vernon

Alexandria Nicole Zacharias,
Toledo

Morgan Eddi Zlotolow,
Syosset, NY
Cum Laude

Bachelor of Science in Human Ecology

Jennifer Lynn Alway,
Ludington, MI

Christopher Marlin Ayers,
Canton

Jesse Bruce Baker, Findlay
Jun Ho Bang, Donjak-Ku,
Korea

Stanley Theodore Barre,
Dayton

Ebony Monet Beckham, Euclid

Brian James Bishop,
Lancaster

Megan Elizabeth Blazek,
Pickerington

Patrick Michael Castleman,
Dayton

Haley Amber Clark, Lewis
Center

Brandon Xavier Crihfield,
Heath

Meghan Dalton, Roswell, GA

Hollie R. Danhoff, Attica

Christina Ellen Dawes,
Chillicothe

Courtney Nicole Ferencz,
Canton

Joseph Taylor Ferrell,
Uniontown

Dylan Edward Fletcher,
Elmore

Lucas Peter Gardner,
Westborough, MA

Benjamin William Gilbert,
Lancaster

Nickolas Robert Glass,
Libertyville, IL

Steven Andrew Gleich,
Pickerington

Brooke Erica Haber,
Plainview, NY

Jessica Brooke Hager, Rio
Grande

Michael Paul Hamilton,
Lexington

Yan Fen He, Lewis Center
Magna Cum Laude

Mary Jane Horne, Dublin

Nathan David Hulse,
Circleville

Anna Lillian Jaskowiak, Elyria

Emma Katherine Johnson,
Columbus

Phanomsinh Mickey
Koulabdara, Columbus

Mangaya Ena Kposowa,
Cincinnati

Paige Leah Kroell, Norwood
Magna Cum Laude

Megan Lea Kromer,
Westerville

Cassandra Reilly Johanna
Kuchan, Westerville

Namtip Diana LaOriem, Las
Vegas, NV

Tiffany L. Li, Pickerington

Meredith Mackenzie Lineberry,
Columbus

Kristy Michele Linsenbigler,
Dayton

Elizabeth Leigh Lithiluxa,
Hilliard

Megan Marie Logsdon,
Westerville
Cum Laude

Brittney Nicole Lust, Richwood

Shana Michelle Mahilo, La
Grange

Oliver Patrick Male, Granville

Naomi Renae Mann, Lemars,
IA

Brandon Allen Marshall,
VanLue

Kelsey Anne McDermott, New
York, NY

Molly Elizabeth McDonald,
Hilliard

Ronny Kofi Oppong,
Columbus

Joshua Edward Perry, Galena

Taylor Adrain Piccorelli, Rocky
River

Katelyn Patricia Plsek,
Springfield

Mackenzie Richelle Roebuck,
Bellefontaine

Teira Dayne Rouchion-
Johnson, Columbus

Kaylie Elizabeth Ruff, Logan

Alexis Rae Scally, Fox Chapel,
PA

Jake Randall Severson,
Sylvania

Olivia Claire Shemas, Dublin

Yujia Sheng, Columbus

Sarah Shriдер, Delphos

DeAnna Shari Simmons,
Cleveland

Lovieree Elizabeth Simmons,
Cincinnati

Kayleigh E. Smith, Cleveland

Nicole Cousino Stankey,
Dublin

Summa Cum Laude

Shannon Danielle Thomas,
Dublin

Megan Summer Trigg, Grove
City

Cum Laude

Nicholas Robert Vogel, Lewis
Center

Alexandra Renea Walker,
Lexington

Dana A. Ward, Nashville, TN
Cum Laude

Miranda Rae Webster, Dayton

Melissa Rae Wiess, Findlay

Mark Xander, Westerville

Bachelor of Science in Hospitality Management

Trusha Kirti Agashi, Dublin

Emily Ann Auker, Bradenton,
FL

Katharine Flynn Balek,
McLean, VA

Danette Janette Barnett,
Manchester

Taylor Elizabeth Beranek,
Medina

Zachary Scott Bernsdorf,
Upper Arlington

Commencement Convocation, December 20, 2015

Ashlee Danielle Bryan, Mount
Gilead
Jamie Louise Buchman,
Paulding
Devon Claire Buckey, Dublin
Magna Cum Laude
Brian Jerry Burkholder,
Cleveland
Melissa Ann Dempsey,
Cincinnati
Cum Laude
Kelly Ann Dunton, Groveport
Zachary Alexander Flowers,
Columbus
Amanda Ford, Grove City
Glen William Ford, Columbus
Shelby Marie Herrmann,
Dublin
Brandy Alexis Johnson,
Columbus
Julia Ann Jordan, Tiffin
Thomas-Keith Lionel Joseph,
Columbus
Sarah Danielle Kieny,
Westchester
Hee Yeon Kim, Seoul, Korea
Cum Laude
Andrew James Lindsay,
London
Patrick William Magill,
Columbus
Mollie Catherine Merritt,
Dublin
Michael Brian Salisbury, Jr.,
Amherst
Cum Laude
Julia Marie Sanders, Sunbury
Brynli Sierra Scott, Mansfield
Cyndal Marie Streets,
Wapakoneta
Sean Patrick Talty, Buffalo,
NY
Denghui Wang, Tianjin, China
Cum Laude
Kaitlin Taylor Woodyard,
Libertyville, IL

Bachelor of Science in Nutrition

Scott Michael Balzer, Frankfort
Nikita Sanjay Baxi, Columbus
Mahalia Jay Burtleson,
Gallipolis
Samantha Jo Coen, Dublin
Meredith Conkel, Pickerington
Stephanie Marie
Connaughton, Wayland,
MA
Cum Laude
Erin Siobhan Cull,
Fredericktown
Saira Fakhira Din,
Pickerington
Julie E. Fritz, Fairview Park
Allison Joyce Harper,
Columbus

Kyle Jeffrey Kovach,
Cleveland
Allison Nicole Labyk,
Broadview Heights
Scott Michael Lang, Columbus
Shi Li, Columbus
Danielle Nichole Litteral,
Columbus
Isaac Mitchell Lynd,
Johnstown
Megan Barbara Michaelis,
Malinta
Tiffany Marie Moore,
Lyndhurst
Mara K. Moss, Northport, NY
Rini Kirtikant Patadia, Rocky
River
Magna Cum Laude
Sidharth Rajesh Patel, New
York, NY
Cum Laude
Heidi Lynn Paul, Sylvania
Kaitlyn Page Rich, Malvern
Kyle R. Robison, Westerville
Alexis Devin Nicole Ross,
Grove City
Sean Russell Ross, Delaware
Jessica Marie Serrano,
Columbus
Ruwaydah Abdelrahman
Shalash, Hilliard
Cum Laude
Kelsey Ann Storer, Columbus
Tina Marzieh Torbati,
Loveland

Bachelor of Science in Education

Amy Lynn Ahlstrom, St.
Clairsville
Summa Cum Laude
Sara Alhajomar, Columbus
Magna Cum Laude
Ian Richard Altenau,
Cincinnati
Ashley A. Andrews,
Pickerington
Magna Cum Laude
Carly Marie App, Broadview
Heights
Summa Cum Laude
Kelsee Renee Appis,
Coshocton
Jason Henry Axelband,
Beachwood
Margaret Mae Baenen,
Columbus
Sam Elliot Bailosky, Lagrange
Barbara Ann Baker-Hashim,
Columbus
Summa Cum Laude
Jake Ryan Bartlett, Sierra
Madre, CA
Caleb Michael Beasecker,
Greenville
Magna Cum Laude

Douglas Bryan Beavers,
Baltimore
Anne Elizabeth Beckwith, Kent
Cum Laude
Evan Michael Bell, Hilliard
Carley Ann Berarducci, Hilliard
Garrett Paul Biro, Norton
Mitchell Alexander Bolin,
Eastlake
Jillian Marie Brinkman,
Colorado Springs, CO
Magna Cum Laude
Andrew Benjamin Burns,
Fredericktown
Jeremy Caleb Chandler, Lima
Zachary Lewis Chaplow,
Columbiana
Jared Ray Cox, Bucyrus
Summa Cum Laude
Ryan Patrick Coyle, Powell
Eastly Muzette Dotson, Perry
Evan William Doughty,
Pickerington
Cameron Elizabeth Doyle,
Burke, VA
Robert Joseph Duppy,
Westerville
Zauntre Jaymar Dyer,
Cincinnati
Emily Ann Eberhart,
Centerville
Magna Cum Laude
Karin Ellinor Annett Farley,
Nora, Sweden
Magna Cum Laude
Aubri Kristen Farris, Akron
Timothy Robert Faust,
Chicago, IL
Cum Laude
Cortney Rochell Fleming,
Stanwood, WA
Magna Cum Laude
Delnor Alex Flynn, Paonia, CO
Timothy Edward Fryer,
Reynoldsburg
Magna Cum Laude
Megan Crystle Galyk, Morral
Casey Donald Garrison,
Middletown
Nicole Jean Gatian, Cleveland
Haley Anne Glandorff, Bowling
Green
Magna Cum Laude
Morricia Josephine Paulina
Golden, Dover
Kristina Renee Gonzales,
Napoleon
Cum Laude
Nicolas Thad Graves,
Columbus
Jeffery Quian Greene,
Peachtree City, GA
Matthew John Gross,
Columbia Station
Haley Gwilliams, Pataskala
Magna Cum Laude
Alexis Hull Harris, Canfield
Cum Laude

Commencement Convocation, December 20, 2015

- Michelle Dawn Heacock,
Mount Gilead
Magna Cum Laude
Meghan Elizabeth Helton,
South Euclid
Samantha Rose Hibbert,
Beavercreek
David Timothy Hoops,
Perrysburg
Heather Ann Hughes, New
Richmond, WI
Chloe Mackenzie Hurrell,
Gahanna
Summa Cum Laude
Sara Diane Isengard,
Mansfield
Heather Danielle Jackson,
Delaware
Summa Cum Laude
Kimberly Yvonne Johnson,
Newark
Kelsey Eileen Keen, Union
City
Magna Cum Laude
John Adam Kelly, Hilliard
Cum Laude
Michael John Kempker,
Holland, MI
Cum Laude
Emilie Anne Keplar, Delaware
Kathryn Ashley Knotts,
Perrysburg
Bisma Faizan Kureshy,
Karachi, Pakistan
Jonathan Loyd Leach, Mount
Perry
Kaylie Nicole Livingston,
Whitehouse
Kimberly Rose Long, Radnor
Shelby Renee Lozan,
Pickerington
Danielle Elisabeth Macklin,
Struthers
Jacob Christian Marrah,
Columbus
Cum Laude
Nicholas James Master, Lewis
Center
Allison Kelley McCann, Hilliard
Paige Marie McKenzie,
Columbus
Kirstie Marie Meadows, Dublin
Amy Marie Meckes, Avon
Mackenzie Elizabeth Mellott,
Findlay
Summa Cum Laude
Elizabeth Mary Michael, Rocky
River
Magna Cum Laude
Marilyn Lorenz Mileham,
Cincinnati
Magna Cum Laude
Elizabeth M. Miller, Marion
Matthew John Mohnacky,
North Royalton
Max David Moller, Tulsa, OK
Amber Nicole Moss,
Strongsville
Timothy James Mossman,
Columbus
Ashley Marie Mowery, Lima
Kelly Colleen Nero, Columbus
Douglas William O'Malley,
Columbus
Samantha Marie Oergel, North
Olmsted
Summa Cum Laude
Emily Ellen Ossing, Cincinnati
Stephanie Kennedy Pakes,
Columbus
Jun Yong Park, Columbus
Rachel Spencer Pelton,
Columbus
Jillian Marie Perlaky, Oregon
Cum Laude
Taylor Ann Price, Richwood
Cum Laude
Megan Colleen Quinn,
Blacklick
Magna Cum Laude
Gabriella Marie Ragonesi,
Cincinnati
Ashley Yvonne Rambacher,
Miamisburg
Cum Laude
Reyad Maher Rasul, Hilliard
Erica Marie Raypole,
Greenfield
Luke O. Renner, Chuckery
Jillian Amanda Rosen,
Pittsburgh, PA
Summa Cum Laude
Lawrence Matthew Ross,
Columbus
Christian Michael Rupp,
Delaware
Nikolas Joseph Sarac,
Cleveland
Magna Cum Laude
Kylea Morrelle Schlosser,
Lancaster
Cum Laude
Kirsten Gentry Shaver,
Columbus
Tiffany Christina Smythe,
Newark
Summa Cum Laude
Sergio Alexander Somma,
Pittsburgh, PA
Kurtis Brandon Steinmetz,
Willard
Magna Cum Laude
Joshua R. Stephens, Newark
Christian Tyler Stewart, New
Albany
Sydney Corrine Olen Stype,
Upper Arlington
Magna Cum Laude
Jessica Noelle Swope, Marion
Summa Cum Laude
Rebecca Elizabeth Takacs,
Pataskala
Christopher Andrew Talbott,
Galena
Summa Cum Laude
Bradley Newell Taylor, Hilliard
Brianna Nicole Thacker,
Pickerington
Michael William Thomas, Jr.,
Los Angeles, CA
Michelle Lynn Thomas,
Cincinnati
Magna Cum Laude
Hallie Ann Thompson, Oregon
Allyson Mackenzie VanGundy,
Powell
Aaron Weisenauer, Bucyrus
Cum Laude
Tayler Mitchell Willey, Cedar
Rapids, IA
Thomas Zack Wilson, Lewis
Center
Morgan Fredrick Wiseman,
Wapakoneta
Ryan David Zeno, Copley

College of Engineering

Dean: David B. Williams

Bachelor of Science in Aeronautical and Astronautical Engineering

Daniel James Atchley,
Chesterland
Kyle David Cline, Bowling
Green

Bachelor of Science in Architecture

(Austin E. Knowlton School of Architecture)

Andrew Christian Browning,
Columbus
Samuel Aaron Fudala,
Cincinnati
Magna Cum Laude
with Honors in Architecture
Hannah Elizabeth McCarthy,
Oakwood

Bachelor of Science in Aviation

Joseph James Haskins,
Powell
Aaron Thomas Kersjes, Canal
Winchester

**Bachelor of Science in
Biomedical Engineering**

Stephen P. Doughten, Aurora
Rachel Hope Frederick,
Worthington
Summa Cum Laude
Sarah Olivia Hetterscheidt,
Lewis Center
Cum Laude
Matthew Edward Smyke,
Powell
Magna Cum Laude

**Bachelor of Science in
Chemical Engineering**

Mitchell Lawrence Anderskow,
Morrow
John David Applegate,
Marysville
Michael Phillip Betts, Hartville
Hammy Danny Beydoun,
Damascus
Cum Laude
Thomas Merile Bickett, Akron
Bryan Joe Brewer, Xenia
Kyle Edwin Cochran,
Beavercreek
Magna Cum Laude
with Honors in Engineering
Maher Abdelaal Abdellatif
Elsayed, Alexandria, Egypt
Eric Docis Farell, Toledo
Sashi Mark Fernando,
Beavercreek
Clayton James Gallagher,
Cincinnati
Alejandra Margarita Garcia
Fuentes, Dublin
Christopher Aaron Gearheart,
Groveport
Cum Laude
Mitchell Walton Gower,
Portsmouth
Summa Cum Laude
with Honors in Engineering
Steve Howard Graver,
Perrysburg
Michael Thomas Guynn,
Mentor
Mitchell Glenn Hadzinsky,
Garrettsville
Morgan Elizabeth Hahn,
Hudson
Edmund John Hatala,
Brecksville
Paul Edward Hivick, Stow
Abdelrahman Ahmad Jadan,
Dublin
Benjamin Kasper, Cincinnati
Matthew Allen Kimmel,
Geneva, IL
Magna Cum Laude
Andrew Marcus Larrigan,
Findlay

Matthew Tyler McCracken,
Perrysburg
Patrick Ryan Miller, Xenia
Jackelyn Melissa Miozzi,
Willoughby
Mohamad Ahmed Mohamad,
Baghdad, Iraq
Ibrahim Derar Musa,
Columbus
Kevin Michael Nowicki, Toledo
Colin Przybylowicz, Columbus,
NY
Tarik Wafic Rahme, Chicago,
IL
Jason M. Romine, Galion
Magna Cum Laude
Ayesha Satija, Columbus
Cum Laude
Martin Edward Shelton II,
Hamilton
Whitney Briana Sherrill,
Detroit, MI
Lisa M. Steffan, Leipsic
Cum Laude
with Honors in Engineering
with Honors Research Distinction in
Chemical Engineering
Jonathan Robert Strutz,
Circleville
Magna Cum Laude
with Honors in Engineering
Justin Edward Thomas, Stow
Cum Laude
with Honors in Engineering
Victoria Lauren Wilson, Powell
Zachary Thomas Wood,
Pickerington
Edmond Yang, Dublin
Jonathan Andrew Zinn,
Cincinnati

**Bachelor of Science in
City and Regional
Planning**

**(Austin E. Knowlton
School of Architecture)**

Daniel Michael Boberek, North
Royalton
Jacob Robert Boehk, Huron
Donald Andrew Bowsher,
Grove City
Gregory Michael Zuber, Gates
Mills

**Bachelor of Science in
Civil Engineering**

Justin David Agler, Bexley
Magna Cum Laude
Amira Alysya Binti Ayob, Shah
Alam, Malaysia
Anna Shelor Bailey, Athens
Benjamin Zachariah Bailey,
Athens

Kyle Patrick Bramman,
Springboro
Nathan James Branam,
Columbus
Brian Burke Carr, Baltimore,
MD
John Conteh, Columbus
Sean Lawrence Deken,
Columbus
Ryan Patrick Dempsey,
Oakwood
Brendan Louis Duffin,
Kettering
Matthew Daniel Edelman,
Solon
Andrew Mark Goldfarb,
Cincinnati
Jeffrey Daniel Hart, Cranberry
Township, PA
Devin Vernon Hawkins,
Cincinnati
Colman M. Hickey, Columbus
Gregory Arthur Highley,
Worthington
Ismail Ismail Jallaq, Columbus
Audrey Nicole Jennings, Troy
Magna Cum Laude
Megan Kathleen Klar,
Fayetteville, GA
Kyle Andrew Krieger, West
Milton
Ryan Michael Laber, Fort
Thomas, KY
Magna Cum Laude
with Honors in Engineering
Jacob Lucky, Mason
Michael James Mann, Hilliard
Andrew William May, Fairborn
James Greyson McCaig,
Columbia, TN
William Mason McCrone,
Rocky River
Eric Robert Miller, St. Henry
Jessica Marie Mossman,
Baltimore
Matthew Evan Pallone, North
Royalton
Robert Logan Pesarchick,
Avon Lake
James Lewis Phelps, Canton
Tyler Aaron Pica, Dublin
Jessica Marie Post, Heath
John Carl Richmond, Virginia
Beach, VA
Todd William Robison, Jr.,
Beavercreek
Brandon Michael Rouhier,
Highland Heights
Abby Rae Schmitmeyer,
Celina
Cum Laude
Justin Richard Soltesz, Hilliard
Summa Cum Laude
with Honors in Engineering
Mackenzie Giovanni-Quay
Spalla, Huber Heights
Samuel John Sutak, Brooklyn

Commencement Convocation, December 20, 2015

Spencer Harris Teeters,
Pickerington
Samuel Douglas Tobe, Huber
Heights
Andrew Joseph Tucker,
Cortland
Zach Comas Vanaman,
Wheeling, WV
Benjamin William Vera Brown,
Denver, CO
Cum Laude
Christopher Dexter Wells,
Gahanna
Joseph Frank Wisniewski,
Beavercreek
Muzamille Rashid Yarrow,
Nairobi, Kenya
Cum Laude

Bachelor of Science in Computer Science and Engineering

Anna Marie Baker, Columbus
Wang Bian, Shanghai, China
Joseph Delos Bota, Loveland
Aaron Lee Camm, Columbus
Patrick Craig Cardwell, Dublin
Nicholas James Causey,
Findlay
Cum Laude
Alex London Cohen, Ivyland,
PA
Alexander Ashley Cueto,
Columbus
Petro Bohdan Danylewycz,
North Royalton
Feras Deiratany, Columbus
Kevin Patrick Dunphy, Jr.,
Weston, FL
Aaron Scott Ebbinghaus,
Houston, TX
Scott David Ervin, Shelby
Nima Esmaili Mokaram,
Tehran, Iran
Magna Cum Laude
Matthew Philip Faluotico, Stow
Peter Bryce Ferguson,
Strongsville
Stephen Matthew George,
Galloway
Jeffrey Jay Huggins,
Zanesville
Feysal Ali Ibrahim, Columbus
Daniel Jennyu Jaung, Dublin
Jessica Victoria Kasson,
Columbus
Nathan Timothy Kessler,
Galena
Kathryn Elizabeth Kostich,
Morrow
Michelle Elizabeth Kusold,
Willoughby Hills
Marvin Qi Di Lee, Bidor,
Malaysia
Nathan Litwinowicz, Akron

James Richard Lowrey, Upper
Arlington
Cum Laude
with Honors in Engineering
Austen Kayn Madden,
Pataskala
Samuel Lawrence Massari,
Broadview Heights
Torri S. Miller, Marion
Brandon Timothy Mills, Hilliard
Summa Cum Laude
with Honors in Engineering
Steven Lawrence Moskal,
Mentor
Timothy Richard Nash,
Southbury, CT
Trevor Alan Parks, Columbus
Jarrod Grant Parsons,
Louisville
Brian Anthony Scheitlin,
Liberty Township
Derek Michael Schneider,
Beavercreek
Cum Laude
Ryan Anthony Schneider,
Piqua
Cody Lee Stammer, Canal
Winchester
Brandon Thomas Stone,
Columbus
Phillip Wilberforce Stone,
Columbus
Zachery Joseph Studer,
Marion
Jiasong Sun, Jiaxing, China
Magna Cum Laude
Xiaowen Sun, Nanjing, China
Magna Cum Laude
Mark Eliseo Tareshawty, Jr.,
Canfield
Daniel Aaron Telesman,
Hudson
Cum Laude
Robert Walter Tishma,
Columbus
Matthew Vaughn, Rockwall,
TX
Brandon Michael Walz,
Dayton
Cum Laude
Grace L. Wannemacher,
Beavercreek
Magna Cum Laude
Po Yao, Lisle, IL
Holly Marie Yosua, Centerville
with Honors in Engineering

Bachelor of Science in Electrical and Computer Engineering

Osama B. Abusubha, Dayton
Jesse Michael Arnold, Logan
Hosam Rizeq Atala, Columbus
Magna Cum Laude
Alex Jordan Bacon, Hilliard
Bashir Ahmed Bashir,
Columbus

Kyle Rae Basile, Cincinnati
Joshua Richard Branch,
Mason
Cum Laude
Matthew Christopher
Bruggeman, Bellbrook
Christian A. Cantrell,
Willoughby
Jeremy Patrick Cottam, Bay
Village
Jonathan Wesley Cox, Findlay
Ryan William Crell, Columbus
Spencer Krivoy Eardley, Solon
Christopher Nelson Ebersole,
Columbus
Cum Laude
with Honors in Engineering
Hilal Mustafa El-Yousseph,
Westerville
Ismail Mohammed Ismail
Elnaggar, Dublin
Mitchell Paul Finley, Huber
Heights
Renan Frota Carvalho, Sao
Jose dos Campos, Brazil
Magna Cum Laude
Cameron Christopher Gehring,
Walton Hills
Shaunak Gate, Pune, India
Breanna Marie Glasgow,
Bryan
Haidar Abdulelah Hamoo,
Columbus
Magna Cum Laude
Nguyen Huynh, Columbus
Magna Cum Laude
Mohamud Abdi Jama,
Columbus
Yash Digant Joshi, Mumbai,
India
Jordan Edward Jurgensmier,
Logan
Summa Cum Laude
Christopher Ray Kiser,
Mansfield
Lukas Maximilian Kraemer,
Naperville, IL
James Robert Kreuz,
Columbus
Cum Laude
Brian James Lawler, Elida
Henry Charles Lewis, Dublin
Cum Laude
Taozhe Liu, Sihong, China
Cum Laude
Tianshi Liu, Suizhou, China
Ross Adam Maslar, Richfield
Sean Joseph Mathews,
Cincinnati
Robert Eric May, Brunswick
Daniel Andrew Napoles,
Dayton
Caleb Jackson Overbay,
Greenville
Magna Cum Laude
Brijesh Dilip Patel, Tallmadge
Shivani Kaushik Patel, Hilliard

Commencement Convocation, December 20, 2015

Ryan Joseph Patton,
Columbus
Magna Cum Laude
*with Honors Research Distinction in
Electrical and Computer
Engineering*

Shloka Kavesary Raghavan,
Plano, TX
Cum Laude
with Honors in Engineering
*with Honors Research Distinction in
Electrical and Computer
Engineering*

Alyssa Nicole Reedy, Dove
Canyon, CA

Archit Saraf, Kanpur, India
Magna Cum Laude
Kingsley Sarkodie, Westerville
Summa Cum Laude
James Maurice Seelbach,
Columbus

Ji Shi, Shenyang, China
Seth Ryan Stevens, Marietta
Alexander Keith Styborski,
Columbus

Michael Thomas Szaraz,
Columbus

Richard Anthony Vega, Los
Angeles, CA
Joseph Dale Warner, Jr.,
Westlake
*with Honors Research Distinction in
Electrical and Computer
Engineering*

Matthew Wayne Washington,
New Albany

Derrick John Webber, Elyria
Eric Michael Werner,
Sandusky

Sharon Elizabeth Wong, Solon
Yebai Wu, Shanghai, China
Evan Shea Yarrington,
Sunbury

Neude Hailu Yene, Hilliard
Ziye Zhang, Haikou, China
Yan Zhu, Nantang, China
Cum Laude

Bachelor of Science in Engineering Physics

Mohamad Ahmed Mohamad,
Baghdad, Iraq
Njoki Mwangi, Columbus

Bachelor of Science in Environmental Engineering

William Vincent Anderson,
Wooster
Pamela Michelle Arange,
Lithopolis
Lindsay Morgan Baker,
Hudson
James Thomas Barron,
Gaithersburg, MD

Trevor James Galley, Neenah,
WI

Arielle Lynn Goldstein, Akron
Ben Thomas Lloyd, Circleville
Luis Alberto Marchant Franz,
Mexico City, Mexico

Jacob Daniel Marzec, Stow
Cum Laude
Jon Alexander Miner,
Beavercreek

Steven Charles Reed, Medina
Corinne Rae Sackett, Mentor
Cum Laude
Daniel Murphy Yodzis, Toledo

Bachelor of Science in Food, Agricultural, and Biological Engineering

Adam Anthony Andrews,
Chesterland
Alexandria Ann Dillhoff,
Frazeyesburg
Katherine Dora Gaiser, New
Albany
John Louis Huffman, Delaware
Julian Donald Orr, Dublin
Scott Thomas Schwieterman,
New Knoxville
John Arthur Walter, Columbus
Ethan Robert Ward, Urbana
Amir Mohamed Yousif, Elida

Bachelor of Science in Industrial and Systems Engineering

Brandon Matthew Alcaraz,
Hilliard
Hussain Alwan, Baghdad, Iraq
Jeffrey William Barkas,
Pittsburgh, PA
Summa Cum Laude
with Honors in Engineering
Matthew Michael Bauman,
Bellbrook

Kurubel Belay, Columbus
Hamza Bouladab, Marrakesh,
Morocco

Summa Cum Laude
Calvin, Jakarta, Indonesia
Alyssa Breann Crock,
Hopewell

Alexandra Janann Dauterman,
Arcadia
Aditya Ashit Doshi, Mumbai,
India

Natalie Rose Ducharme,
Waterville
Alexandra Marie Fox,
Strongsville
Cum Laude

Levi William Francis, Russia
Rebekah Jean Hayman,
Pataskala
Cum Laude

Michelle Kathryn Jamil, Green
David Taylor Jordan,
Columbus

Corey Scott Kalinoski,
Maineville
Rachel Kym Linard, Upper
Arlington

Ke Liu, Zhengzhou, China
Daniel Livshin, Solon
Magna Cum Laude
John Matune, Wexford, PA
Joshua Brian McCaffrey, Stow
Cody Vincent McCullough,
Lima

Mallory Helena Moor,
Kettering
Christina Marie Ochs, Liberty
Township

Cum Laude
Coltin Eugene Osborne,
Mount Gilead
Kavin Parekh, Perrysburg
Dean Michael-Patrick Peska,
Jr., Chardon

Nils Lars Petersen, Chillicothe
Brian Austin Price, Kettering
Cum Laude
Joseph Brandon Ricci, Lewis
Center

Graham Adam Russell,
Westerville
Natalie Grace Sabath,
Strongsville

Summa Cum Laude
Robert Joseph Silagy, Canton
Christopher Edward Simmons,
Columbus

Dieter Alexander Smiley,
Dayton
Alexander Charles Stanislav,
New Albany

Aaron Mason Steinberg,
Mason
Cum Laude
Azuki Sugimoto, Worthington
Scott Timothy Swartzentruber,
Columbus

Taylor Zilles Waggoner,
Fremont
Jordan David Wamer, Oregon

Michael Zachary Watkins,
Wenham, MA
Connor Edward White,
Loveland

Cum Laude
Kyle Anthony Witzman, West
Chester

Andrea Wyant, Fostoria
Andrew Christopher Yanai,
Galena
Natalie Louise Zaborski,
Westerville

Cum Laude

**Bachelor of Science in
Materials Science and
Engineering**

Zachary Thomas Kloenne,
Cincinnati
William Thomas Myers II,
Columbus
Gyuchul Park, Namyangju,
Korea
Magna Cum Laude
*with Honors Research Distinction in
Materials Science and
Engineering*
Michael Scott Peters,
Nashville, TN
Cum Laude
Yu Zou, Jinan, China
Cum Laude

**Bachelor of Science in
Mechanical Engineering**

Gentry William Arburn, Marion
Eric Edward Barbe, Columbus
Cum Laude
Damieon X. Barrientos,
Findlay
Dion Joseph Boranovsky,
Hilliard
Jacob Christopher Burt,
Westerville
Matthew Guy Caspers,
Westerville
Cum Laude
David Allen Ceculski,
Pickerington
Magna Cum Laude
Harrison P. Chang, Westerville
with Honors in Engineering
Joseph Brannon Childress,
Lewis Center
Benjamin Edward Coles,
Dublin
Douglas Matthew Dafler,
Marysville
Philip David Dailey, Grove City
Erin Michelle Dennis, Harrison
Cum Laude
Mustafa Celal Eroglu, Liberty
Township
Ryan Scott Ferrell, Malvern
Mark Allen Forry, Morral
Michael Todd Forry, Morral
Cum Laude
Samuel David Harmon, Hilliard
Magna Cum Laude
Michael O'Connor Hennekes,
Cincinnati
Nathan Jacob Huntsberger,
Chardon
Michael Conrad Junker,
Columbus
Derek Anthony Justice,
Columbus
Dong Gyun Kang, Seoul,
Korea

Kyle Robert Korn, Cincinnati
Cum Laude
Chad Jamison Kroplin, West
Milton
Magna Cum Laude
Ryan Edward Kucera,
Concord
Daniel Robert Lang, Mason
Neil Robert Leonard,
Columbus
Yumeng Li, Dalian, China
Scott J. Lunardini, Massillon
Brian Andrew Luria, Mason
Eric Gregory McClure,
Wadsworth
Joseph Thomas McGee,
Lancaster
Adam Ryan McKee, Marion
Lawrence Thomas Miller,
Bellevue
Ahmad Zulhazim Mohd Hidzir,
Kerteh, Malaysia
Courtney Lauren Moses,
Mason
Magna Cum Laude
with Honors in Engineering
Tyler James Murphy, Toledo
Cum Laude
Ross Loren Neville,
Springboro
Chee Jen Ngeh, Ayer Tawar,
Malaysia
Maura Rose O'Neill, Kettering
Magna Cum Laude
with Honors in Engineering
Jessica Marie Pax, Coldwater
Benjamin Arlen Potts, Dublin
Magna Cum Laude
Reid Raynor Relatores,
Loveland
*with Honors Research Distinction in
Mechanical Engineering*
Benjamin Patrick Rhoads,
Hillsboro
Magna Cum Laude
with Honors in Engineering
*with Honors Research Distinction in
Mechanical Engineering*
Zachary Joe Saylor, Peru, IN
Summa Cum Laude
Ryan Michael Skelly,
Massillon
Jared Michael Stayer, Medina
Magna Cum Laude
Clark David Templeton,
Madeira
Magna Cum Laude
Jameson Sir-Charles
Thompson, Columbus
Stewart Jacob Weinland,
North Canton
Valentine Janakan
Yogeswaran, Dublin
Jacob Benjamin Young,
Livingston, NJ
Jianyang Zhang, Weitang,
China
Steven Zhang, Cleveland
Cum Laude

**Bachelor of Science in
Welding Engineering**

Mitchell Lawrence Andrews,
Willoughby Hills
Jared David Arellano, Greeley,
CO
Ross Rayman Belkofer,
Toledo
Randy Michael Bowman,
Greenfield
Nathaniel Scott Bryant, Utica
Brandon David Burke,
Centerburg
Jordan Yeager Coger, Tiffin
Zachary Stephen Courtright,
Wadsworth
Kevin Matthew Endlich,
Massillon
Christopher Dawson Farris,
Cincinnati
Matt T. Forquer, Columbus
Clay Austin Hall, Columbus
Timothy Michael Kern, East
Providence, RI
Kurt Lang, Forest Hills, NY
Alexander Philip Lechner,
Dublin
Brett Joseph Malinowski,
Madison
Andrew Philip Minarik,
Gainesville, VA
Aaron Michael Rosen, Bexley
Steven Clark Scaggs, London
Adam Jacob Schweizer,
Gahanna
Lance Justin Vought, Marion
Nathan Kyle Wampler,
Greenville
Matthew Steven Webster,
Mansfield

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

Acting Dean: Ronald L.
Hendrick

**Bachelor of Science in
Agriculture**

Ian Walker Andrew, Columbus
Brock Thomas Avers,
Gibsonburg
Kylie Anne Barclay, Yellow
Springs
Meghan Lynn Bennett,
Houston
Summa Cum Laude
Morgan Ann Bond, Tallmadge

Commencement Convocation, December 20, 2015

Timothy Andrew Botschner, Jr., North Canton
 Landon Douglas Brehm, Rockford
 Caroline Morgan Brown, Cincinnati
Magna Cum Laude
with Honors Research Distinction in Animal Sciences
 James Chung, Dublin
 Aaron Christopher Clark, Millersburg
 Caitlin Denise Conrad, Richwood
 John Trevor Malik Corboy, Sardinia
 Nicole Ryann Cordy, Canfield
 Clayton J. Coreno, Orient
 Garrett Albert DeSalle, Gahanna
 Joshua Donnan Diemer, Grove City
 Dillyn Bailey Dorsey, Kenton
 Regina Louise Doss, Monroeville
Cum Laude
 Brian Thomas Dunaway, Grove City
Summa Cum Laude
 Kaci Ross Dyer, Columbus
 Julia Ann Eberly, Columbus
 Jessica Esquer, Canton
 Anthony Allen Ezzi, Worthington
 Olimpia Juetta Ferguson, Freeport, Bahamas
with Research Distinction in Entomology
 Andrew Douglas Forbes, Chardon
 Kevin James Frazier, Waynesville
 Caroline Rae T. Galloway, Fostoria
 Derek Taylor Garcia, Columbus
 Mattea Irene Gilmore, Defiance
 Elisha Glass IV, Columbus
 Cassandra Kay Glazer, New Philadelphia
 Diane Lillian Gress, Shreve
Magna Cum Laude
 Daniel Reedy Griffin, Upper Arlington
 Ali Nicole Griffith, Canton
 Mark Grivel, Columbus
 Tyler Jay Hall, East Liberty
 Jeremy Paul Hanson, Marion
 Cory Michael Harmon, Columbus
 Andrew Jacob Haun, West Liberty
 Peter Eugene Heinisch, Montgomery, IL
 Ryan William Hiser, Milledgeville
 Bradley Thomas Hogshead, St. Marys
with Research Distinction in Animal Sciences
 Carolyn Jane Huhn, Cincinnati
 Jason C. Juzwiak, Quaker City
 Lauren Nicole Keefer, Carrollton
Cum Laude
 Tucker Vernon Kepford, Marion
Magna Cum Laude
 Leland Kirchmaier, Columbus
 Kathryn Leah Kline, Ohio City
Magna Cum Laude
 Brian James Kohler, Botkins
 Sarah Jean Kovar, Fayette
Cum Laude
 Charles Gerard Ryker Kramer, Columbus
 Kaylin M. Krueger, Columbus
Cum Laude
 Mark Christopher Kutz, Columbus
 Alyssa Irene Lamb, Circleville
Summa Cum Laude
 Clay William Lanker, Wooster
 Joonbum Lee, Seoul, Korea
Magna Cum Laude
 Daniel Liberto, Dublin
 Kyle James Long, Montpelier
 Katelyn Diane Lutz, Bucyrus
 Sean Michael Maholic, Lorain
 Coral Bridget Mansfield, Cleveland Heights
Cum Laude
 Brian Robert March, Columbus
 Timothy J. Matty, Rocky River
 Luke Andrew McCoy, Marion
 Garth Alan McDorman, Harrod
 Jacob Anthony McPheters, Delaware
Magna Cum Laude
 Lela Anne Midgley, Rosewood
 Cassie Lee Miller, Mentor
Cum Laude
 Kellie Lyn Myers, West Mansfield
 Aleksandra Nahalia Ndivo, Columbus
 Garrett David O'Donnell, Killbuck
 Flannery Charlotte O'Brien, Bellbrook
 Maggie Elizabeth Olthaus, Oxford
 Samantha Jo Parsons, Canal Winchester
Cum Laude
 Charlita-Sugar Lynette Perez, Columbus
 Michael Gregory Petroff, Elyria
 Stacie Irene Pettitt, Dayton
 Robert Daniel Post, Upper Arlington
 Marissa Jane Radick, Bay Village
 Elizabeth Ann Ramsucht, Columbus
with Research Distinction in Animal Sciences
 Alex Davis Reed, Westerville
 Carlie Nicole Rice, Centerville
 Ryan Joseph Riddle, Marysville
 John Patrick Riepenhoff IV, Columbus
 Adam Scott Rine, Walhonding
Magna Cum Laude
 Anthony John Rini, Jr., Cleveland
 Lucas Dean Rister, Radnor
 Heather Dawn Rita, Columbus
Cum Laude
 Kelsey Marie Roark, Hamilton
 Parker John Rutherford, Bowling Green
Magna Cum Laude
 Nervard Andre Sanchez, Westerville
 Trever Sangster, Lewis Center
 Jorge Javier Santana, Guaynabo, PR
 Stephanie Marie Schuck, Ashland
 Austen Ray Shoemaker, Salem
 Kathryn Leigh Shook, Bloomfield Village, MI
 Marc Baha Sibai, Houston, TX
 Alec Mitchell Singerman, Solon
 Hannah Suzanne Slykerman, Lancaster
 Jared Bruce Smith, Plain City
 Kayla Marie Starlin, Logan
 Cameron Matthew Stephens, Gatlinburg, TN
 Jeffrey Scott Thaler, Avon Lake
 Anthony Gerard Theaker, Maumee
 Paige Marie Thrush, Westerville
Cum Laude
 Kelsey Elizabeth Tyrrell, Solon
 Michael A. Ulmer, Hudson
 Emily Saigh Valli, St. Louis, MO
 Alexandra Lynn Van Vactor, West Chester
 Joshua Keith Vernon, Amesville
 Hien Vo, Columbus
 Maxwell William Watkins, Montgomery
 Taylor Renee Watkins, Spanaway, WA
 Evan Alexander Webb, Wilmington
 Alexander Reuben Whipp, Columbus
Cum Laude
 Brandon Andrew Williams, Dublin

Matthew Robert Willman,
Fairfield
Summa Cum Laude
Lea Jade Wong, Granville
Matthew Todd Yost,
Middletown

Bachelor of Science in Construction Systems Management

Colin Fredrick Angelotti,
Lyndhurst
Miles Andrew Baker, North
Royalton
Brian Mathew Diehl, Delaware
Magna Cum Laude
Jordan T. Harlan, Chagrin
Falls
Jacob C. Henderson,
Mechanicsburg
Trenton Brubeck Hiltbrand,
Columbus
Emmanuel Abeiku Koomson,
Westerville
John D. Lamb, Dublin
Joseph Vincent Magro,
Cincinnati
Gregory D. McCray, Jr.,
Columbus
Tucker L. McLean, Corning
Benjamin Amoh Nkansah,
Columbus
Oleg Olegovich Pokhna,
Columbus
Tyler James Rogers,
Columbus
Paige Sims, Euclid
Nicholas Robert Wise, East
Liverpool
Joshua B. Yontz, Lewisville
Anthony Henry Zerrer,
Wooster

Bachelor of Science in Food Science

Jacob Thomas Austin, Medina
Jake Samuel Dean, Columbus
Chelsea Rae Gough, Newark
Alexander S. Haberski,
Gahanna
Rachael Michelle Hanigosky,
Rocky River
Nathaniel Olubunmi Kasunmu,
Columbus
Shi Li, Columbus
Trent Raymond Meister,
Cincinnati
Henry Leon Patrick, Gallipolis
Daniel Andrew Smith, Powell
Kendra Nichole Spofford,
Lancaster

Dairy Certificate

Hannah Suzanne Slykerman,
Lancaster

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Tarek Patrick Akkari,
Westerville
Destiny Angaleena Allen, New
Vienna
Margeaux Sarah Apple,
Cleveland Heights
Summa Cum Laude
Crystina Marie Bakus,
Nokomis, FL
Joseph Peter Belanger,
Holland
Joshua Robert Berning, Anna
Kody Allyn Bonner, Toledo
Su Chon, Anchorage, AK
Kyle Daniel Chuba, Toledo
Taylor Anthony Clendenin,
Canton
Jack Christopher Dapo,
Westerville
Dustin Ryan Davis, Springfield
Kevin Matthew Davis,
Columbus
Rachel Ann Deatherage,
Goshen
Ernest Effah, Columbus
Rebecca Ruth Goffe, St.
Louis, MO
Cum Laude
Carly Cae Good, Fort
Lauderdale, FL
Cody T. Griffis, Chardon
Ryan Eugene Griffith, Dublin
Rayan Harfouche, Beirut,
Lebanon
Sally Marie Herman, Grove
City
Lyndsi Hersch, Twinsburg
Cum Laude
Elisabeth Diane Hollinden,
Cincinnati
Hannah Elaine Jewell,
Groveport
Caroline Elizabeth Jochum,
Springfield
Katelyn Maleah Johnson, New
Madison
Ajla Karalic, Akron
Brianna S. Kenny, Avon Lake
Cum Laude
Lindsey Catherine Kreichelt,
Northville, MI

Bryan Thomas Lane,
Columbus
Justin Michael Lohrman,
Plickerington
Ryan Patrick Long, Columbus
Vanessa Giselle Lopez,
Columbus
Alyssa Danielle Martin,
Sinking Spring, PA
Summa Cum Laude
Hannah Theresa Maurer,
Granville
Anne Elise Mauro,
Whitehouse
Cum Laude
Bridget Ann McGovern,
Columbus
Jodi Lynn Mescher, Hilliard
Jon Alexander Miner,
Beavercreek
Jamie Aaron Moore, Highland
Park
Evan M. Mooror, Columbus
Kyle Nelson Moran, Galena
Peter Osmond Moshier,
Pepper Pike
Anna Lynn Newell, Upper
Sandusky
Cimarron Rose Ney-George,
Alliance
Xavier Edward Norris,
Gahanna
Shawn Laiten O'Connor,
Marietta
Jarrod Ryan Pollock, West
Lafayette
Thomas Benjamin Rhodes,
Oak Harbor
Cum Laude
Cameron Ray Roberts,
Pataskala
Benjamin Louis Robinson, Mt.
Vernon
Jessica Danielle Rodgers,
Columbus
Howard Joseph Rogers III,
Mount Vernon
Philip Charles Ross, Maumee
Brittany Rose Segbers,
Cincinnati
Kyle Andrew Sklenka,
Strongsville
Olivia Rae Staman,
Loudonville
Gregory Joseph Strine, Dublin
Cameron David Svoboda,
Reynoldsburg
Stephanie Grace Thetge,
Mansfield
Eric William Van Deusen,
Grandview Heights
David Alex Walker, Mentor
Corey John Wetherby,
Westerville
Mackenzie Alyse Yoke,
Westerville
Jiawei Zhu, Changzhou,
Jiangsu, China

Brittany Anne Zoecklein,
Bradenton, FL
Cum Laude

Agricultural Technical Institute - Wooster

Associate in Applied Science

Kyle Nicholas Babic, Westlake
Michelle Renee Edwards,
Youngstown
Nathan Robert Fetters,
Homeworth
Broudy Joseph Fisher,
Ravenna
Trent Alexander Gamble,
Hilliard
Meagan Ann Haynes, Canal
Winchester
Jacob Kenneth Heese,
Latrobe, PA
Andrew George Higgins,
Norwalk
Brock Lorren Kelm, Leetonia
Erin Ann Kramer, Norwalk
Magna Cum Laude
Brandon Emerson Maurer,
Anna
Tyler James McCaulla,
Sunbury
Cum Laude
Megan Suzanne Miller,
Ashland
Cum Laude
Trevor George Moore,
Wooster
Justin Patrick Myers, Swanton
Laura Renee Poeppelman,
Anna
Hillary Christine Rader,
Bellefontaine
Cum Laude
Robert A. Reed, Creston
Lindsey Kay Reiner,
Whitehouse
Benjamin Dean Robinson,
Nova
Meaghan Michele Romine,
Newark
Austin Matthew Simon, North
Lawrence
Kali Nicole Smith, Massillon
Joshua James Stewart, Byron
Center, MI
David Robert Tevs, Brunswick
Cum Laude
Robert James Tichinel,
Pepper Pike
William Scott Warren,
Gallipolis
Matthew Todd Yost,
Middletown

Associate of Science

Grace Augusta Daniels, Dover
Spencer Wade Deetz,
Sugarcreek
Samuel George Garrigus,
Bryan
Brett Allen Grobe, Elyria
Magna Cum Laude
Katie Lynn Hart, Greenville
Andrew Steven Kaser, Stone
Creek
Rachael Ann Kindler,
Chesterland
Thomas Henry Lichtensteiger,
Ohio City
Trevor George Moore,
Wooster
Cynthia Lynn Mykrantz,
Wooster
Summa Cum Laude
Henry Leon Patrick, Gallipolis
Austin Matthew Pelyak, Parma
Cum Laude
Melissa Lauren Ritenour,
Jeffersonville
Stephanie Marie Schuck,
Ashland
Tanner Douglas Turner,
Georgetown
Matthew Todd Yost,
Middletown

Michael E. Moritz College of Law

Dean: Alan C. Michaels

Juris Doctor

Eleanor Sarah Celeste,
Columbus
B.A. (Wesleyan University)

Alexandra R. Ellis, Sylvania
B.S.Ed.

Jonathan Philip Halverstadt,
Columbus
B.A. (Bowling Green State
University)

Andrew D. Randol, Columbus
B.A.

Charles Taliaferro Robol,
Columbus
B.A.

David A. Walsh, Columbus
B.A. (American Public
University)

College of Medicine

Interim Dean: E. Christopher
Ellison

Doctor of Medicine

Monique A. DeLisser,
Columbus
B.S. (Pennsylvania State
University)

School of Health and Rehabilitation Sciences

Bachelor of Science in Athletic Training

Grace Ann Pierman, Upper
Arlington

Bachelor of Science in Health and Rehabilitation Sciences

Kelsey Marie Appelhans,
Pemberville
Adam Michael Borer, Findlay
Jacob Patrick Burkhart,
Cincinnati
Cum Laude
Brock Anthony Chamberlain,
Toledo
Cum Laude
Lina Rose Costanzo,
Cleveland
Cum Laude
Hayley Elizabeth Denmeade,
Westerville
Michael Christopher DiSalle,
Toledo
Shelby Joann Gilroy, Lima
Kelechi C. Iwuafor, Columbus
Ryne Michael Jerome, Payne
Joshua Aaron Johns, Warren
Justin A. Lamb, Mason
Kayla Ann Lutz, Westerville
Lindsay Ann Merrin, Radnor
Kimberly Sang Nguyen,
Ontario
Cum Laude
Molly Patricia Noday, Girard
Cum Laude
Ashley Carolyn Portale, Avon
Lake
Yiling Ran, Columbus
Cum Laude
Bianca Marie Schaffer, Avon
Lake

Commencement Convocation, December 20, 2015

Tyler Clayton Schinharl,
Sylvania
Claire Rose Staveski, Avon

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Rebecca Leann Blackburn,
West Liberty
Stacey Renee Boyer,
Columbus
Karen Elaine Campbell-
DeLotell, Portsmouth
Deborah Lynn DePaso,
Frederickstown
Valerie Renee Henault,
Lexington, KY
Jennifer Lee Hodge, Ottoville
Amanda Lynel Ingram,
Columbus
Barbara Ann Kleiber,
Marysville
Megan Lynn Knowlden,
Worthington
Chelsea Renee Lamberjack,
Upper Sandusky
Andrea Jill Leckrone, Troy
Alexander Kristian Miller,
Worthington
Lisa Michelle Mitchell,
Columbus
Samantha Irene Moots,
Kettering
Christopher Lee Myer, Mount
Vernon
David Allen Perry, Jr., Powell
Jessica Lynn Rizzo, Dayton
Kaitlyn Lauren Shifflet,
Columbus
Kristopher Allen Smedes,
Columbus
*with Honors Research Distinction in
Nursing*
Julia Elizabeth Smith, Newark
Heather A. Tomlinson,
Columbus
Therese L. Elliott Woods,
Blacklick
Hannah Young, Mount Airy,
MD

College of Optometry

Dean: Karla Zadnik

Doctor of Optometry

Dustin Andrew Cherney, La
Crosse, WI
Diploma (Chippewa Valley
Tech College)
B.S.Nurs. (Viterbo College)

College of Pharmacy

Dean: Henry J. Mann

Bachelor of Science in Pharmaceutical Sciences

Kelsey Erin Bauer, Cincinnati
Timothy Patrick Hogan, Parma
Heights
Ashley Kathryn Lloyd,
Defiance
Yordanos Goshu Managdeu,
Columbus
Whitney Alyssa Martin,
Franklin
Shaili Jagdish Rathod, Hilliard
Jiun Yiing Nathan Tan, Hilliard
Morgan Renae Tucker, Hilliard
Magna Cum Laude
Megan Lillian Wayman, Dublin
Magna Cum Laude

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Hannah Jane Bernhofer,
Parma
Natalie Diane Davis, Chagrin
Falls
with Distinction in Public Affairs
Megan Elizabeth Hurd,
Centerville
Summa Cum Laude
with Honors in Public Affairs
Justin David Jones, Cincinnati
Anthony Hamilton Lagunzad,
Seven Hills
Aniello Roy Miele, Fairview
Park
Marissa Lauren Phipps,
Peebles

Richard Joseph Sarcone,
West Chester
Matthew Ryan Shomo,
Tallmadge
Magna Cum Laude
Nathaniel Lewis Stutsman,
Botkins
Sarina Tacovic, Centerville
Lloyd Weston Taylor IV,
Columbus

College of Public Health

Dean: William J. Martin II

Bachelor of Science in Public Health

Edward Alpha, Columbus
Alexis Jillian Andrews,
Marysville
Bailey Elise Cramer, Galloway
Abigail Laurann Crisp, Canal
Winchester
Christine Noelle Darkes,
Strongsville
Cum Laude
Emilee Ann Drerup, Glandorf
Cum Laude
Drew S. Enscoe, Westerville
Lauren Elizabeth Mershad,
Dayton
Summa Cum Laude
Farah Haydar Miari, Columbus
Logan J. Recker, Kalida
Celia Anne Wright, Avon Lake
Cum Laude
*with Honors Research Distinction in
Public Health*

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Nasim Guled Adam,
Columbus
Melanie Rose DiMarzo,
Columbus
Jamyria Marnae Holmes,
Toledo

Commencement Convocation, December 20, 2015

**College of Veterinary
Medicine**

Dean: Rustin Moore

**Doctor of Veterinary
Medicine**

Erin Rhodes, Tolland, CT
B.A. (Miami University)

APPENDIX XX

Louis J. Ignarro

Louis J. Ignarro (born May 31, 1941) is an American pharmacologist. For demonstrating the signaling properties of nitric oxide, he was co-recipient of the 1998 Nobel Prize in Physiology or Medicine with Robert F. Furchgott and Ferid Murad.

Currently, Dr. Ignarro is professor of pharmacology at the UCLA School of Medicine's department of molecular and medical pharmacology in Los Angeles, which he joined in 1985. Before relocating to California, he was a professor of pharmacology at Tulane University School of Medicine, New Orleans, for 12 years. Ignarro has also previously worked as a staff scientist, research department, for the pharmaceutical division of CIBA-GEIGY Corporation in New York.

Dr. Ignarro has published numerous research articles. He received the Basic Research Prize of the American Heart Association in 1998. This was in recognition of his outstanding contributions to the advancement of cardiovascular science. That same year, he was inducted into the National Academy of Sciences and the following year, into the American Academy of Arts and Sciences. Because nitric oxide is indirectly involved in the action of this drug, he is sometimes referred to as the "Father of Viagra."

He is the founder of the Nitric Oxide Society, and founder and editor-in-chief of Nitric Oxide Biology and Chemistry. Dr. Ignarro holds a B.S. in pharmacy, Columbia University, 1962, and a Ph.D. in pharmacology, University of Minnesota, School of Medicine, 1966. He also received a postdoctoral fellowship in chemical pharmacology from National Institutes of Health in 1968. He is a member of the scientific committee of Nicox, a French pharmaceutical company, a member of the Board of Directors of Antibe Therapeutics, a Canadian drug discovery company, a member of the Board of Directors of Operation USA, a non-profit organization, and a member of the Nutritional Advisory Board for Herbalife, a nutrition and weight-management company.

APPENDIX XXI

Thomas D. Brock

“When Dr. Brock entered Ohio State in 1946 as an undergraduate student, I doubt he knew the immense impact he would have on research and teaching. Dr. Brock is a scientific pioneer, a man whose impact has reached far beyond his own realm of study,” Kathleen Boris-Lawrie, nominator.

Born in 1926 in Cleveland, OH, Dr. Brock’s father encouraged him to pursue going to the university. After graduating from high school, Brock joined the United States Navy and spent more than a year in their electronics program. Under the G.I. Bill, Dr. Brock came to Ohio State in 1946. He earned his BS (1949), MS (1950), and his PhD (1952).

Upon completion of his PhD, Dr. Brock took a position at the Upjohn Company. In 1957, Brock joined the faculty of the Department of Biology at Western Reserve University. In 1960, he accepted the position of assistant professor of bacteriology at Indiana University, where he was promoted to full professorship in 1964. He moved to the University of Wisconsin-Madison in 1971 and became chairman of the Department of Bacteriology in 1979.

“Dr. Brock made the unprecedented and astounding discovery of microorganisms that not only survive but grow at very high temperatures in the geothermally-heated waters in Yellowstone Park hot springs. This discovery led to a major expansion of our appreciation of the inhabitable biosphere, and subsequent worldwide (and NASA) interest in the physical limits of life and microbial diversity. Dr. Brock is widely credited for the development of the entire field of “extremophile” biology, which explores the biological parameters necessary for life in extreme conditions,” Tina Henkin, nominator.

His discovery of the bacterium *Thermus aquaticus* has been considered one of the fundamental milestones of microbiology. In 2013, he was awarded the Golden Goose award, which honors scientists whose federally funded research may not have seemed to have significant practical applications at the time it was conducted, but has resulted in tremendous societal and economic benefit.

Dr. Brock is retired and holds the E.B. Fred Professor of Natural Sciences Emeritus at the University of Wisconsin-Madison. During his career, Brock published more than 250 papers and 20 books, and received numerous science and education awards. He and his wife Kathie currently operate the Pleasant Valley Conservancy State Natural Area, a 140-acre preserve in Wisconsin.

APPENDIX XXII



BUT FOR OHIO STATE
Dashboard Report

Campaign Progress vs. Time
1/1/2009 through 09/30/2015 = \$2,431,732,309

I. Campaign Progress



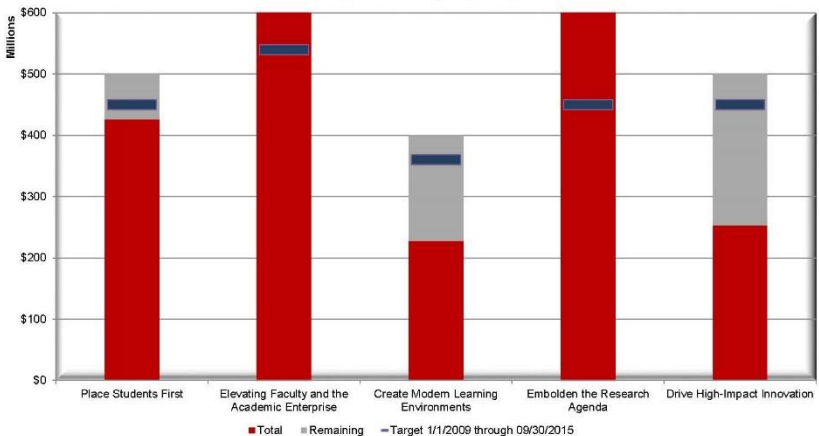
1 of 27



BUT FOR OHIO STATE
Dashboard Report

1/1/2009 through 09/30/2015 = \$2,431,732,309

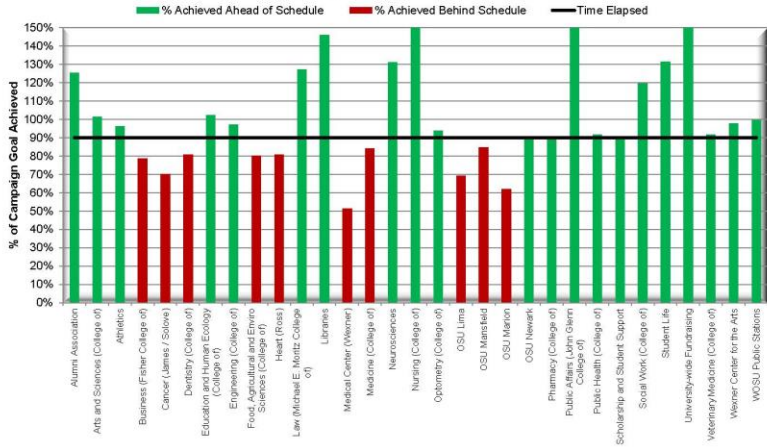
II. Campaign Activity by Objective



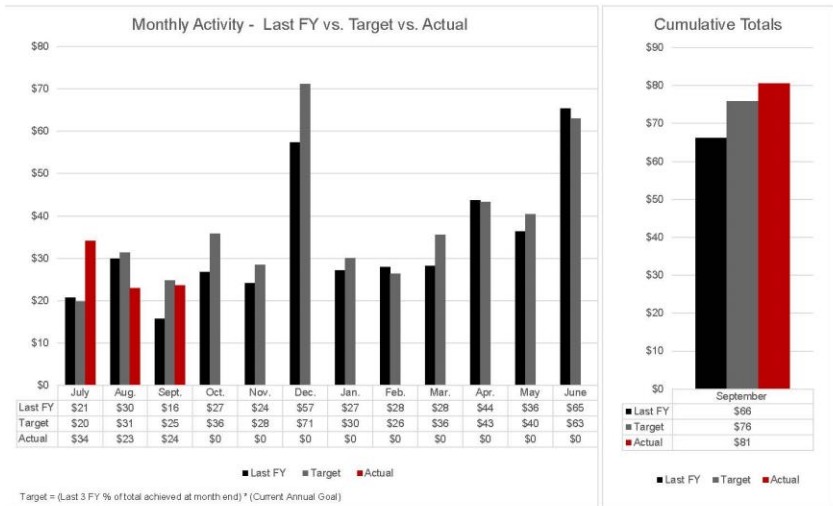
2 of 27

1/1/2009 through 09/30/2015 = \$2,431,732,309

III. Campaign Progress by Unit



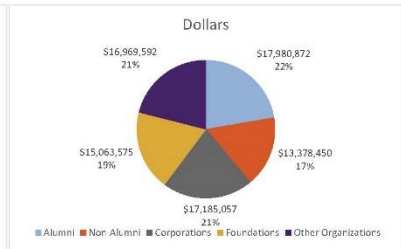
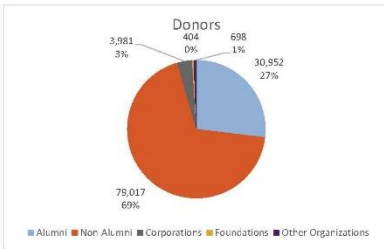
3 of 27



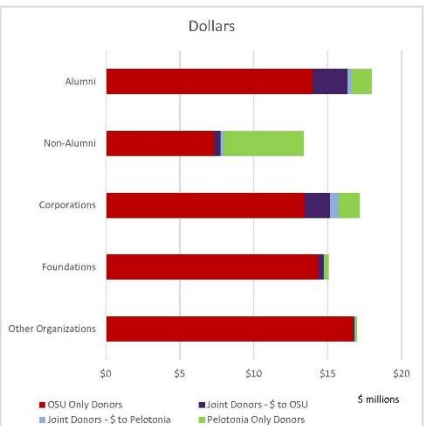
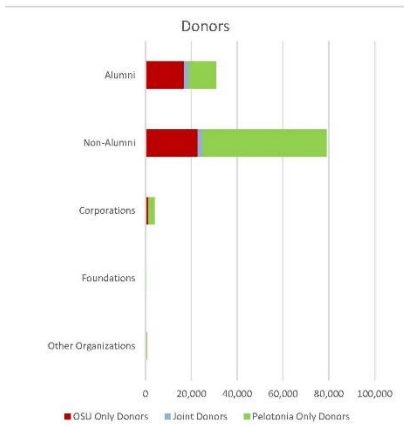
4 of 27



	7/1/2015 - 9/30/2015		7/1/2014 - 9/30/2014		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Individuals						
Alumni	30,952	\$17,980,872	26,801	\$13,570,071	15%	33%
Non-Alumni	79,017	\$13,378,450	74,230	\$11,418,828	6%	17%
Individuals	109,969	\$31,359,322	101,031	\$24,988,899	9%	25%
Organizations						
Corporations	3,981	\$17,185,057	4,009	\$15,867,065	-1%	8%
Foundations	404	\$15,063,575	357	\$9,144,662	13%	65%
Other Organizations	698	\$16,969,592	592	\$16,228,578	18%	5%
Organizations	5,083	\$49,218,224	4,958	\$41,240,304	3%	19%
Grand Total	115,052	\$80,577,546	105,989	\$66,229,203	9%	22%



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	Alumni	Non-Alumni	Corps	Fnds	Other Orgs
OSU Only Donors	16,950	22,768	1,129	247	498
Joint Donors	1,935	2,062	128	11	7
Pelotonia Only Donors	12,067	54,187	2,724	146	193

	Alumni	Non-Alumni	Corps	Fnds	Other Orgs
OSU Only Donors	\$14.02	\$7.38	\$13.47	\$14.40	\$16.73
Joint Donors - \$ to OSU	\$2.33	\$0.38	\$1.71	\$0.35	\$0.11
Joint Donors - \$ to Pelotonia	\$0.29	\$0.25	\$0.60	\$0.04	\$0.02
Pelotonia Only Donors	\$1.34	\$5.36	\$1.40	\$0.27	\$0.11

6 of 27

November 6, 2015 meeting, Board of Trustees



FY2016 New Fundraising Activity Report
Activity by Unit - Dollars
7/1/2015 through 6/30/2016

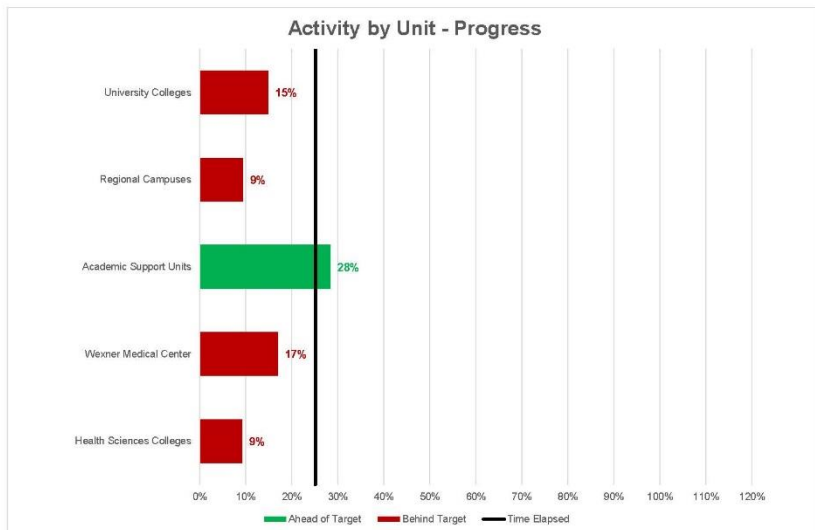
University	Unit	Alumni	Non-Alumni	Corporations	Foundations	Other Organizations	Total	Goal	% Achieved	Ys. Time Elapsed
Colleges										
	Arts and Sciences (College of)	\$3,007,038	\$151,190	\$174,899	\$1,349,344	\$1,577,600	\$8,258,938	\$38,000,000	15%	-9%
	Business (Fisher College of)	\$347,849	\$66,056	\$1,039,989	\$28,308	\$46,934	\$1,529,136	\$27,000,000	6%	-20%
	Education and Human Ecology (College of)	\$345,313	\$12,258	\$91,679	\$145,395	\$442,880	\$1,037,523	\$9,500,000	11%	-14%
	Engineering (College of)	\$1,129,388	\$121,708	\$5,015,787	\$241,592	\$4,308,960	\$10,817,136	\$84,000,000	17%	-8%
	Food, Agricultural and Enviro Sciences (College of)	\$1,949,443	\$111,033	\$957,117	\$243,794	\$1,576,739	\$4,038,238	\$26,000,000	16%	-19%
	Law (Michael E. Moritz College of)	\$633,461	\$31,757	\$258,780	\$2,238	\$959	\$927,093	\$5,000,000	19%	-7%
	Public Affairs (John Glenn College of)	\$684,702	\$93,725	\$34,000	\$342,662	\$11,416	\$1,026,605	\$2,875,000	36%	11%
	Social Work (College of)	\$24,709	\$9,865	\$42,094	\$14,600	\$52,756	\$143,904	\$550,000	17%	-9%
	Colleges	\$7,191,912	\$587,992	\$7,604,142	\$2,467,022	\$8,017,964	\$25,778,971	\$173,823,000	15%	-10%
Regional Campuses										
	OSU Lima	\$3,931	\$3,799	\$26,107	\$750	\$0	\$34,633	\$450,000	8%	-17%
	OSU Mansfield	\$28,976	\$27,894	\$1,963	\$13,500	\$650	\$72,913	\$1,600,000	5%	-21%
	OSU Marion	\$8,068	\$65,796	\$4,100	\$131,730	\$420	\$200,094	\$1,000,000	20%	-5%
	OSU Newark	\$102,533	\$8,600	\$200	\$5,000	\$2,750	\$118,983	\$1,500,000	8%	-17%
	Regional Campuses	\$143,397	\$95,685	\$32,440	\$150,680	\$3,820	\$426,323	\$4,550,000	9%	-16%
Academic Support Units										
	Alumni Association	\$122,547	\$17,215	\$25,762	\$13,862	\$3,184	\$182,600	\$85,000	27%	2%
	Athletics	\$2,150,789	\$1,338,086	\$3,951,082	\$8,918,100	\$419,956	\$16,377,073	\$55,000,000	30%	5%
	Libraries	\$16,257	\$2,668,070	\$7,919	\$10,089	\$9,250	\$2,701,562	\$4,000,000	68%	42%
	Scholarships and Student Support	\$1,670,895	\$172,335	\$94,567	\$625,524	\$1,446,203	\$3,969,712	\$13,200,000	30%	9%
	Student Life	\$73,874	\$153,971	\$42,064	\$1,750	\$40,832	\$312,490	\$2,750,000	11%	-14%
	University-wide Fundraising	\$2,076,998	\$455,194	\$77,842	\$15,425	\$277,770	\$2,902,899	\$11,590,000	25%	0%
	Wexner Center for the Arts	\$39,717	\$51,971	\$18,148	\$122,851	\$0	\$233,686	\$4,000,000	6%	-19%
	WOSU Public Stations	\$187,678	\$404,022	\$148,563	\$280,198	\$47,359	\$1,047,818	\$6,500,000	16%	-9%
	Academic Support Units	\$6,338,384	\$5,250,843	\$4,357,132	\$9,567,829	\$2,244,533	\$27,758,742	\$97,725,000	29%	3%
	University	\$13,583,693	\$5,934,520	\$11,693,714	\$12,185,832	\$10,266,277	\$53,966,038	\$276,100,000	20%	-9%
Medical and Health Sciences										
Wexner Medical Center										
	Cannon (James J. Sloyer)	\$2,495,600	\$8,201,655	\$2,567,361	\$1,129,882	\$1,703,307	\$14,087,805	\$68,000,000	21%	-4%
	Heart (Ross)	\$1,052,669	\$40,096	\$469,932	\$45,000	\$303,631	\$1,910,718	\$9,500,000	11%	-15%
	Medical Center (Wexner)	\$353,452	\$323,089	\$579,635	\$339,082	\$2,795,426	\$4,390,684	\$30,000,000	15%	-11%
	Medicine (College of)	\$289,449	\$30,498	\$43,142	\$174,244	\$811,671	\$1,354,974	\$13,500,000	10%	-15%
	Neurosciences	\$329,461	\$391,527	\$208,369	\$1,000,430	\$538,957	\$2,359,663	\$16,000,000	15%	-19%
	Wexner Medical Center	\$3,620,051	\$8,876,826	\$3,888,428	\$2,688,737	\$6,158,702	\$23,212,745	\$137,000,000	17%	-8%
Health Sciences Colleges										
	Dentistry (College of)	\$170,443	\$18,234	\$258,245	\$23,100	\$72,210	\$560,232	\$9,700,000	6%	-17%
	Nursing (College of)	\$98,780	\$7,918	\$2,173	\$0	\$1,257	\$121,025	\$3,400,000	4%	-22%
	Optometry (College of)	\$25,786	\$4,316	\$87,350	\$1,000	\$18,165	\$137,617	\$1,500,000	9%	-16%
	Pharmacy (College of)	\$20,472	\$7,779	\$793,280	\$0	\$342,121	\$1,163,683	\$8,800,000	13%	-12%
	Public Health (College of)	\$6,186	\$17,914	\$20,000	\$16,000	\$71,601	\$131,701	\$1,500,000	9%	-16%
	Veterinary Medicine (College of)	\$455,461	\$513,045	\$161,867	\$148,906	\$27,259	\$1,306,527	\$15,000,000	9%	-16%
	Health Sciences Colleges	\$777,127	\$587,104	\$1,322,915	\$189,006	\$544,613	\$3,406,785	\$36,000,000	9%	-16%
	Medical and Health Sciences	\$4,397,178	\$7,443,930	\$5,191,343	\$2,877,743	\$6,703,319	\$26,913,510	\$173,000,000	15%	-19%
	Grand Total	\$17,880,872	\$13,378,450	\$17,185,957	\$15,063,575	\$16,968,592	\$89,577,546	\$450,000,000	19%	-7%
							Time Elapsed		25%	

November 6, 2015 meeting, Board of Trustees

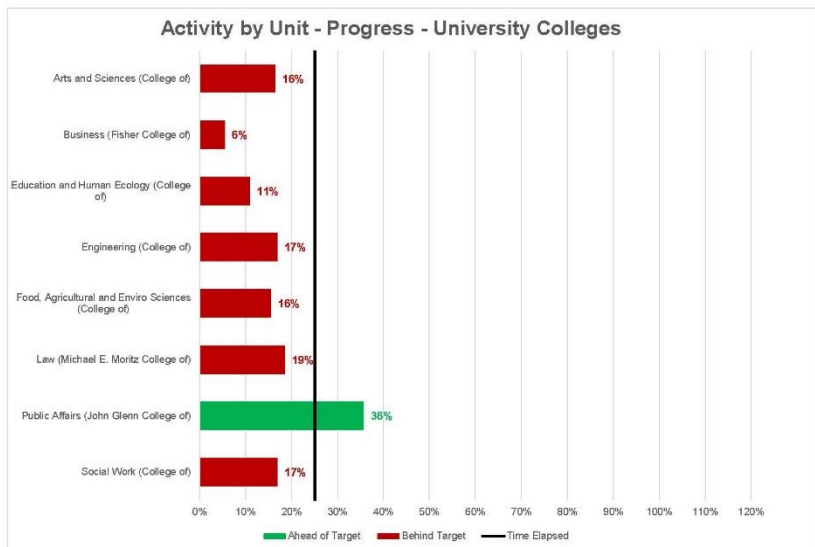


FY2016 New Fundraising Activity Report
Activity by Unit - Donors
 7/1/2015 through 9/30/2015

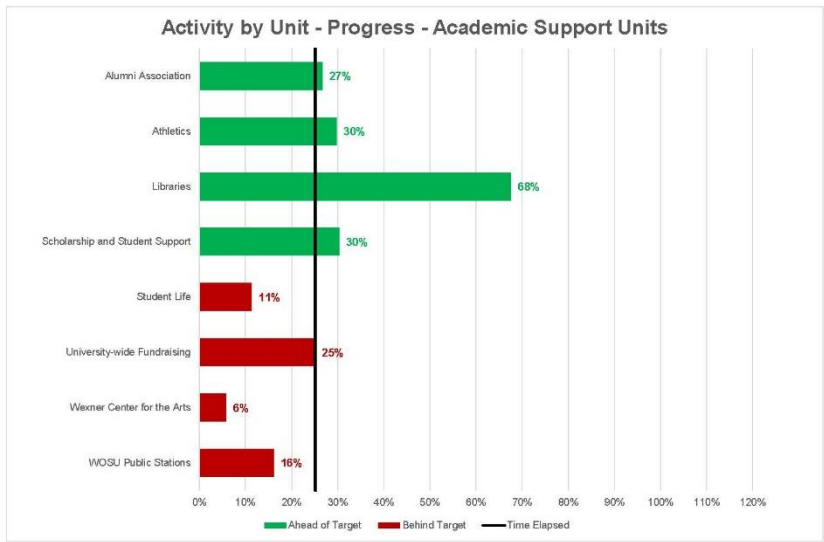
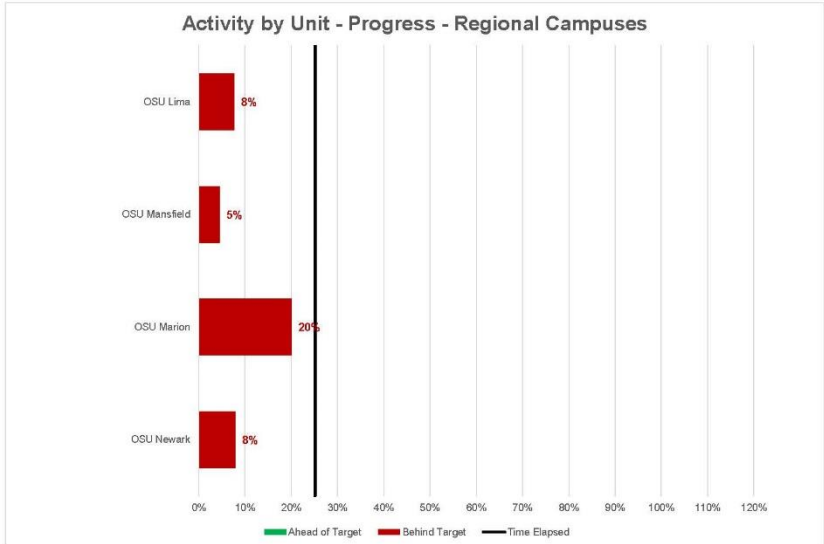
Unit	Alumni	Non-Alumni	Corporations	Foundations	Other Organizations	Total
University						
Colleges						
Arts and Sciences (College of)	2,283	1,405	40	31	45	3,804
Business (Fisher College of)	1,017	447	63	7	7	1,541
Education and Human Ecology (College of)	1,362	717	20	15	26	2,140
Engineering (College of)	1,055	555	147	14	38	1,809
Food, Agricultural and Enviro Sciences (College of)	1,044	1,093	171	24	104	2,436
Law (Michael E. Moritz College of)	301	173	13	2	4	493
Public Affairs (John Glenn College of)	84	60	6	4	3	157
Social Work (College of)	193	114	5	5	8	325
Colleges	7,056	4,439	413	91	216	12,215
Regional Campuses						
OSU Lima	64	84	4	1	0	153
OSU Mansfield	70	116	8	2	3	199
OSU Marion	85	112	5	6	2	210
OSU Newark	65	89	1	1	1	157
Regional Campuses	283	391	18	10	6	708
Academic Support Units						
Alumni Association	492	246	21	5	13	777
Athletics	1,244	1,253	343	13	34	2,887
Libraries	139	178	3	1	2	323
Scholarship and Student Support	1,314	1,228	37	20	36	2,635
Student Life	280	246	14	3	9	532
University-wide Fundraising	1,261	1,522	53	15	15	2,866
Wexner Center for the Arts	398	659	10	10	0	1,075
WOSU Public Stations	3,950	9,199	58	18	20	13,245
Academic Support Units	8,455	13,973	486	77	122	23,113
University	14,890	18,141	857	168	335	34,481
Medical and Health Sciences						
Wexner Medical Center						
Cancer (James / Solove)	15,058	59,648	3,023	209	282	78,220
Heart (Ross)	284	605	25	2	12	928
Medical Center (Wexner)	777	1,252	87	19	40	2,175
Medicine (College of)	758	460	10	11	18	1,257
Neurosciences	404	717	23	7	19	1,170
Wexner Medical Center	16,651	61,976	3,138	241	347	82,353
Health Sciences Colleges						
Dentistry (College of)	247	195	22	3	6	473
Nursing (College of)	473	212	9	0	6	700
Optometry (College of)	140	103	12	1	2	258
Pharmacy (College of)	186	95	17	0	7	305
Public Health (College of)	58	33	1	3	5	100
Veterinary Medicine (College of)	582	634	67	7	18	1,308
Health Sciences Colleges	1,658	1,248	126	14	43	3,089
Medical and Health Sciences	18,034	62,971	3,250	251	385	84,891
Grand Total	30,952	79,017	3,981	404	698	115,052

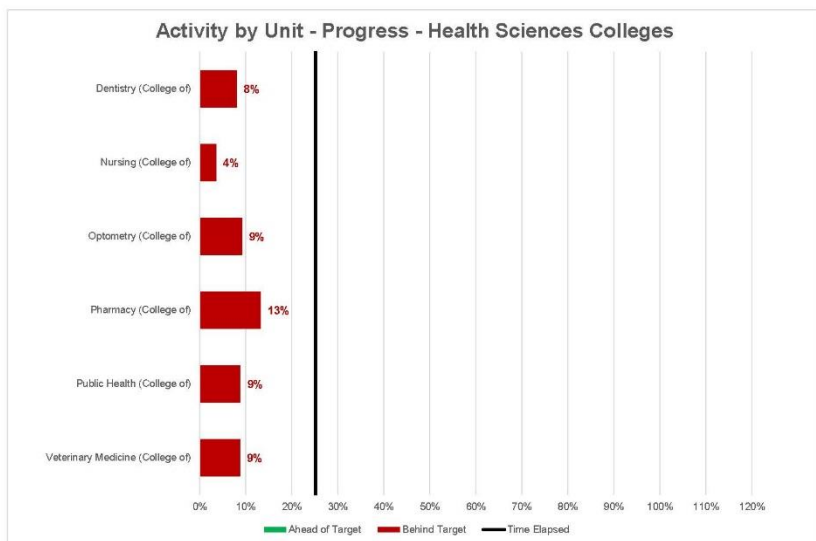
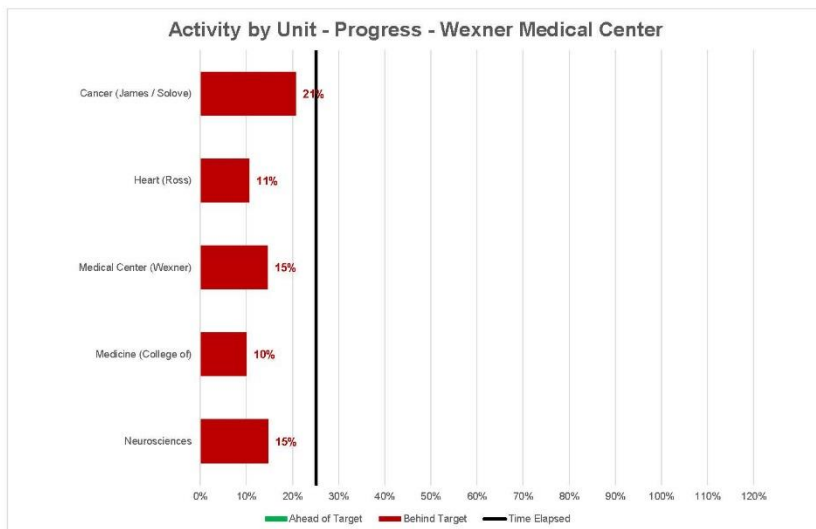


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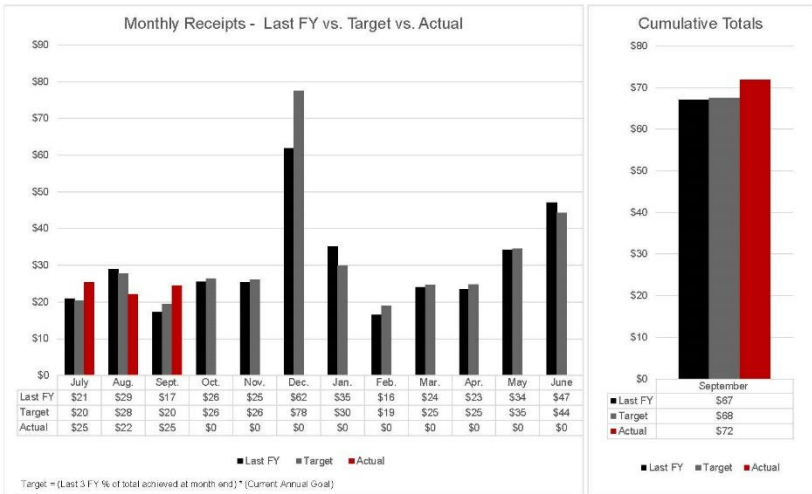
FY2016 New Fundraising Activity Report
Activity - Complex Giving
 7/1/2015 through 9/30/2015

	7/1/2015 - 9/30/2015		7/1/2014 - 9/30/2014		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Outright Gifts						
Securities	91	\$926,252	89	\$755,488	2%	23%
Real Estate	0	\$0	0	\$0		
Gifts-in-Kind	165	\$2,370,114	84	\$865,597	96%	174%
Total New Activity	256	\$3,296,366	173	\$1,621,084	48%	103%
Planned Gifts						
Irrevocable Planned Gifts	11	\$875,570	3	\$9,231	267%	9385%
Revocable Planned Gifts	50	\$8,085,089	40	\$8,188,622	25%	-1%
Total New Activity	61	\$8,960,659	43	\$8,197,853	42%	9%
Grand Total	317	\$12,257,024	216	\$9,818,938	47%	25%

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FY2016 Philanthropic Receipts Report
Monthly Receipts
 7/1/2015 through 9/30/2015



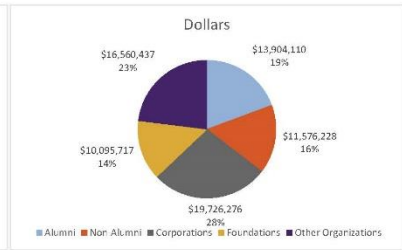
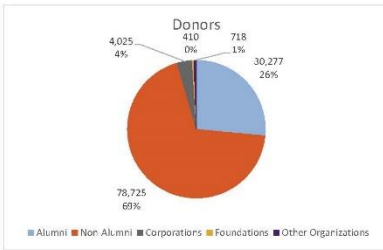
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November 6, 2015 meeting, Board of Trustees



FY2016 Philanthropic Receipts Report
Receipts by Donor Type
 7/1/2015 through 9/30/2015

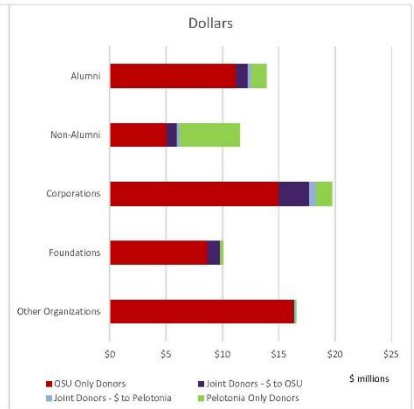
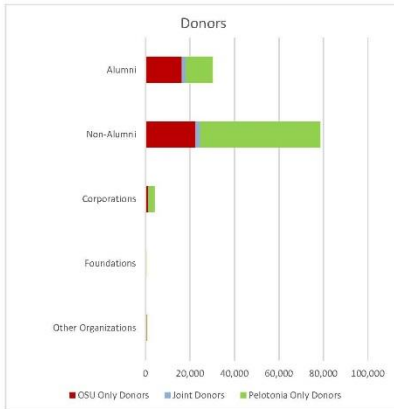
	7/1/2015 - 9/30/2015		7/1/2014 - 9/30/2014		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Individuals						
Alumni	30,277	\$13,904,110	27,011	\$9,780,388	12%	42%
Non-Alumni	78,725	\$11,576,228	74,335	\$17,638,435	6%	-34%
Individuals	109,002	\$25,480,338	101,346	\$27,418,823	8%	-7%
Organizations						
Corporations	4,025	\$19,726,276	4,052	\$16,449,659	-1%	20%
Foundations	410	\$10,095,717	364	\$5,918,656	13%	71%
Other Organizations	718	\$16,560,437	602	\$17,272,282	19%	-4%
Organizations	5,153	\$46,382,430	5,018	\$39,640,598	3%	17%
Grand Total	114,155	\$71,862,768	106,364	\$67,059,420	7%	7%



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FY2016 Philanthropic Receipts Report
Receipts by Donor Type - Pelotonia Impact
 7/1/2015 through 9/30/2015



	Alumni	Non-Alumni	Corps	Fnds	Other Orgs
OSU Only Donors	16,277	22,474	1,173	253	518
Joint Donors	1,939	2,078	131	12	7
Pelotonia Only Donors	12,061	54,173	2,721	145	193

	Alumni	Non-Alumni	Corps	Fnds	Other Orgs
OSU Only Donors	\$11.20	\$5.07	\$14.99	\$8.68	\$16.32
Joint Donors - \$ to OSU	\$1.07	\$0.89	\$2.73	\$1.10	\$0.11
Joint Donors - \$ to Pelotonia	\$0.29	\$0.27	\$0.60	\$0.04	\$0.02
Pelotonia Only Donors	\$1.34	\$5.35	\$1.40	\$0.27	\$0.11

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November 6, 2015 meeting, Board of Trustees



FY2016 Philanthropic Receipts Report
Receipts by Unit - Dollars
7/1/2015 through 6/30/2016

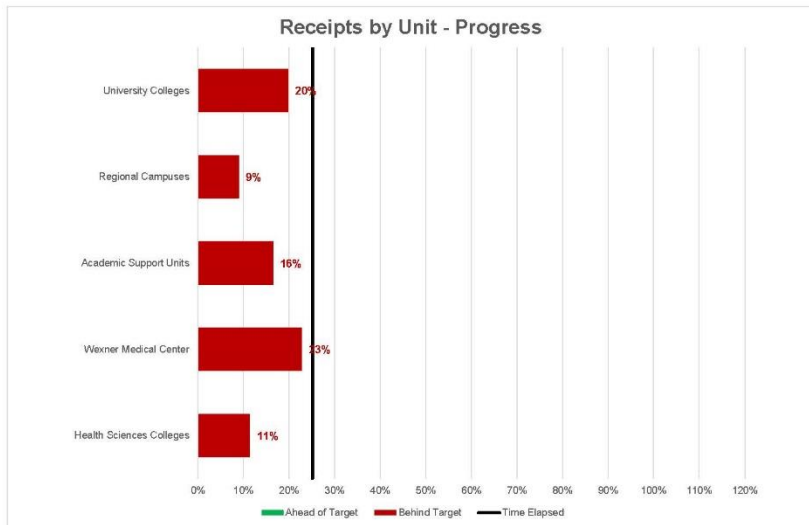
University	Unit	Alumni	Non-Alumni	Corporations	Foundations	Other Organizations	Total	Goal	% Activated	vs. Time Elapsed
Colleges										
	Arts and Sciences (College of)	\$1,846,835	\$168,361	\$182,286	\$1,258,752	\$1,695,550	\$5,022,584	\$28,000,000	18%	-7%
	Business (Fisher College of)	\$225,123	\$69,811	\$1,183,038	\$528,308	\$46,889	\$2,053,359	\$13,800,000	15%	-10%
	Education and Human Ecology (College of)	\$133,564	\$17,756	\$141,679	\$145,395	\$443,330	\$881,756	\$6,000,000	15%	-10%
	Engineering (College of)	\$733,705	\$113,969	\$8,107,497	\$2,173,692	\$4,829,710	\$13,968,463	\$60,000,000	23%	-2%
	Food, Agricultural and Enviro Sciences (College of)	\$391,022	\$21,1219	\$1,457,595	\$338,544	\$1,018,160	\$3,388,330	\$20,000,000	16%	-9%
	Law (Michael E. Moritz College of)	\$463,925	\$31,757	\$133,790	\$56,120	\$959	\$685,439	\$3,000,000	23%	-2%
	Public Affairs (John Glenn College of)	\$142,480	\$84,725	\$24,000	\$342,882	\$11,416	\$605,283	\$2,200,000	26%	1%
	Social Work (College of)	\$23,949	\$8,665	\$42,584	\$14,690	\$52,781	\$143,659	\$1,000,000	14%	-11%
	Colleges	\$3,960,432	\$707,353	\$9,249,450	\$4,809,662	\$7,989,734	\$26,716,063	\$134,900,000	20%	-5%
Regional Campuses										
	OSU Lima	\$6,156	\$4,245	\$6,157	\$750	\$0	\$17,308	\$360,000	5%	-20%
	OSU Mansfield	\$3,676	\$28,534	\$26,983	\$13,519	\$650	\$73,362	\$500,000	15%	-10%
	OSU Marion	\$24,880	\$17,736	\$4,100	\$191,730	\$420	\$171,666	\$800,000	21%	-4%
	OSU Newark	\$2,488	\$8,450	\$2,700	\$5,000	\$2,750	\$12,388	\$1,500,000	1%	-24%
	Regional Campuses	\$36,999	\$51,965	\$39,940	\$150,999	\$3,820	\$283,724	\$3,160,000	9%	-16%
Academic Support Units										
	Alumni Association	\$127,795	\$17,251	\$28,455	\$13,862	\$3,194	\$188,578	\$925,000	22%	-4%
	Athletics	\$2,560,066	\$1,913,087	\$3,941,011	\$699,350	\$375,956	\$6,419,489	\$45,000,000	21%	-4%
	Libraries	\$16,087	\$451,257	\$7,916	\$10,089	\$9,250	\$484,589	\$2,000,000	25%	0%
	Scholarship and Student Support	\$789,810	\$160,034	\$215,102	\$497,524	\$456,483	\$2,118,191	\$10,000,000	21%	-4%
	Student Life	\$62,973	\$70,969	\$43,094	\$1,750	\$40,832	\$218,618	\$1,900,000	12%	-14%
	University-wide Fundraising	\$269,846	\$454,513	\$277,742	\$315,425	\$277,770	\$1,595,297	\$23,895,000	7%	-18%
	Weener Center for the Arts	\$39,717	\$51,971	\$219,146	\$122,851	\$0	\$433,686	\$5,000,000	9%	-16%
	WOSU Public Outlets	\$290,589	\$403,649	\$148,563	\$290,199	\$74,003	\$1,193,110	\$6,200,000	19%	-6%
	Academic Support Units	\$4,191,721	\$3,523,121	\$4,877,999	\$1,821,979	\$1,238,257	\$16,652,178	\$94,890,000	16%	-9%
	University	\$8,189,153	\$1,262,441	\$14,167,399	\$6,781,341	\$9,231,831	\$42,651,985	\$232,940,000	18%	-7%
Medical and Health Sciences										
Wexner Medical Center										
	Cancer (James / Solove)	\$2,349,174	\$6,868,358	\$2,689,861	\$2,104,982	\$1,703,307	\$15,516,679	\$64,000,000	24%	-1%
	Heart (Ross)	\$994,383	\$40,136	\$484,852	\$46,000	\$303,631	\$1,858,962	\$7,400,000	26%	1%
	Medical Center (Weener)	\$399,333	\$147,503	\$1,038,895	\$338,082	\$2,795,496	\$4,630,698	\$23,500,000	20%	-5%
	Medicine (College of)	\$298,861	\$30,523	\$43,142	\$174,244	\$1,317,821	\$1,864,391	\$6,500,000	28%	4%
	Neurosciences	\$1,039,631	\$56,820	\$189,608	\$310,430	\$538,667	\$2,135,156	\$12,000,000	17%	-8%
	Wexner Medical Center	\$5,041,381	\$6,944,337	\$4,426,228	\$2,673,737	\$6,588,692	\$25,984,376	\$113,800,000	23%	-2%
Health Sciences Colleges										
	Dentistry (College of)	\$275,965	\$18,734	\$265,445	\$23,100	\$73,760	\$657,034	\$5,360,000	12%	-13%
	Nursing (College of)	\$112,986	\$7,898	\$2,173	\$150,000	\$332,257	\$605,252	\$1,200,000	50%	25%
	Optometry (College of)	\$30,589	\$7,981	\$67,350	\$1,833	\$32,915	\$150,648	\$1,200,000	13%	-12%
	Pharmacy (College of)	\$23,467	\$7,779	\$508,390	\$1,000	\$192,121	\$732,748	\$8,300,000	9%	-16%
	Public Health (College of)	\$12,186	\$17,914	\$20,000	\$16,000	\$71,601	\$137,701	\$1,200,000	11%	-14%
	Veterinary Medicine (College of)	\$218,353	\$289,225	\$249,301	\$148,906	\$27,259	\$833,044	\$11,000,000	8%	-17%
	Health Sciences Colleges	\$673,577	\$349,459	\$1,132,619	\$340,839	\$729,913	\$3,226,427	\$28,200,000	11%	-14%
	Medical and Health Sciences	\$5,714,958	\$7,293,787	\$5,558,877	\$3,314,978	\$7,268,805	\$29,210,803	\$142,000,000	21%	-5%
	Grand Total	\$13,904,110	\$11,576,228	\$18,726,276	\$10,095,717	\$16,560,437	\$71,862,738	\$375,000,000	19%	-6%
							Time Elapsed	25%		

November 6, 2015 meeting, Board of Trustees

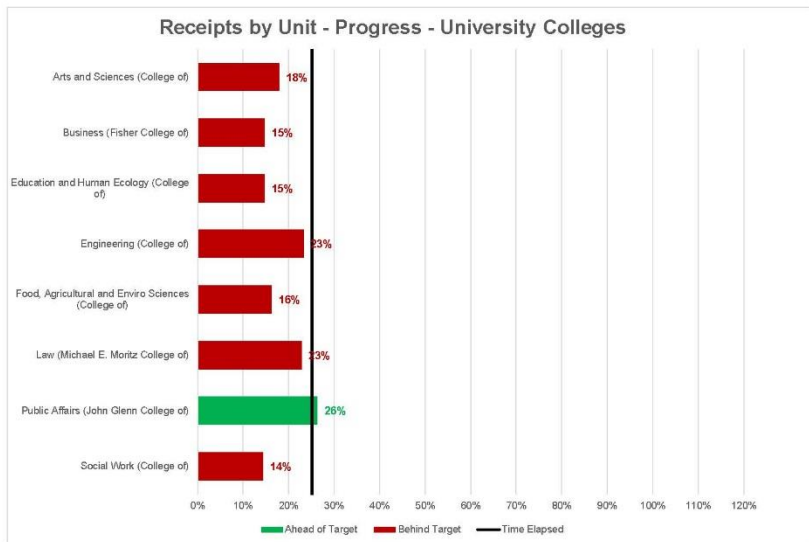


FY2016 Philanthropic Receipts Report
Receipts by Unit - Donors
 7/1/2015 through 9/30/2015

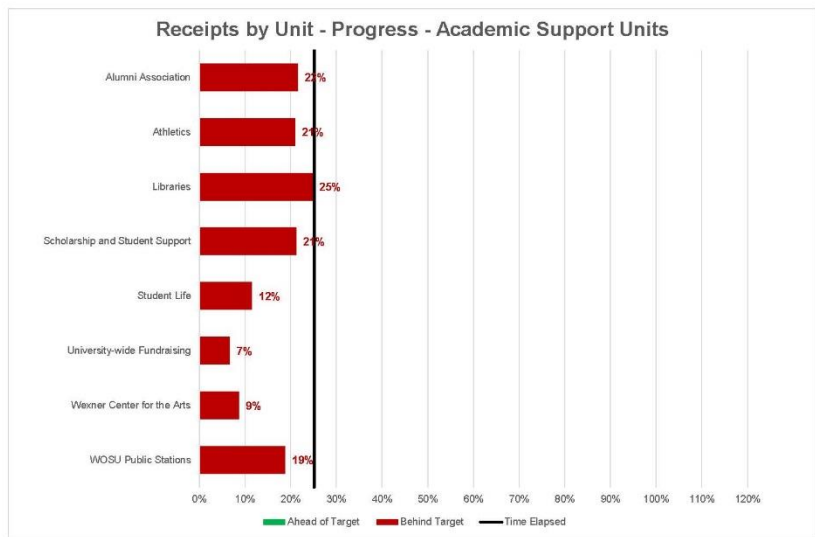
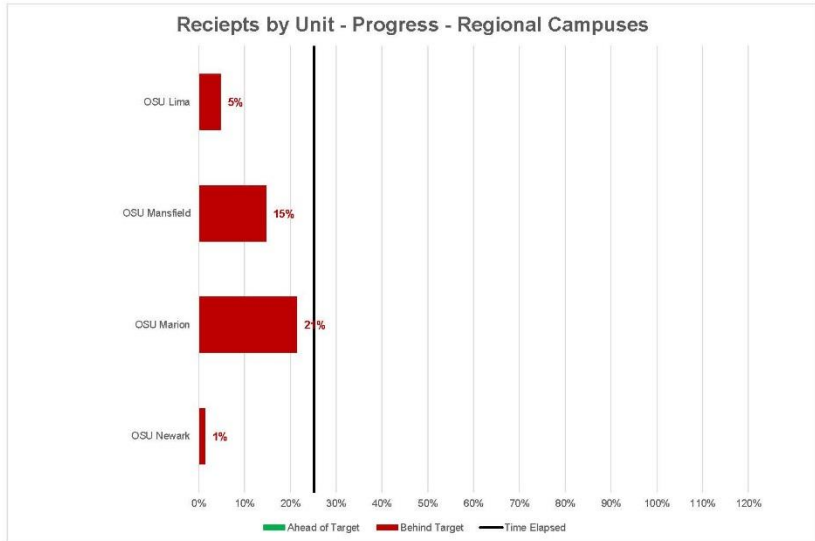
Unit	Alumni	Non-Alumni	Corporations	Foundations	Other Organizations	Total
University						
Colleges						
Arts and Sciences (College of)	1,979	1,312	43	31	50	3,415
Business (Fisher College of)	859	402	70	8	8	1,347
Education and Human Ecology (College of)	1,138	626	21	15	32	1,832
Engineering (College of)	952	508	149	13	39	1,661
Food, Agricultural and Enviro Sciences (College of)	988	1,080	177	25	105	2,335
Law (Michael E. Moritz College of)	294	186	12	3	4	479
Public Affairs (John Glenn College of)	80	60	6	4	3	153
Social Work (College of)	173	105	6	5	9	298
Colleges	6,170	4,115	432	93	231	11,041
Regional Campuses						
OSU Lima	59	80	4	1	0	144
OSU Mansfield	64	113	9	3	3	192
OSU Marion	91	117	5	6	2	221
OSU Newark	61	89	2	1	1	154
Regional Campuses	274	389	20	11	6	700
Academic Support Units						
Alumni Association	740	310	23	5	13	1,091
Athletics	1,235	1,238	356	13	34	2,876
Libraries	135	175	3	1	2	316
Scholarship and Student Support	1,332	1,227	40	19	36	2,654
Student Life	280	241	14	3	9	527
University-wide Fundraising	1,290	1,526	55	18	15	2,902
Wexner Center for the Arts	398	659	11	10	0	1,078
WOSU Public Stations	3,951	9,199	58	18	21	13,247
Academic Support Units	8,734	14,019	507	77	123	23,460
University	14,378	17,866	894	170	350	33,658
Medical and Health Sciences						
Wexner Medical Center						
Cancer (James / Solove)	15,062	59,664	3,025	211	282	78,244
Heart (Ross)	285	603	24	2	12	926
Medical Center (Wexner)	781	1,240	89	19	42	2,171
Medicine (College of)	727	452	10	11	19	1,219
Neurosciences	389	720	23	7	19	1,168
Wexner Medical Center	16,622	61,974	3,140	243	350	82,329
Health Sciences Colleges						
Dentistry (College of)	243	189	26	3	7	478
Nursing (College of)	452	212	9	2	7	692
Optometry (College of)	144	109	12	2	3	270
Pharmacy (College of)	176	87	18	1	6	288
Public Health (College of)	58	35	1	3	5	102
Veterinary Medicine (College of)	589	623	72	7	18	1,309
Health Sciences Colleges	1,631	1,241	135	18	45	3,070
Medical and Health Sciences	17,877	62,958	3,281	257	390	84,843
Grand Total	30,277	78,725	4,025	410	718	114,155

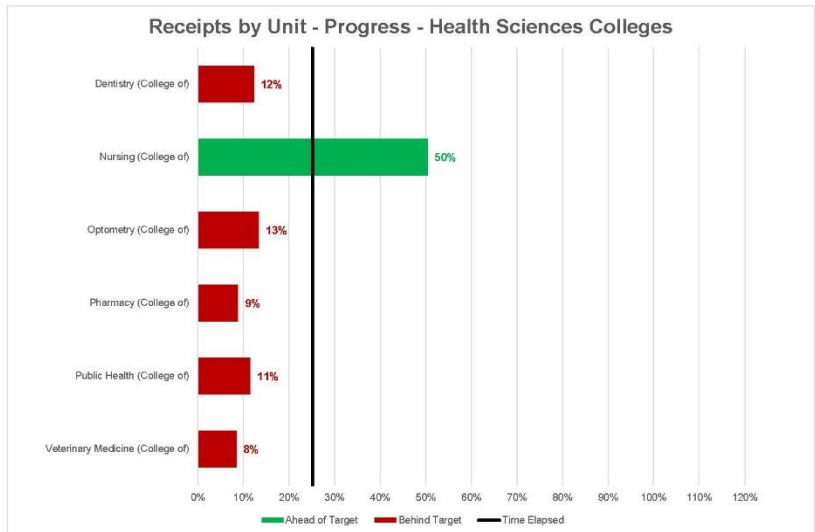
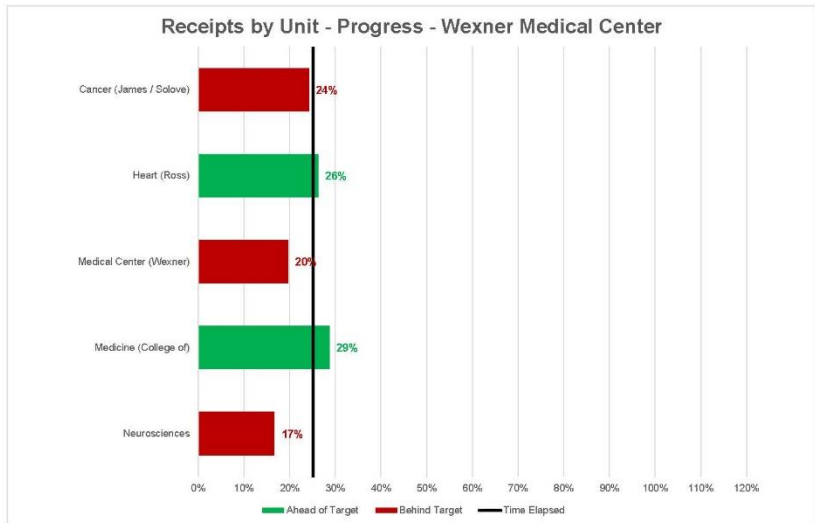


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November 6, 2015 meeting, Board of Trustees



FY2016 Philanthropic Receipts Report
Receipts - Complex Giving
 7/1/2015 through 9/30/2015

	7/1/2015 - 9/30/2015		7/1/2014 - 9/30/2014		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
Outright Gifts						
Securities	91	\$926,252	89	\$755,488	2%	23%
Real Estate	0	\$0	0	\$0		
Gifts-in-Kind	165	\$2,370,114	84	\$865,597	96%	174%
Total Receipts	256	\$3,296,366	173	\$1,621,084	48%	103%
Planned Gifts						
Irrevocable Planned Gifts	11	\$875,570	3	\$9,231	267%	9385%
Revocable Planned Gifts	30	\$3,000,497	29	\$9,853,774	3%	-70%
Total Receipts	37	\$3,876,067	32	\$9,863,005	16%	-61%
Grand Total	293	\$7,172,433	205	\$11,484,090	43%	-38%

November 6, 2015 meeting, Board of Trustees

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Endowed Funds (University)</u>		
Robert Max Thomas Professorship Fund Established November 6, 2015, with a fund transfer by the College of Arts and Sciences, Department of Geography of unrestricted gifts from the estate of Robert "Bob" Max Thomas (BSBA 1949) and additional department funds; used to support a professorship in the Department of Geography after the required funding level is reached.	\$864,906.98	\$1,000,000. 00
The Richard L. Franks Endowment Fund Established November 6, 2015, with gifts from Richard L. Franks (BA 1977), in memory of Maria A. Melnyk Franks; 80% used to provide scholarships for students who are active members of The Ohio State University Marching Band who are not majors in the School of Music; 20% reinvested in principal.	\$59,180.25	\$59,180.25
The Bertie Lou Allshouse Secrest Arboretum Fund Established November 6, 2015, with gifts from Dr. Herb Allshouse (BS 1952) and a fund transfer from the Ohio Agricultural Research and Development Center; used to support the Secrest Arboretum's efforts to hire interns and/or a seasonal crew, beautification projects, maintenance, and for other needs of the Arboretum.	\$50,000.00	\$50,000.00
The Ohio State University Retirees Association Life Membership Endowment Fund 482864 Established November 6, 2015, with funds from life memberships of The Ohio State University Retirees Association; used to support programs and activities which enhance the purposes of The Ohio State University Retirees Association.	\$50,000.00	\$50,000.00
<u>Establishment of Named Endowed Funds (Foundation)</u>		
The Thomas W. Shulman Tennis Athletic Scholarship Fund Established November 6, 2015, with a gift from Tom Shulman from Dayton, Ohio; used to supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's tennis team and a resident of the state of Ohio.	\$150,000.00	\$150,000.00

November 6, 2015 meeting, Board of Trustees

<p>Salvino Family-Accenture Brain Cancer Research Endowed Fund Established November 6, 2015, with gifts made in memory of James Salvino from his family, friends, colleagues and other interested parties, including his son and daughter-in-law, Michael J. and Denise M. Salvino, and Accenture LLP; used to benefit the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the Department of Neurological Surgery by supporting the Salvino Family-Accenture Foundation Research Award given to a postdoctoral fellow(s) or to a medical student(s) to advance medical research or medical research training on brain cancer, preferably on glioblastoma, to improve patient outcomes and help eradicate the disease.</p>	<p>\$119,005.00</p>	<p>\$119,005.00</p>
<p>Robert Neale Phillips, DDS Endowed Scholarship Fund Established November 6, 2015, with a gift from Susane G. Phillips (BS 1953); used to provide a tuition-only scholarship. First-time recipients shall be professional/doctoral students enrolled in the College of Dentistry majoring in DDS who are from Southeastern Ohio.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Stephen J. and Catherine A. Blake Scholarship Established November 6, 2015, with a gift from the estate of Dorothy T. Blake (BA 1957); used to support up to four scholarships to be awarded annually to undergraduate student(s) in the College of Food, Agricultural, and Environmental Sciences, including the School of Environment and Natural Resources.</p>	<p>\$84,836.55</p>	<p>\$84,836.55</p>
<p>Jack Hire Engineering Scholarship Fund Established November 6, 2015, with gifts from The Hire Family Foundation; used to provide merit-based scholarship support for students attending Ohio State Mansfield pursuing an Engineering degree.</p>	<p>\$75,000.00</p>	<p>\$75,000.00</p>
<p>Joan Andrews Hays Bile Duct Cancer Research Fund Established November 6, 2015, with gifts given in memory of Joan Andrews Hays (attended, 1974) from her mother, Marie Andrews, other family members and friends; used to support cancer research on cholangiocarcinoma undertaken at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and the Comprehensive Cancer Center, to include, but not limited to, expenditures for research equipment, supplies, personnel, technology; fellow research awards, etc., with preference towards the work of the section chief of Gastrointestinal Oncology at The James.</p>	<p>\$70,511.80</p>	<p>\$70,511.80</p>

November 6, 2015 meeting, Board of Trustees

<p>The Nancy K. Lahmers Undergraduate Honors Cohort Fund Established November 6, 2015, with gifts from former students, alumni, friends, and colleagues to honor Nancy K. Lahmers, former director of the Business Administration Honors Cohort program in the Max M. Fisher College of Business; used to support valuable experiential learning opportunities for the undergraduate students enrolled in the Max M. Fisher College of Business who are participating in the Business Administration Honors Cohort program.</p>	\$52,936.96	\$52,936.96
<p>The Phaedon John Kozyris and Litsa Kozyris Travel Award Established November 6, 2015, with a gift from Litsa S. Kozyris (BA 1985, MA 1994); used to provide financial support to graduate or undergraduate students to pursue a formal program of study in Modern Greek language and/or research in Greece in any academic field requiring the intensive use of Modern Greek including study abroad fees, travel expenses, and any additional educational expenses (including books).</p>	\$52,031.50	\$52,031.50
<p>Stanley Lemeshow Student Excellence Fund Established November 6, 2015, with gifts from friends, family, alumni and colleagues; used to provide support to enhance the education of College of Public Health students including, but not limited to, scholarships, support for student research, travel, and other activities deemed to enhance the education of undergraduate and/or graduate public health students.</p>	\$51,986.92	\$51,986.92
<p>The Frederick Charles Canter Memorial Endowment Fund for Cancer Research Established November 6, 2015, with gifts made in memory of Frederick Charles Canter from Carol A. Sallach of Pickerington, Ohio; used for cancer research at the Comprehensive Cancer Center and The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute including personnel, supplies, equipment, publications, conferences and other activities required for quality medical research.</p>	\$50,411.88	\$50,411.88
<p>Michelle Peltier Theado Memorial Fund for Head/Neck Cancer Research Established November 6, 2015, with gifts from Nancy E. and Charles A. Peltier in memory of their daughter, Michelle Peltier Theado; and other memorial gifts made by family members, friends and other interested parties; used to support head and neck cancer research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute with preference for, but not limited to, innovative research on novel therapies, early diagnosis and intervention and other initiatives to more quickly translate discoveries to improve patient treatments and outcomes.</p>	\$50,120.00	\$50,120.00

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David Steigerwald Endowed Scholarship Fund in History Established November 6, 2015, with gifts from anonymous donors, family and friends in honor of Professor David Steigerwald; used to provide a scholarship(s) to support a history student(s) with preference for an undergraduate student(s) participating in the WWII Study Abroad program.	\$50,023.00	\$50,023.00
Elizabeth and George Condos Cancer Research Fund Established November 6, 2015, with gifts from Elizabeth Ann Condos (MA 1986) of Powell, Ohio given in memory of her husband, George Condos, and with additional gifts from family, friends and colleagues; used by the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, including the Comprehensive Cancer Center, to support collaborative efforts in cancer treatment, therapies and research; in patient care and outreach; and in medical education and training to help eradicate cancer and improve cancer patient outcomes.	\$50,002.68	\$50,002.68
Irving A. Adelman and Morgan R. Lewis Scholarship Fund Established November 6, 2015, with a gift from Sharyn Lewis Adelman (BS 1969, MA 1972) and Lawrence D. Adelman (JD 1970); used to provide one or more scholarships to support a history student(s) with preference for an undergraduate student(s) participating in the WWII Study Abroad program or a history student(s) with a preference for military history studies.	\$50,000.00	\$50,000.00
Council of Development Finance Agencies Endowed Scholarship Fund Established November 6, 2015, with a gift from the Council of Development Finance Agencies; used to provide one or more scholarships to graduate students enrolled in the City and Regional Planning degree program who demonstrate strong academic credentials and financial need with preference given to candidates who plan to pursue careers in economic development in the United States after graduation.	\$50,000.00	\$50,000.00
S. Christopher Lee MD Medical Student Scholarship Fund Established November 6, 2015, with gifts from Dr. Sungkyu Christopher Lee (medical residency, 1970); used to provide scholarships. First-time recipients shall be medical student(s) enrolled in the College of Medicine with an interest in pursuing a career in Radiology who demonstrate academic merit or financial need and preference shall be given to third or fourth year medical students.	\$50,000.00	\$50,000.00
Patricia B. Miller Lantern Editor Endowed Fund Established November 6, 2015, with a gift from Patricia Boyer Miller (BA 1972); used to support a <i>Lantern</i> editor.	\$50,000.00	\$50,000.00

November 6, 2015 meeting, Board of Trustees

Change in Description of Named Endowed Fund

Adivar Fellowship Fund for Study of Ottoman and Turkish History

Career Management Endowment Fund

The Colonel John R. Knight Army ROTC Scholarship Fund

The Austin E. Knowlton Memorial Scholarship Fund

The Margaret T. Nishikawara Scholarship Fund in Physiology

TOTAL \$2,180,953.52

*Amounts establishing endowments as of September 30, 2015.

November 6, 2015 meeting, Board of Trustees

Robert Max Thomas Professorship Fund

It is proposed that the Robert Max Thomas Professorship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, with a fund transfer by the College of Arts and Sciences, Department of Geography of unrestricted gifts from the estate of Robert "Bob" Max Thomas (BSBA 1949) and additional department funds.

Robert Max Thomas was well known in Coshocton, Ohio, for his dedication to community development and his passion for promoting economic growth. He served as president of the Coshocton Chamber of Commerce, was a member of the Roscoe Village Foundation, and played an integral role in the founding of the Leadership Coshocton County Program. His lifelong dedication to civic responsibility was recognized in 1994 when he received the Coshoctonian Award.

Until the principal balance of this fund reaches the required minimum funding level for a professorship, the annual distribution from the fund shall be reinvested in the endowment principal.

After the principal balance of this fund reaches the required minimum funding level for a professorship, the annual distribution from this fund shall be used to support a professorship in the Department of Geography. Appointment to the professorship will be recommended by the executive dean of the College of Arts and Sciences to the provost and approved by the Board of Trustees.

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 executive dean of the College of Arts and Sciences or his/her designee.

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

It is the desire of the College of Arts and Sciences that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Richard L. Franks Endowment Fund

It is proposed that The Richard L. Franks Endowment Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University with gifts from Richard L. Franks (BA 1977), in memory of Maria A. Melnyk Franks.

Twenty percent (20%) of the annual distribution shall be reinvested in the endowment principal. Eighty percent (80%) of the annual distribution shall provide scholarships for students who are active members of The Ohio State University Marching Band who are not majors in the School of Music. Scholarships shall be awarded by Student Financial Aid as recommended by the director of The Ohio State University Marching Band.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the eighty percent (80%) of the endowment distribution is not fully used for its intended purpose, the unused portion shall be reinvested into the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult members of the Franks family (Richard L. Franks, Charles R. Franks, Charles A. Franks, and Stacey R. Franks, or their heirs) and the director of The Ohio State University Marching Band. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Bertie Lou Allshouse Secret Arboretum Fund

It is proposed that The Bertie Lou Allshouse Secret Arboretum Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, with gifts from Dr. Herb Allshouse (BS 1952) and a fund transfer from the Ohio Agricultural Research and Development Center.

Bertie Lou and Herb were born in Akron diagonally across the city from each other in August of 1929. During the Great Depression both families lost their homes. With moving the two did start in first grade together and later became near neighbors. During elementary and high school years they remained just good friends. They were both in college when, during Thanksgiving break in November of 1950, a record snowfall and high winds shut down Ohio for ten days. Herb labeled that "The Perfect Snowstorm" because, while snow-bound, a friendship evolved into a romance. After college Herb joined the U.S. Navy, and Bertie Lou taught school. In 1953 he returned on leave from the Far East. When Herb proposed to Bertie Lou she agreed to change her name from Hill to Allshouse. While Herb was deployed at sea Bertie Lou had a teaching position at Punahou in Honolulu. In 1967, after two tours in the navy and four years of post-graduate education, they settled in Wooster with three young children. During the ensuing years Bertie Lou developed an interest in the Secret Arboretum. She became acquainted with Dr. Oliver Diller who did take the two of them on an inspiring personal tour.

The annual distribution from this fund shall support the Secret Arboretum's efforts to hire interns and/or a seasonal crew, beautification projects, maintenance, and for other needs of the Arboretum, as approved by the director.

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 or his/her designee.

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

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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Ohio State University Retirees Association Life Membership Endowment Fund

It is proposed that The Ohio State University Retirees Association Life Membership Endowment Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, with funds from life memberships of The Ohio State University Retirees Association.

The annual distribution shall be used for the support of programs and activities which enhance the purposes of The Ohio State University Retirees Association. Expenditures shall be recommended by the Executive Board of Directors of The Ohio State University Retirees Association as suggested by the Endowment Committee of the Association and approved by The Ohio State University, Office of Human Resources.

Principal is invadable up to one time per fiscal year and is limited to a maximum of twenty-five percent of the current market value. If a withdraw causes the market value of the fund to fall below the then current minimum funding level of a restricted endowment fund, the endowment will be dissolved and the balance of the fund will revert to current use funds. Principal invasions must recommended by the Executive Board of Directors of The Ohio State University Retirees Association as suggested by the Endowment Committee of the Association and approved by The Ohio State University, Office of Human Resources.

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 as recommended by the Executive Board of Directors of The Ohio State University Retirees Association as suggested by the Endowment Committee of the Association and approved by The Ohio State University, Office of Human Resources.

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 Ohio State University Retirees Association that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with The Ohio State University Retirees Association, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult The Ohio State University, Office of Human Resources with input from the Executive Board of Directors of The Ohio State University Retirees Association and the Endowment Committee of the Association. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Thomas W. Shulman Tennis Athletic Scholarship Fund

It is proposed that The Thomas W. Shulman Tennis Athletic Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in

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accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tom Shulman from Dayton, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's tennis team and a resident of the state of Ohio. 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 donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Salvino Family-Accenture Brain Cancer Research Endowed Fund

It is proposed that the Salvino Family-Accenture Brain Cancer Research Endowed Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts made in memory of James Salvino from his family, friends, colleagues and other interested parties, including his son and daughter-in-law, Michael J. and Denise M. Salvino, and Accenture LLP.

The annual distribution from this fund shall benefit the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and the Department of Neurological Surgery by supporting the *Salvino Family-Accenture Foundation Research Award* given to a postdoctoral fellow(s) or to a medical student(s) to advance medical research or medical research training on brain cancer, preferably on glioblastoma, to improve patient outcomes and help eradicate the disease. Funds may be used as a stipend (not tuition) for medical student(s) to allow an allocated period of research training while attending medical school; or used towards research needs of a postdoctoral fellow active in high quality medical research. Allocation of funds and expenditure approvals shall be made jointly by the director of Neuro-Oncology and by the director of Neurosurgical Oncology, in consultation with the chief executive officer of The James and dean of the College of Medicine.

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 directors of Neuro-Oncology and Neurosurgical Oncology, in consultation with the chief executive officer of The James, and dean of the College of Medicine.

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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 donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the directors of Neuro-Oncology and Neurosurgical Oncology, the chief executive officer of The James, and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Robert Neale Phillips, DDS Endowed Scholarship Fund

It is proposed that the Robert Neale Phillips, DDS Endowed Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Susane G. Phillips (BS 1953).

The annual distribution from this fund shall be used to provide a tuition-only scholarship. First-time recipients shall be professional/doctoral students enrolled in the College of Dentistry (the College) majoring in DDS who are from Southeastern Ohio. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Dentistry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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Stephen J. and Catherine A. Blake Scholarship

It is proposed that the Stephen J. and Catherine A. Blake Scholarship be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Dorothy T. Blake (BA 1957).

The annual distribution from this fund shall be used to support up to four scholarships to be awarded annually to undergraduate student(s) in the College of Food, Agricultural, and Environmental Sciences, including the School of Environment and Natural Resources. The scholarship may be awarded to the same student in successive years, but not to exceed four years, provided the student remains in good academic standing and is progressing toward his/her degree. Scholarship recipients shall be selected in accordance with the guidelines and procedures established by the college's dean or his/her designee and 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 Food, Agricultural, and Environmental Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Jack Hire Engineering Scholarship Fund

It is proposed that the Jack Hire Engineering Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Hire Family Foundation.

The annual distribution from this fund shall provide merit-based scholarship support for students attending Ohio State Mansfield pursuing an Engineering degree. Recipients shall be selected by the dean and director of Ohio State Mansfield or his/her designee, in consultation with a representative from the donor and Student Financial Aid.

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

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the Donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the Donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean and director of Ohio State Mansfield or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and the Foundation.

Joan Andrews Hays Bile Duct Cancer Research Fund

It is proposed that the Joan Andrews Hays Bile Duct Cancer Research Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts given in memory of Joan Andrews Hays (attended, 1974) from her mother, Marie Andrews, other family members and friends.

The annual distribution from this fund shall be used to support cancer research on cholangiocarcinoma (aka bile duct cancer) undertaken at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and the Comprehensive Cancer Center (CCC), to include, but not limited to, expenditures for research equipment, supplies, personnel, technology; fellow research awards, etc., with preference towards the work of the section chief of Gastrointestinal Oncology at The James. Expenditures from this fund shall be recommended by the section chief and approved by the chief executive officer of The James and director of CCC.

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 section chief or chief executive officer.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James and director of CCC. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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The Nancy K. Lahmers Undergraduate Honors Cohort Fund

It is proposed that The Nancy K. Lahmers Undergraduate Honors Cohort Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from former students, alumni, friends, and colleagues to honor Nancy K. Lahmers, former director of the Business Administration Honors Cohort program in the Max M. Fisher College of Business.

The annual distribution from this fund shall be used to support valuable experiential learning opportunities for the undergraduate students enrolled in the Max M. Fisher College of Business who are participating in the Business Administration Honors Cohort program. Opportunities may include, but are not limited to, team building activities, travel, and corporate projects, as approved by the program's director, in consultation with 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 College's dean or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the College's dean. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Phaedon John Kozyris and Litsa Kozyris Travel Award

It is proposed that The Phaedon John Kozyris and Litsa Kozyris Travel Award be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Litsa S. Kozyris (BA 1985, MA 1994).

The annual distribution from this fund shall be used to provide financial support to graduate or undergraduate students to pursue a formal program of study in Modern Greek language and/or research in Greece in any academic field requiring the intensive use of Modern Greek. Expenditures may include study abroad fees, travel expenses, and any additional educational expenses (including books). The fund is restricted to a student from any department at Ohio State who has attained a level of competence in Modern Greek beyond the first year of instruction by taking at least two courses in the Modern Greek language program at Ohio State, housed in the Department of Classics, or is a graduate student in the Modern Greek program.

In the absence of a Modern Greek language program at Ohio State, the fund will support a competitive research award for a student from Greece or Cyprus working in any academic field, or a student of any background working on a Modern Greek topic.

The recipient(s) will be selected by the chair of the Department of Classics or his/her designee, in consultation with Student Financial Aid.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of Classics and the executive dean of the College of Arts and Sciences or their designees. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Stanley Lemeshow Student Excellence Fund

It is proposed that the Stanley Lemeshow Student Excellence Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, alumni and colleagues.

Stanley Lemeshow was the founding dean of the College of Public Health at The Ohio State University. In honor of his service, an endowed student scholarship fund has been established in his name. The annual distribution from this fund shall provide support to enhance the education of College of Public Health students. Expenditures may include, but are not limited to, scholarships, support for student research, travel, and other activities deemed to enhance the education of undergraduate and/or graduate public health students, as approved by the college's dean or the dean's designee. Scholarship recipients shall be selected, in accordance with the College of Public Health's policies and procedures for awarding scholarship support and in keeping with the University's Student Financial Aid policies and procedures.

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 Public Health or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Public Health or his/her designee. Modifications to endowed funds shall be

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approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Frederick Charles Canter Memorial Endowment Fund for Cancer Research

It is proposed that The Frederick Charles Canter Memorial Endowment Fund for Cancer Research be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts made in memory of Frederick Charles Canter from Carol A. Sallach of Pickerington, Ohio.

The annual distribution from this fund shall be used for cancer research at the Comprehensive Cancer Center (CCC) and The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James). Funds may be used for personnel, supplies, equipment, publications, conferences and other activities required for quality medical research. Allocation of funds shall be approved by the director of the CCC and the chief executive officer of The James, in consultation with the executive vice president of Health Sciences.

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 both the donor, should she be alive, and the director of the CCC and chief executive officer of The James.

Michelle Peltier Theado Memorial Fund for Head/Neck Cancer Research

It is proposed that the Michelle Peltier Theado Memorial Fund for Head/Neck Cancer Research be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Nancy E. and Charles A. Peltier in memory of their daughter, Michelle Peltier Theado; and other memorial gifts made by family members, friends and other interested parties.

The annual distribution from this fund shall be used to support head and neck cancer research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) with preference for, but not limited to, innovative research on novel therapies, early diagnosis and intervention and other initiatives to more quickly translate discoveries to improve patient treatments and outcomes. Funds shall be allocated and approved by the chief executive officer of The James, in consultation with director of the Division of Head and Neck Oncology.

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 chief executive officer, in consultation with the division director.

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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 donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James and the director of the Division of Head and Neck Oncology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

David Steigerwald Endowed Scholarship Fund in History

It is proposed that the David Steigerwald Endowed Scholarship Fund in History be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from anonymous donors, family and friends in honor of Professor David Steigerwald (BA 1982).

The annual distribution from this fund shall be used to provide a scholarship(s) to support a history student(s) with preference for an undergraduate student(s) participating in the WWII Study Abroad program. If there is no WWII Study Abroad student, then it will support a student of modern American or military history. Scholarship recipients shall be selected by the chair of the Department of History in the College of Arts and Sciences or his/her designee, in consultation with Student Financial Aid.

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

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 History or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of History and the executive dean of the College of Arts and Sciences or their designees. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Elizabeth and George Condos Cancer Research Fund

It is proposed that the Elizabeth and George Condos Cancer Research Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Elizabeth Ann Condos (MA 1986) of Powell, Ohio given in memory of her husband, George Condos, and with additional gifts from family, friends and colleagues.

The annual distribution from this fund shall be used by the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James), including the Comprehensive Cancer Center (CCC), to support collaborative efforts in cancer treatment, therapies and research; in patient care and outreach; and in medical education and training to help eradicate cancer and improve cancer patient outcomes. First preference shall be given to support the work of a recognized radiation oncologist having received The James' Spirit of Hope award who may recommend using funds, or portions thereof, as a resident research award. Otherwise, preference shall be given to joint endeavors with the Department of Radiation Oncology or to those related to lung cancer. Expenditures from this fund shall be approved by chief executive officer of The James and director of the CCC, in consultation with the department chair.

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 chief executive officer.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James, the director of the CCC and the department chair. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Irving A. Adelman and Morgan R. Lewis Scholarship Fund

It is proposed that the Irving A. Adelman and Morgan R. Lewis Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Sharyn Lewis Adelman (BS 1969, MA 1972) and Lawrence D. Adelman (JD 1970).

The annual distribution from this fund shall be used to provide one or more scholarships to support a history student(s) with preference for an undergraduate student(s) participating in the WWII Study Abroad program or a history student(s) with a preference for military history studies. Scholarship recipients shall be selected by the scholarship committee of the Department of History in the College of Arts and Sciences, in consultation with Student Financial Aid.

Should the WWII Study Abroad program cease to exist, distribution will provide one or more scholarships to a history student(s) in military history studies.

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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 chair of the Department of History or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of History and the executive dean of the College of Arts and Sciences or their designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Council of Development Finance Agencies Endowed Scholarship Fund

It is proposed that the Council of Development Finance Agencies Endowed Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the Council of Development Finance Agencies.

The annual distribution from this fund shall be used to provide one or more scholarships to graduate students enrolled in the City and Regional Planning degree program who demonstrate strong academic credentials and financial need with preference given to candidates who plan to pursue careers in economic development in the United States after graduation.

Scholarship recipients shall be selected by the Knowlton School of Architecture's scholarship committee, 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 director of the Knowlton School of Architecture or his/her designee.

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

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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Knowlton School of Architecture or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

S. Christopher Lee MD Medical Student Scholarship Fund

It is proposed that the S. Christopher Lee MD Medical Student Scholarship Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Sungkyu Christopher Lee (medical residency, 1970).

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be medical student(s) enrolled in the College of Medicine with an interest in pursuing a career in Radiology who demonstrate academic merit or financial need. Preference shall be given to third or fourth year medical students. Scholarship recipients shall be selected by college's scholarship committee, in consultation with Student Financial Aid and the chair of the Department of Radiology, and approved by college's dean.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before October 1, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before October 1, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal at the discretion of the dean of the College of Medicine or his/her designee.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine and the chair of the Department of Radiology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the

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Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Patricia B. Miller Lantern Editor Endowed Fund

It is proposed that the Patricia B. Miller Lantern Editor Endowed Fund be established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Patricia Boyer Miller (BA 1972).

The annual distribution from this fund shall be used to support a *Lantern* editor. The holder of this position shall be selected by the director of the School of Communications in the College of Arts and Sciences or his/her designee. It is the donor's desire that the recipient be selected with particular attention to, but not limited to, female 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 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 School of Communications in the College of Arts and Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the School of Communications in the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Adivar Fellowship for Study of Ottoman and Turkish History

The Adivar Fellowship Fund for Study of Ottoman and Turkish History in the Department of History in the College of Humanities was established November 2, 2001, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from an anonymous donor. The description was revised on April 5, 2002 and again on November 6, 2015.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The purpose of this endowment is to strengthen and perpetuate the study of the history of the Ottoman Empire and Turkish Republic, a field taught and studied at this University since the 1930s, and to enhance the national and international competitiveness and distinction of the University in this field. The donor intends more specifically to endow a graduate fellowship in Ottoman and Turkish history as just defined. The annual income

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shall be used either to provide a fellowship to recruit or retain a graduate student in Ottoman and Turkish history or to fund overseas dissertation research for a student excluded from, or disadvantaged in, competition for non-departmental research fellowships by reason of nationality or other factor extraneous to the student's merit and that of his or her dissertation research. The fellowship will be awarded strictly on the basis of merit. Applicants for dissertation research must also demonstrate need and what if any funding they have obtained from other sources. Graduate students of any nationality are eligible to receive this fellowship. The awarding of this fellowship will be determined by the chair of the Department of History, in consultation with the department's senior faculty in Ottoman and Turkish studies and Student Financial Aid.

This fellowship will be awarded for one year at a time to a graduate student who has been accepted into the graduate program of the Department of History and approved for funding (stipend and fee authorization) in that program. The fellowship will provide the recipients' stipend during the year or years of their tenure of the fellowship, enabling them to devote full time to their studies.

The purpose of this endowment being to provide support in perpetuity for study of the history of the Ottoman Empire and Turkish Republic, the donor intends to continue adding to the principal of the fund in future. If in any year there is no qualified candidate for the fellowship or the income is not fully used for any reason, any such unused income will be reinvested to principal.

If the fund declines to the point that it cannot support a full graduate fellowship, it is the intention of the donor that the income from the fund should be used to provide research support funding for graduate students in this field or to purchase books in the field for the library, and that the need for the fund shall not be deemed to have ceased to exist until it becomes impossible to use the income of the fund for any of these purposes.

The fellowship will be known for the time being as "The Adivar Fellowship." The donor reserves the right to rename the fellowship permanently at a later date.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Foundation Board as recommended by the executive dean of the College of Arts and Sciences, in consultation with the divisional dean of Arts and Humanities in order to carry out the desire of the donor.

Career Management Endowment Fund

The Career Services Endowment Fund was established November 7, 2014, 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. Donald F. Bartels (DVM 1958) and Dr. Harry F. Bartels (DVM 1954). The name of the College of Veterinary Medicine, Office of Career Services changed to the Office of Career Management. The fund name and description were revised on June 5, 2015, to reflect the new office name. The fund was further revised to correct a name on November 6, 2015.

The annual distribution from this fund shall be used by the leadership of the Office of Career Management in the College of Veterinary Medicine, in consultation with the college's dean, to support the efforts of career and financial services.

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 Veterinary Medicine or his/her designee.

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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. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Veterinary Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Colonel John R. Knight Army ROTC Scholarship Fund

The Colonel John R. Knight Army ROTC Scholarship Fund was established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Colonel John R. Knight, USA (Ret.), BS 1967. The description is being revised on November 6, 2015.

The annual distribution from this fund shall be used to provide tuition and/or room and board scholarships with preference to sophomore, junior, or senior cadets enrolled in the Army ROTC program. Recipients will be selected by the professor of military science and staff on an annual basis. The fund will be administered by the Department of Military Science, 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. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the appropriate college dean, school director, department chairperson, or program administrative officer. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Austin E. Knowlton Memorial Scholarship Fund

The Austin E. Knowlton Memorial Scholarship Fund was established May 14, 2010, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from The Austin E. Knowlton Foundation. The description is being revised on November 6, 2015.

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The annual distribution from this fund shall provide scholarship support for undergraduate and graduate level students who are enrolled in the Austin E. Knowlton School of Architecture. No more than one scholarship shall be granted in each academic year for each \$100,000 of endowment principal. At least one scholarship shall be reserved for an incoming freshman. Preference shall be given to candidates who are residents of the state of Ohio. Scholarship recipients shall be selected by the director of the Knowlton School of Architecture, in consultation with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully 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 Knowlton School of Architecture.

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 director of the Knowlton School of Architecture.

The Margaret T. Nishikawara Scholarship Fund in Physiology

The Margaret T. Nishikawara Scholarship Fund in Physiology was established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Margaret T Nishikawara, PhD, a faculty member from 1954-1988; Professor Emeritus, 1989. The description was revised on November 6, 2015.

The annual distribution from this fund shall provide scholarships, research awards or stipends to undergraduate, graduate or medical students studying physiology in the Department of Physiology and Cell Biology in the College of Medicine. Scholarships shall be awarded based on academic merit, financial need, leadership or professionalism. Candidates shall be recommended by the chair of the Department of Physiology and Cell Biology and selected by the college's dean; associate dean for Research, Education and Graduate Studies; and the college's scholarship committee, in consultation with Student Financial Aid and when appropriate the Graduate School.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully 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 Medicine and the college's associate dean for Research, Education and Graduate Studies.

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.

November 6, 2015 meeting, Board of Trustees

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor/donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine and the college's associate dean for Research, Education and Graduate Studies. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

APPENDIX XXIII

TOPICS: Football and Men's Basketball Ticket Prices
Golf Course Membership and Daily Green Fees

CONTEXT:

The Ohio State University Department of Athletics continues to be one of only 18 self-sustaining athletic programs across the nation. Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions, with a graduation success rate of 89%. Yearly, the Department of Athletics contributes more than \$30 million back to the institution's academic mission. Funds generated from ticket sales are used to sustain the scholarships for over 625 student-athletes.

In February 2013, the Board of Trustees approved a resolution allowing the Department of Athletics to designate a select number of premier games for football and men's basketball. Further, the Board of Trustees in April 2015 approved a similar resolution which also allowed for the ability to discount two football games for the 2015 season. Given the success of these pricing strategies, and based on positive feedback from fans regarding the variable pricing of games for the 2015 football season, the Athletic Council and university administrators recommend moving permanently to a variable ticket pricing model by game for football tickets. This variable pricing model will provide a more fluid pricing structure to align to market demands, offer more choices for ticket purchasers, and introduce a discount for public season ticket purchasers. For men's basketball, the continuation of the pricing guidelines currently in place is recommended.

RECOMMENDATION:

For Football tickets:

- Assign the individual game and season ticket pricing for the 2016 football season as indicated in the attached table.

For Men's Basketball tickets:

- Option to designate up to five non-conference or conference home men's basketball games as premier games and price the Personal Seat License and club level seats at \$47, reserved public zone 1 (lower level and upper level sideline) seats at \$46, reserved public zone 2 (upper level corner/end) seats at \$25, and student seats at \$13 per game.
- Maintain the non-premier, non-conference and conference game ticket prices as shown in the attached table, and maintain the faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets.
- Assign the individual game and season ticket pricing for the 2016-2017 men's basketball season as indicated in the attached table.

For Golf Course Membership Dues and Green Fees:

- Alumni/affiliates, faculty/staff and OSU affiliate family membership dues will increase 1.5% for the 2016-2017 season.
- OSU student membership dues and daily green fees will remain unchanged from last year.

CONSIDERATIONS:

Football Tickets:

- The single game ticket prices have not increased since 2013.
- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since introduced for the 2013 season.
- Athletic Council will utilize a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for individual games, with regular review of the structure and pricing methodologies.
- Athletic Council will continue to approve individual game and season ticket pricing on an annual basis for recommendation to, and approval by the Board of Trustees.
- A season ticket discount will be established for public season ticket holders of approximately 15% off the aggregate total price of the individual game tickets.
- The current faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets will remain.
- The current student ticket price of \$34 per game will not change, and will be maintained through at least the 2020 season.
- Athletic Council, in conjunction with the Ohio State University Alumni Association, have enhanced the alumni member single game ticket benefit by replacing the existing blind lottery system with a model that allows association members to have more control over the tickets they purchase including the choice of game, choice of seats, and ability to purchase tickets to more than one game per season.
- Reaffirms Ohio State's commitment to engaging the OSU family at home games by providing more ticket access for faculty, staff, students, and alumni than any of our peers.
- The schedule for the 2016 season designates Bowling Green and Tulsa as Tier 1 pricing; Rutgers, Indiana, and Northwestern as Tier 2 pricing; Nebraska as Tier 3 pricing, and Michigan as Tier 4 pricing.

Opponent	Reserved	Box/Club	Faculty / Staff	Student
Bowling Green	\$ 70	\$ 95		
Tulsa	\$ 70	\$ 95		
Rutgers	\$ 80	\$ 105		
Indiana	\$ 80	\$ 105		
Northwestern	\$ 90	\$ 115		
Nebraska	\$ 135	\$ 160		
Michigan	\$ 195	\$ 220		
Season Ticket	\$ 614	\$ 763	\$ 576	\$ 238

November 6, 2015 meeting, Board of Trustees

Men's Basketball Tickets:

- The single game ticket prices have not increased since the 2013-2014 season.
- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since introduced for the 2013-2014 season.
- Premier games for previous seasons have been designated as follows:
 - 2013-2014 season: Michigan and Michigan State
 - 2014-2015 season: Marquette, Michigan and Wisconsin
 - 2015-2016 season: Virginia, Maryland and Michigan State
- The schedule for the 2016-2017 season has not yet been determined.

Opponent Category	PSL & Club Level	Public Zone 1	Public Zone 2	Fac/St aff Zone 1	Fac/St aff Zone 2	Student
Exhibition	\$ 10	\$ 10	\$ 10			\$ 10
Non-Conference	\$ 31	\$ 29	\$ 18			\$ 12
Conference	\$ 37	\$ 35	\$ 22			\$ 13
Premier	\$ 47	\$ 46	\$ 25			\$ 13
Season Ticket	\$ 668	\$ 637	\$ 379	\$ 513	\$ 310	

Golf Course Membership Dues and Green Fees:

Category	Annual Membership Dues	Green Fees		Green Fees	
		Scarlet	Twilight	Gray	Twilight
Student	\$ 660	\$ 33	\$ 25	\$ 20	\$ 15
Faculty/Staff	\$ 2,321	\$ 60	\$ 30	\$ 36	\$ 20
+Spouse	\$ 3,771				
+Family	\$ 4,495				
Alumni	\$ 2,899	\$ 75	\$ 35	\$ 44	\$ 25
+Spouse	\$ 4,348				
+Family	\$ 5,073				
Buckeye Club	\$ 2,899	\$ 75	\$ 35	\$ 44	\$ 25
+Spouse	\$ 4,348				
+Family	\$ 5,073				

REQUESTED OF FINANCE COMMITTEE:

Approval

APPENDIX XXIV

Project Data Sheet for Board of Trustees Approval

300 W 10th Avenue - Brain and Spine

OSU-130683 (CNI# 14000439)

Project Location: 300 W 10th Avenue (former James Cancer Hospital)

265,423 GSF

- approval requested and amount
prof services/construction increase \$3.3M

- project budget

	Orig.	Incr.	Rev
professional services	\$1.1M	\$0.4M	\$1.5M
construction w/contingency	\$13.2M	\$2.9M	\$16.1M
total project budget	\$14.3M	\$3.3M	\$17.6M

- project funding

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

- project schedule

BoT professional services approval	01/15
BoT construction approval	08/15
design/bidding	02/15 - 11/15
construction	12/15 - 11/16

- project delivery method

- general contracting
- design/build
- construction manager at risk

- planning framework

- o this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
- o this project is included in the FY 2015 Capital Improvement Plan

- project scope

- o the project will renovate 59,000 GSF on three floors to house the inpatient component of a Brain and Spine Hospital, approximately 90 private inpatient beds. This capacity includes epilepsy monitoring beds, progressive care beds, a neuro "safe" unit, and the acute rehabilitation clinically necessary to support the Brain and Spine Hospital.
- o upgrades include an exterior building sign and lobby modification required for the program's image and branding
- o additional scope includes the development of exterior improvements including the main entry canopy for patient pick-up and drop-off, improved roadway system, courtyard and supporting utilities; and extending chilled water infrastructure for future connectivity

- approval requested

- o approval is requested to increase construction contracts in the amount of \$2.9M and professional services contracts in the amount of \$0.4M for a total increase of \$3.3M



- project team

University project manager:	Pat Little
Architect:	Design Group
CM at Risk:	Willing-Turner Contracting Co.

Project Data Sheet for Board of Trustees Approval

300 W 10th Avenue - 7th Floor - design only

OSU-160277 (CNI#13000186)

Project Location: 300 W 10th Avenue (former James Cancer Hospital)

265,423 GSF

• approval requested and amount	
prof services	\$0.5M
• project budget	
professional services	\$0.5M
construction w/contingency	\$4.6M
total project budget	\$5.1M

- project funding
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds

- project schedule
 - BoT professional services approval 11/15

- project delivery method
 - general contracting
 - design/build
 - construction manager at risk

- planning framework
 - this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
 - this project is included in the FY 2016 Capital Improvement Plan

- project scope
 - the project will renovate the seventh floor to create private beds
 - adds 29 in-patient beds, nursing cores and support areas

- approval requested
 - approval is requested to enter into professional services contracts



• project team
University project manager: Paul Leitz
A/E design architect:

Project Data Sheet for Board of Trustees Approval

Airport Enhancements - design only

OSU-160195 (CNI# 1400092)

Project Location: The Ohio State University Airport

TBD GSF

- **approval requested and amount**
professional services \$2.0M
- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**
BoT professional services approval 11/15
design 12/15 – 12/16
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk



- **planning framework**
 - a scoping study was conducted to identify existing needs as well as future opportunities in the redevelopment of the University Airport Terminal and Flight Education Center
 - project is included in the FY 2015 Capital Improvement Plan for design only
 - the FY 2016-20 Capital Improvement Plan anticipates up to \$20M in design and construction
- **project scope**
 - design of airport terminal, hangars and airport facilities
- **approval requested**
 - approval is requested to enter into professional services contracts

-
- **project team**
University project manager: Nikolina Sevis
AE/design architect:
CM at Risk:

Project Data Sheet for Board of Trustees Approval

University Hospital - Relocate Surgical Pathology - design only

OSU-150403 (CNI# 13000186)

Project Location: Doan Hall, Charles Austin

GSF

- **approval requested and amount**

professional services	\$0.5M
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- **project budget**

professional services	\$0.5M
construction w/contingency	\$4.4M
total project budget	\$4.9M



- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**

BoT professional services approval	11/15
------------------------------------	-------
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - project is included in the FY 2016 Capital Improvement Plan
 - project developed in response from recommendations in most recent College of American Pathologists accreditation survey
- **project scope**
 - relocates a portion of Surgical Pathology to the new James Tower, aligning with cancer services
 - renovates and expands the Pathology lab in University Hospital
- **approval requested**
 - approval is requested to enter into professional services contracts

- **project team**

University project manager:	Brendan Flaherty
AE/design architect:	

Project Data Sheet for Board of Trustees Approval

Wooster Farm Operations Improvements

OSU-150019 (CNI# 12000104, 13000148, 14000022)

Project Location: Wooster/Wayne County, Ohio

GSF

- **approval requested and amount**
professional services/construction \$4.2M
- **project budget**
professional services \$0.6M
construction w/contingency \$3.6M

total project budget \$4.2M



- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**
BoT professional services approval 11/15
design/bidding 01/16 - 08/16
construction 08/16 - 08/17
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - Lean study completed to identify facility programing and process needs for the farm operations
 - three separate projects are included in the FY 2013, 2014 and 2015 Capital Improvement Plans
- **project scope**
 - create a centralized facility to accommodate combined staff and equipment for the Wooster farms
 - upgrade existing farm structures, including roof repairs/replacements, structural interior and exterior repairs, electrical, lighting, plumbing, ventilation supplemental heat and waterway improvements
 - improve surface and subsurface farm drainage systems to be in compliance with EPA requirements
 - combine three similar state funded appropriations, ATI – Apple Creek Farm (OSU-130271), ATI – Soil and Water Conservation System (OSU-130664), and OARDC – Farm Operations Building (OSU-150019), for greater efficiencies
 - project will require State Controlling Board approval to combine appropriations
- **approval requested**
 - approval is requested to enter into professional services and construction contracts

-
- **project team**
University project manager: Marjory Trishman
AE/design architect:
DB or CM at Risk:

Project Data Sheet for Board of Trustees Approval

Marion - Science and Engineering Building

OSU-150058 (CNI# 12000099)

Project Location: Marion Campus Science and Engineering Building

32,500 GSF

- **approval requested and amount**

construction w/contingency	\$12.6M
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 - **project budget**

professional services	\$1.5M
<u>construction w/contingency</u>	<u>\$14.0M</u>
total project budget	\$15.5M



- **project funding**

 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds

- **project schedule**

BoT professional services approval	08/14
BoT construction approval for parking lot and roadway tie	06/15
BoT construction approval for the building	11/15
design/bidding	02/15 - 06/15
construction	07/15 - 05/17

- **project delivery method**

 - general contracting
 - design/build
 - construction manager at risk

- **planning framework**

 - the Marion Campus completed its Framework Plan in June 2013. The Science and Engineering building was identified as part of the First Strategic Phase to address immediate needs and leverage current opportunities
 - this project is included in the FY 2015 Capital Improvement Plan

- **project scope**

 - the project will construct a new 32,500 gsf Science and Engineering building located on the Marion campus
 - the project will include a new parking lot to replace the parking lot taken by the siting of the new building, approved in June 2015
 - the project will include a new section of road that will tie into Campus Loop Road and the new Marion County Road which runs north/south along the campus border, approved in June 2015

- **approval requested**

 - approval is requested to enter into a second Construction Manager at Risk GMP for the construction of the Science and Engineering building

- **project team**

 - University project manager: Nikolina Sevis
 - AE/design architect: Stantec Architecture
 - CM at Risk: Ruscilli Construction Co, Inc

Project Data Sheet for Board of Trustees Approval

Vet Hospital Enhancement and Expansion

OSU-120502 (CNI# 12000354, 13000030)

Project Location: *Veterinary Hospital*

222,496 GSF

- **approval requested and amount**
 - construction – phase 4 \$5.8M
- **project budget**
 - professional services \$5.3M
 - construction w/contingency \$27.5M

 - total project budget \$32.8M
- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**
 - BoT professional services approval 08/12
 - BoT construction approval-phase 1 06/14
 - BoT construction approval-phase 2,3 06/15
 - BoT construction approval-phase 4 11/15
 - design/bidding 03/13 - 07/14
 - construction (all phases) 07/14 - 10/17



- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - o project is consistent with general Framework principles of investing in campus infrastructure, addressing deferred maintenance and meeting business continuity requirements
 - o all phases of the project have been designed
- **project scope**
 - o construct and renovate a total of 57,000 GSF of space at the Veterinary Hospital
 - o improvements include new, state-of-the-art clinical, surgery and teaching spaces; a new emergency entrance; improvements to patient room, animal holding and admission and discharge areas; renovations to faculty and staff offices and multi-purpose rooms
 - o phase 1 (approved June 2014) includes a new office addition and the renovation of the intensive care unit
 - o phases 2 and 3 (approved June 2015) includes a new lobby, reception, exam spaces, community practice areas, learning centers and infrastructure upgrades
 - o phase 4 includes the renovation of the surgery suite and surrounding support areas
 - o this project will seek LEED silver certification
- **approval requested**
 - o approval is requested to increase the construction amount and enter into construction manager at risk GMP for phase 4 construction

• project team	
University project manager:	Paul Lenz
AE/design architect:	Perspectus Architecture
CM at Risk:	Elford Inc

APPENDIX XXV

LOCATION AND DESCRIPTION

The university is seeking to sell two contiguous properties consisting of approximately 4.519 acres of unimproved real property located at the northwest corner of the intersection of Hamilton and Beecher Roads in Gahanna, Ohio, about one-half mile south of the intersection of Morse and Hamilton Roads.

PROPERTY HISTORY

The Ohio State University on behalf of the Wexner Medical Center (WMC) acquired two parcels in 1998 for the purpose of constructing an ambulatory care clinic.

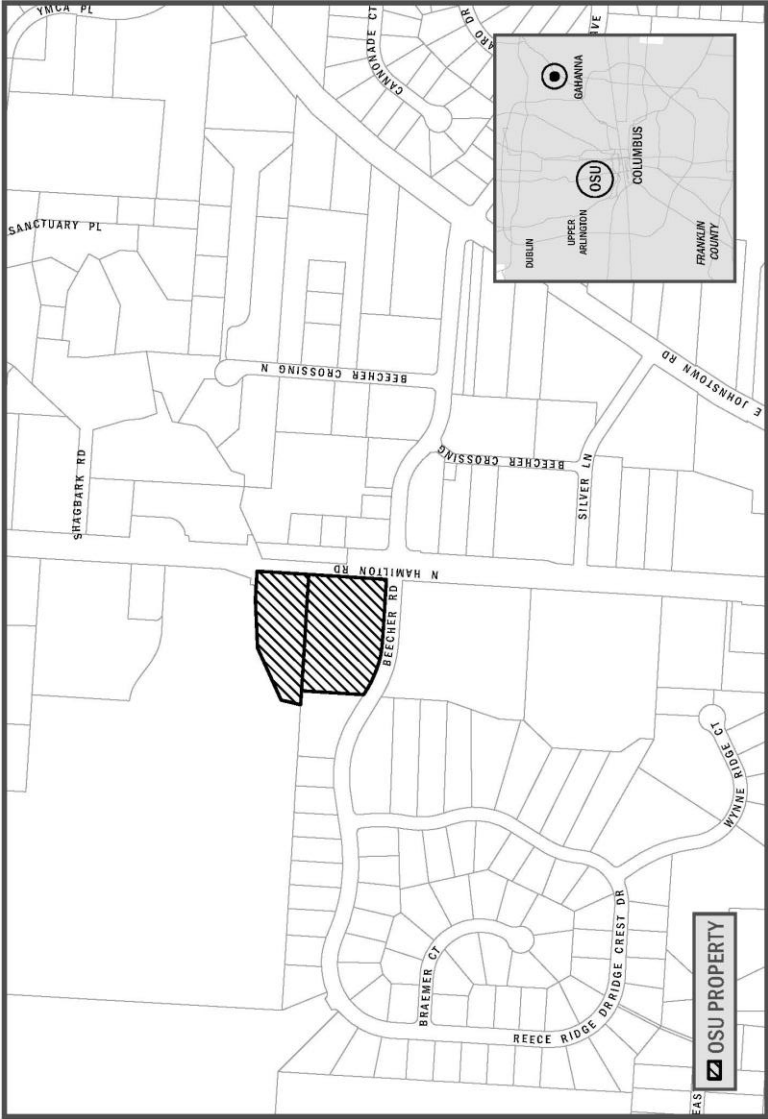
Parcel 1: WMC purchased Parcel ID #025-009952 containing 2.806 acres of unimproved land at the corner of Hamilton and Beecher Roads in the City of Gahanna, Ohio.

Parcel 2: Parcel ID #025-009951 containing 1.713 acres of unimproved land located on Hamilton Road immediately north of Parcel 1 was gifted to the WMC.

SALE OF PROPERTY

The WMC and appropriate university offices have approved the sale of these two parcels because development of an ambulatory services site is no longer warranted due to its close proximity to CarePoint Gahanna (.3 miles). In addition, site development for other purposes would be limited due to topographical issues and easement restrictions.

Authorization is requested to sell the real property within 90% of the appraised market value and upon terms and conditions deemed to be in the best interest of the University.



Prepared By: The Ohio State University
Office of Planning and Real Estate
Issue Date: April 26, 2015
The Ohio State University Board of Trustees

**BEECHER RD/HAMILTON RD
SALE PROPERTIES**

1" = 400'
⊕

APPENDIX XXVI

OSU owns approximately 0.47 acres of land between a retail center, and State Route 315 ("OSU Property"). The Lennox Station Holdings, LLC. ("LSH") owns property between the OSU Property and Olentangy River Road, upon which they developed a retail center. During the development, LSH inadvertently encroached on 0.055 acres of OSU Property. In order to cure the encumbrance, OSU ground leased the 0.055 acres to LSH. LSH now desires to purchase the acreage they have encroached on in order to facilitate a sale of their property to a third party. OSU is willing to sell provided LSH purchases all of the OSU Property in order to clean up the property boundary and avoid further splintering of OSU's holdings.

LOCATION AND DESCRIPTION

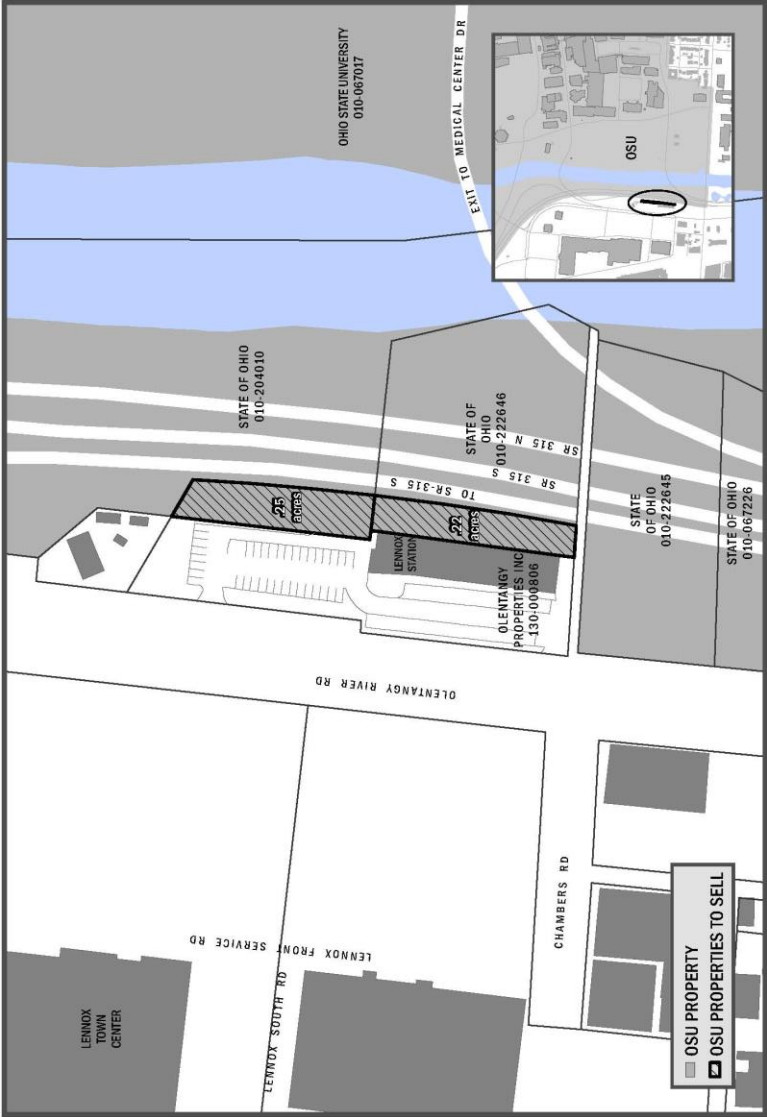
OSU acquired the property from the Ohio Department of Transportation in the 1960's after the construction of State Route 315. The subject property is comprised of approximately 0.47 acres on a portion of county parcels 010-204010, and 010-222646.

PROPERTY HISTORY

The property is titled to the State of Ohio and will require State legislative approval for sale. The source deeds include a perpetual easement for limited access highway purposes.

AUTHORIZATION AND APPROVAL

Authorization is requested to negotiate with the identified prospective buyer of the property to enter into a purchase agreement under terms and conditions that are deemed to be in the best interest of the University



Prepared By: The Ohio State University
 Office of Planning and Real Estate
 Issue Date: September 28, 2015
 The Ohio State University Board of Trustees

**OLENTANGY RIVER RD
 SALE PROPERTIES**

APPENDIX XXVII

The Columbus Metropolitan Library (“CML”) has approached the university about sale of approximately 1.3 acres of property along Taylor Avenue, Columbus, Ohio, near University Hospital East for construction of a branch library to replace their current Martin Luther King branch.

Location and Description

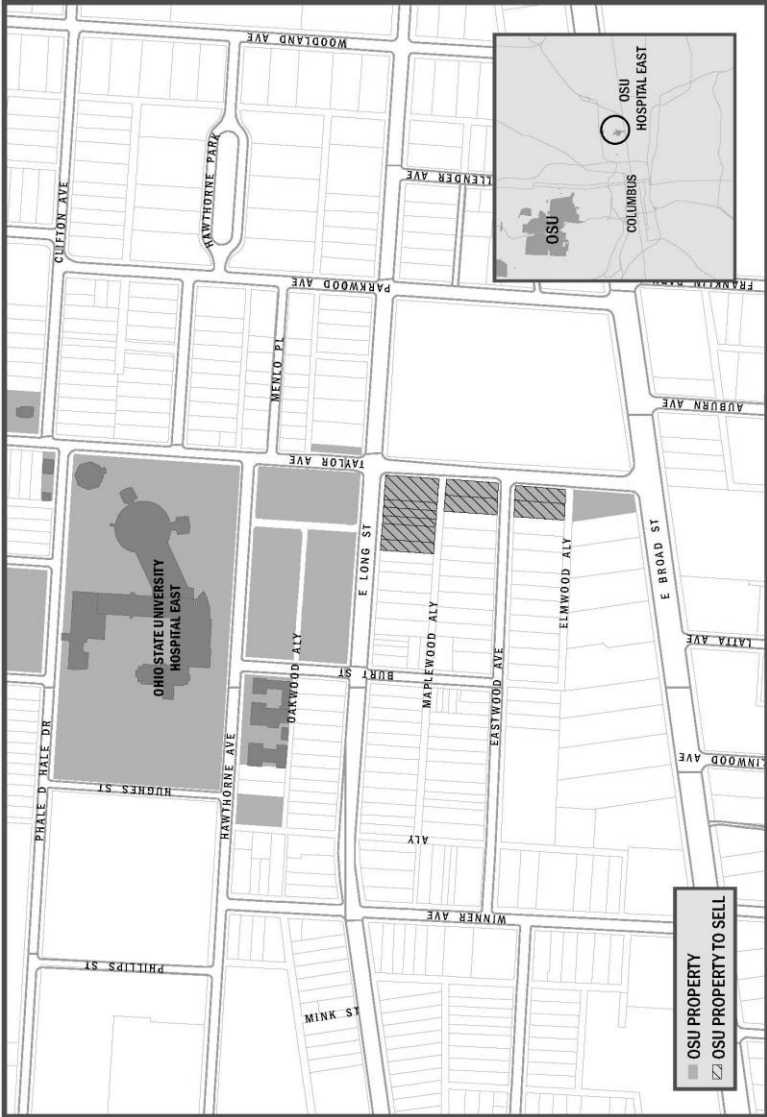
The affected property is located along Taylor Avenue, Columbus, Ohio near University Hospital East and is comprised of ten parcels. The majority of the site is undeveloped, though there is an existing parking lot at the southwest corner of East Long Street and Taylor Avenue. The parcels are currently zoned parking/residential.

Property History

The property is titled to the State of Ohio and will require State legislative approval for sale. No deed restrictions were noted in the source deeds.

Sale of Property

Planning and Real Estate recommends that the +/- 1.3 acres be sold under terms and conditions that are deemed to be in the best interest of the university.



Prepared By: The Ohio State University
Office of Planning and Real Estate
Issue Date: September 25, 2015
The Ohio State University Board of Trustees

THE OHIO STATE UNIVERSITY HOSPITAL EAST SALE PROPERTIES

1" = 300'

APPENDIX XXVIII

OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD BYLAWS

Chapter 3335-93 Establishment of the Ohio state university medical center board

3335-93-05 Meetings and notice.

(A) Board year. The board year, ~~including board member appointments and board officer terms,~~ shall be from May fourteenth to May thirteenth of each year to coincide with the terms of membership of the university board of trustees as articulated in section 3335.02 of the Revised Code.

(B) through (E) No change

Chapter 3335-97 Committees

3335-97-03 Quality and professional affairs committee.

(F) Responsibilities. The quality and professional affairs committee shall be responsible for the following specific duties:

(1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;

~~(12)~~(13) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;

~~(13)~~(14) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;

~~(14)~~(15) Monitoring the achievement of accreditation and licensure requirements;

~~(15)~~(16) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;

~~(17)~~ Reviewing and approving clinical privilege forms;

~~(16)~~(18) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

~~(17)~~(19) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

~~(18)~~(20) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;

~~(19)~~(21) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;

~~(20)~~(22) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and

~~(21)~~(23) Such other responsibilities as assigned by the chair of the university Wexner medical center board.

- (G) Composition. The committee shall consist of: no fewer than four voting members of the university Wexner medical center board, appointed annually by the chair of the university Wexner medical center board, one of whom shall be appointed as chair of the committee. The chief medical officer of the medical center; the director of medical affairs of the James; the medical director of credentialing for the James; the chief of the medical staff of the university hospitals; the chief of the medical staff of the James; ~~and the associate dean of graduate medical education; the chief quality and patient safety officer; the chief nurse executive for the OSU health system; and the chief nursing officer for the James~~ shall serve as ex-officio, voting members. Such other members may be appointed by the chair of the university Wexner medical center board, in consultation with the chair of the quality and professional affairs committee.
- (H) Review and Recommendation. The chief medical officer of the medical center and the chief of the medical staff of university hospitals shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the university hospitals. The director of medical affairs of the James, the medical director of credentialing for The James and chief of the medical staff of The James shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving The James.
- (I) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the University Wexner Medical Center Board must be present. Any action taken by this Committee pursuant to the responsibilities as defined in Section 3335-97-03(A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in Section 3335-97-03(A)(7) and (A)(10).
- (J) Meetings. The committee shall meet at least bimonthly (six times per calendar year, typically in the even numbered months) or at the call of the chair of the committee and shall advise the university Wexner medical center board of its activities regularly. The committee shall act on behalf of the university Wexner medical center board in order to maintain the continuity of operations of the hospitals of the Ohio state university and the university hospitals and the James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the university board of trustees, university Wexner medical center board and university hospitals and the James medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open open meetings laws.

(Board approval dates: 8/30/2013, 11/08/2013)

APPENDIX XXIX

Bylaws Committee: August 4, 2015
MSAC: August 12, 2015
UH Medical Staff Vote: August 21, 2015
Quality & Professional Affairs Committee: August 25, 2015
Wexner MC Board: November 4, 2015
University Board of Trustees:

**Chapter 3335-43 *Bylaws of the Medical Staff of
The Ohio State University Hospitals***

3335-43-04 Membership.

(G) Resumption of clinical activities following leave of absence.

- (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and quality and professional affairs committee of the Wexner medical center board. The credentials committee, the chief medical officer, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for ~~licensed independent~~ practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

3335-43-05 Peer Review and corrective action.

(B) Formal Peer Review

- (4) The ~~senior executive~~ vice president for health sciences or designee shall exercise any or all duties or responsibilities assigned to the chief medical officer under these rules for implementing corrective action and appellate procedure if:

3335-43-06 Hearing and appeal process.

(E) Appeal process

- (7) Any final decision by the Wexner medical center board shall be communicated by the chief medical officer and by certified return receipt mail to the affected medical staff member at that member's last known address as determined by university records. The chief medical officer shall also notify in writing the ~~senior executive~~ vice president for health sciences, the dean of the college of medicine, the chief executive officer of the Ohio state university hospitals and the vice president for health services, chief of staff, the chief of the clinical department, and the person(s) who initiated the request for formal peer review. The chief medical officer shall take immediate steps to implement the final

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decision.

(B/T 6/7/2002, B/T 5/6/2005, 2/1/2008, 9/19/2008, 9/18/2009, 5/14/2010, 4/8/2011)

3335-43-07 Categories of the medical staff.

(II) Clinical privileges.

(8) Other licensed health care professionals.

(k) Appeal process

(vii) Any final decision by the Wexner medical center board shall be communicated by the chief quality officer and by certified return receipt mail to the last known address of the licensed health care professional as determined by university records. The chief quality officer shall also notify in writing the ~~senior-executive~~ vice president for health sciences, the dean of the college of medicine, the chief executive officer of the Ohio state university hospitals and the vice president for health services and the chief of the applicable clinical department or departments. The chief medical officer shall take immediate steps to implement the final decision.

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(B) Chief Quality Officer

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer for administrative and operational issues and has an independent reporting relationship to the ~~senior-executive~~ vice president for health sciences regarding quality data and patient safety events. The chief quality officer works collaboratively with clinical leadership of the medical center, including the director of medical affairs for the James cancer hospital, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

(E) Medical staff administrative committee.

(2) Composition.

(f) This committee shall consist of the following voting members: chief of staff, chief of staff-elect, chiefs of the clinical departments, three medical staff representatives elected at large, the chief medical officer, and the chief executive officer of the Ohio state university hospitals. Additional members may be appointed to the medical staff administrative committee at the recommendation of the dean or the chief medical officer of the medical center subject to the approval of the medical staff administrative committee and subject to review/renewal on a

yearly basis. Any members may be removed from the medical staff administrative committee at the recommendation of the dean, the ~~senior executive~~ vice president for health sciences or the chief medical officer of the medical center and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's constituency. The chief medical officer shall be the chairperson and the chief of staff shall be vice-chairperson.

(G) Committee for ~~licensed independent~~ practitioner health.

(L) Leadership council for clinical quality, safety and service.

(2) Composition:

The leadership council shall consist of members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include the ~~senior executive~~ vice president for health sciences, the dean of the college of medicine and the chairperson of the quality and professional affairs committee of the Wexner medical center board as ex-officio members without a vote. The chief quality officer shall be the chairperson of the leadership council.

3335-43-11 History and physical.

(A) History and physical examination.

(3) A history and physical appropriate to the patient and/or the procedure to be completed shall be documented in the medical record of all patients either:

- (a) Admitted to the hospital
- (g) Undergoing outpatient/ambulatory procedures
- (h) Undergoing outpatient/ambulatory surgery
- (i) In a hospital-based ambulatory clinic

(2) For patients admitted to the hospital, the history and physical examination shall include at a minimum:

- (a) Date of admission
- (b) History of present illness, including chief complaint
- (c) Past medical and surgical history
- (d) Relevant past social and family history
- (e) Medications and allergies
- (f) Review of systems
- (g) Physical examination
- (h) Test results

- (i) Assessment or impression
 - (j) Plan of care
- (4) For patients undergoing outpatient/ambulatory procedures or outpatient/ambulatory surgery, the history and physical examination shall include at a minimum:
- (a) Indications for procedure or surgery
 - (b) Relevant medical and surgical history
 - (c) Medications and allergies or reference to current listing in the medical record
 - (d) Focused review of systems, as appropriate for the procedure or surgery
 - (e) Pre-procedure assessment and physical examination
 - (f) Assessment/impression and treatment plan
- (4) For patients seen in a hospital-based ambulatory clinic, the history and physical shall include at a minimum:
- (a) Chief complaint
 - (b) History of present illness
 - (c) Medications and allergies
 - (d) Problem-focused physical examination
 - (e) Assessment or impression
 - (f) Plan of care
- (5) Deadlines and sanctions.

~~(c)(d)~~ A history and physical examination is performed on all patients, both inpatient and outpatient, regardless of whether the medical treatment or procedure is high or low risk. The history and physical examination must be performed by a member of the medical staff, or his/her designee or other licensed health care professional, who is appropriately credentialed by the hospital, and be signed, timed and dated. In the event the history and physical is performed by the medical staff member's designee, it shall be countersigned, timed and dated by the responsible medical staff member.

~~(e)~~ Patients admitted to the hospital: If the history and physical is performed by the medical staff member's designee or other licensed health care professional who is appropriately credentialed by the hospital, the history and physical must be countersigned by the responsible medical staff member.

~~(d)(f)~~ The complete history and physical examination shall be dictated, written or updated no later than twenty-four hours after admission for all inpatients.

(cd) ~~For a~~Admitted patients or patients undergoing ~~a an~~ outpatient/ambulatory procedure or outpatient/ambulatory surgery, the history and physical examination may be performed or updated up to thirty days prior to admission or the procedure/surgery. If completed before admission or the procedure/surgery, there must be a notation documenting an examination for any changes in the patient's condition since the history and physical was completed. The updated examination must be completed and documented in the patient's medical record within twenty-four hours after admission or before the procedure/surgery, whichever occurs first. It must be performed by a member of the medical staff, or his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital, and be signed, timed and dated. In the event the history and physical update is performed by the medical staff member's designee or other licensed health care professional who is appropriately credentialed by the hospital, it shall be countersigned, timed and dated by the responsible medical staff member.

(ii)(iii) For patients undergoing an outpatient procedure or surgery, regardless of whether the treatment, procedure or surgery is high or low risk, a history and physical examination must be performed by a member of the medical staff, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital and must be signed or countersigned when required, timed and dated.

(iv) If a licensed health care professional is appropriately credentialed by the hospital to perform a procedure or surgery independently, a history and physical performed by the licensed health care professional prior to the procedure or surgery is not required to be countersigned.

(e) Hospital-based ambulatory clinic: If a history and physical examination is performed by a licensed health care professional who is appropriately credentialed by the hospital to see patients independently, the history and physical is not required to be countersigned.

(ef) When the history and physical examination, signed by the responsible medical staff member, including the results of indicated laboratory studies and x-rays, is not recorded in the medical record before the time stated for a procedure or surgery, the procedure or surgery cannot proceed until the history, and physical is signed or countersigned when required, by the responsible medical staff member, and indicated test results are entered into the medical record. In cases where such a delay would likely cause harm to the patient, this condition shall be entered into the medical record by the attending-responsible medical staff member, or his/her designee or other licensed health care professional, who is appropriately credentialed by the hospital, and the procedure or surgery may begin. When there is a disagreement concerning the urgency of the procedure, it shall be adjudicated by the medical director or the medical director's designee. (B/T 10, 29/2009, 8/31/12)

- (eg) Ambulatory patients must have a history and physical at the initial visit as outlined in A(4).
- (h) For psychology, psychiatric and substance abuse ambulatory sites, if no other acute or medical condition is present on the initial visit, a history and physical examination may be performed either:
 - j. within the past six months prior to the initial visit,
 - iv. at the initial visit, or
 - v. within 30 days following the initial visit.

APPENDIX XXX

Bylaws Committee: August 4, 2015
MSAC: August 14, 2015
CHRI Medical Staff Vote: August 21, 2015
Quality & Professional Affairs Committee: August 25, 2015
Wexner MC Board: November 4, 2015
University Board of Trustees:

**Chapter 3335-111 Bylaws of the Medical Staff of the
Arthur G. James Cancer Hospital and Richard J. Solove Research Institute**

3335-111-04 Membership

(G) Resumption of clinical activities following a leave of absence:

- (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and quality and professional affairs committee of the Wexner medical center board. The credentials committee, the chief medical officer, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for ~~licensed independent~~-practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

3335-111-05 Peer review and corrective action.

(B) Formal peer review.

- (4) Whenever the director of medical affairs determines that formal peer review is warranted and that a reduction, suspension or revocation of clinical privileges could result, the director of medical affairs shall refer the request for formal peer review to the formal peer review committee. The affected member of the medical staff shall be notified of the referral to the formal peer review committee, and be informed that these medical staff bylaws shall govern all further proceedings. The ~~senior executive~~ vice president for health sciences or designee shall exercise any or all duties or responsibilities assigned to the director of medical affairs under these rules for implementing corrective action and appellate procedure only if:
 - (a) The director of medical affairs is the medical staff member charged;
 - (b) The director of medical affairs is responsible for having the charges brought against another medical staff member; or
 - (c) There is an obvious conflict of interest.

- (6) Upon receipt of the written report from the formal peer review committee, the appropriate clinical department chief shall, within seven days, make his or her own written determination and forward that determination along with the findings and recommendations of the formal peer review committee to the director of medical affairs, or if required by paragraph (B)(3) of this rule, to the ~~senior~~executive vice president for health sciences or designee.
- (7) Following receipt of the recommendation from the clinical department chief and the report from the formal peer review committee, the director of medical affairs, or the ~~senior~~executive vice president for health sciences or designee, shall have ten days to approve or to modify the determination of the clinical department chief. Following receipt of the report of the clinical department chief, the director of medical affairs or ~~senior~~executive vice president for health sciences or designee shall decide whether the grounds for the requested corrective action are such as should result in a reduction, suspension or revocation of clinical privileges. If the director of medical affairs, or ~~senior~~executive vice president for health sciences or designee, decides the grounds are not substantiated, the director of medical affairs will notify the formal peer review committee; clinical department chief and if applicable, the academic department chairperson; section chief; person(s) who filed the complaint and the affected medical staff member, in writing, that no further action will be taken.

In the event the director of medical affairs or ~~senior~~executive vice president for health sciences or designee finds the grounds for the requested corrective action are substantiated, the director of medical affairs shall promptly notify the affected medical staff member of that decision and of the affected medical staff member's right to request a hearing before the medical staff administrative committee pursuant to rule 3335-111-06 of the Administrative Code. The written notice shall also include a statement that the medical staff member's failure to request a hearing in the timeframe prescribed in rule 3335-111-06 of the Administrative Code shall constitute a waiver of rights to a hearing and to an appeal on the matter; a statement that the affected medical staff member shall have the procedural rights found in rule 3335-111-06 of the Administrative Code; and a copy of the rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative hearing and appeal process shall occur prior to the imposition of the proposed corrective action unless the emergency provisions outlined in paragraph (D) of this rule apply. This written notice by the director of medical affairs shall be sent certified return receipt mail to the affected medical staff member's last known address as determined by university records.

3335-111-06 Hearing and appellate review procedure.

(E) Appeal process.

- (7) Any final decision by the Wexner medical center board shall be communicated by the chief executive officer by certified return receipt mail to the affected medical staff member at the member's last known address as determined by university records. The chief executive officer shall also notify in writing the ~~senior~~executive vice president for health sciences, the dean of the college of medicine, the chief medical officer of OSU medical center, the vice president for health services, the director of medical affairs, chief of staff, the section chief, clinical department chief and the academic department chairperson and the person(s) who initiated the request for formal peer review. The chief executive officer shall take immediate steps to implement the final decision.

3335-111-07 Categories of the medical staff.

(A) Honorary staff.

The honorary staff will be composed of those individuals who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature in an oncology field of interest. The honorary staff designation is awarded by the Wexner medical center board on the recommendation of the chief executive officer of the CHRI, ~~senior-executive~~ vice president for health sciences, section chief, or the credentials committee after approval by the medical staff administrative committee. This is a lifetime appointment. Honorary staff are not entitled to patient care privileges.

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

(A) The chief executive officer.

(1) Method of appointment:

The chief executive officer shall be appointed by the board of trustees of the Ohio state university upon recommendation of the president, ~~senior-executive~~ vice president for health sciences, and the vice president for health services following consultation with the medical center board in accordance with university bylaws, rules and regulations. The chief executive officer shall be a member of the attending medical staff of the CHRI.

(B) The director of medical affairs (physician-in-chief/chief medical officer of the James cancer hospital).

(1) Method of appointment:

The director of medical affairs shall be appointed by the ~~senior-executive~~ vice president for health sciences upon recommendation by the chief executive officer. The director of medical affairs is the physician-in-chief and shall be the chief medical officer of the CHRI and must be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The director of medical affairs shall be responsible to the chief executive officer, the ~~senior-executive~~ vice president for health sciences, the CHRI hospital board, and the medical center board for the quality of patient care provided in the CHRI. The director of medical affairs shall assist the chief executive officer in the administration of medical affairs including quality assurance and credentialing.

(D) The chief quality officer of the Ohio state university medical center.

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer for administrative and operational issues and has an independent reporting relationship to the ~~senior-executive~~ vice president for health sciences regarding quality data and patient safety events. The chief quality officer works collaboratively with clinical leadership of the medical center, including director of medical affairs for the CHRI, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient

safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

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

(C) Medical staff administrative committee:

(1) Composition:

(b) Ex-officio non-voting membership includes: the CHRI executive director, the CHRI associate director for professional education, the CHRI chief nursing officer, the medical director of university hospital and/or the chief medical officer of the medical center, the dean of the Ohio state university college of medicine, the ~~senior executive~~ vice president for health sciences and the associate director for medical staff affairs.

(e) Any members may be removed from the medical staff administrative committee at the recommendation of the dean of the college of medicine, the director of medical affairs or the ~~senior executive~~ vice president for health sciences and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's composition as stated in this paragraph.

(G) Committee for ~~licensed independent~~ practitioner health.

3335-111-11 History and physical.

(B) Deadlines and sanctions

1) ~~A history and physical examination is performed on all patients, both inpatient and outpatient, regardless of whether the medical treatment or procedure is high or low risk. The~~ history and physical examination must be performed by a member of the medical staff, ~~or~~ his/her designee or other licensed healthcare professional, who is appropriately credentialed by the hospital, and be signed, dated and timed. ~~In the event the history and physical is performed by the medical staff member's designee who is appropriately credentialed by the hospital, it shall be countersigned, dated and timed by the responsible medical staff member.~~

(2) Patients admitted to the hospital: If the history and physical is performed by the medical staff member's designee or other licensed healthcare professional who is appropriately credentialed by the hospital, the history and physical must be countersigned by the responsible medical staff member.

(3) The complete history and physical examination shall be dictated, written or updated no later than 24 hours after admission for all inpatients. A summary of pertinent findings must be recorded in the patient's medical record at the time of dictation. In the event the history and physical examination is performed by an appropriately credentialed physician

~~designee, it shall be countersigned by the responsible medical staff member.~~

~~(34) For a~~Admitted patients or patients undergoing ~~an outpatient/ambulatory a~~ procedure or ~~outpatient/ambulatory~~ surgery, the history and physical examination may be performed or updated up to thirty days prior to admission, ~~or the procedure/surgery or the visit~~. If completed before admission or ~~the procedure/surgery or patient's initial visit~~, there must be a notation ~~indication documenting the presence or absence an~~ examination for of any changes in the patient's condition since the history and physical was completed. ~~This notation~~The updated examination must be completed and documented in the patient's medical record within 24 hours after admission, or before ~~the procedure/surgery~~, whichever occurs first. ~~The update~~It must be performed by a member of the medical staff, ~~his/her designee, or other licensed health care professional with who is~~ appropriately credentialed by the hospital, and be signed, dated and timed. In the event the history and physical update is performed by the medical staff member's designee ~~or other licensed health care professional who is appropriately credentialed by the hospital~~, it shall be countersigned, dated and timed by the responsible medical staff member.

(a) For patients undergoing an outpatient procedure or surgery, regardless of whether the treatment, procedure or surgery is high or low risk, a history and physical examination must be performed by a member of the medical staff, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital and must be signed or countersigned when required, timed and dated.

(b) If a licensed health care professional is appropriately credentialed by the hospital to perform a procedure or surgery independently, a history and physical performed by the licensed health care professional prior to the procedure or surgery is not required to be countersigned.

(5) Hospital-based ambulatory clinic: If a history and physical examination is performed by a licensed health care professional who is appropriately credentialed by the hospital to see patients independently, the history and physical is not required to be countersigned.

(46) When the history and physical examination including the results of indicated laboratory studies and x-rays is not recorded in the medical record before the times stated for a procedure or surgery, the procedure or surgery cannot proceed until the history and physical is signed or countersigned, when required, by the responsible medical staff member, and indicated test results are entered into the medical record. In cases where such a delay would likely cause harm to the patient, this condition shall be entered into the medical record by the responsible medical staff member, his/her designee, or other licensed health care professional who is appropriately credentialed by the hospital, and the procedure or surgery may begin. When there is disagreement concerning the urgency of the procedure, it shall be adjudicated by the medical director or the medical director's designee.

(6) Ambulatory patients must have a history and physical at the initial visit.

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| (75) For psychology, psychiatric and substance abuse ambulatory sites, if no other acute or medical condition is present on the initial visit, a history and physical examination may be performed either:

- (a) within the past six months prior to the initial visit,
- (b) at the initial visit, or
- (c) within 30 days following the initial visit.

(Board approval dates: 5/14/2010, 6/6/2014, 11/7/2014)

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APPENDIX XXXI

Appointments/Reappointment of Chairpersons

**TERRY A. NIBLACK, Chair, Department of Plant Pathology effective July 1, 2015 through June 30, 2019

ANDRE F. PALMER, Chair, Lowrie Department of Chemical and Biomolecular Engineering effective August 1, 2015 through May 31, 2019

**SCOTT A. SHEARER, Chair, Department of Food, Agricultural, and Biological Engineering effective July 1, 2015 through June 30, 2019

**INGRID M. WERNER, Chair, Department of Finance effective September 1, 2015 through December 31, 2015

**WALTER ZINN, Chair, Department of Marketing and Logistics effective September 1, 2015 through August 31, 2019

**Reappointments

Faculty Professional Leave - Cancellations

L. JAMES LEE, Professor, Lowrie Department of Chemical and Biomolecular Engineering effective Autumn Semester 2015

CHRISTIAN K. KLEINBUB, Associate Professor, Department of History of Art effective Autumn Semester 2015, Spring Semester 2016, and May 2016

Faculty Professional Leave – Change

NESS B. SHROFF, Professor, Department of Computer Science and Engineering change from Autumn Semester 2015 to Spring Semester 2016

Emeritus Titles

ROBERT G. CASTILE, Department of Pediatrics with the title Professor Emeritus effective October 1, 2015

MICHAEL L. DAY, Department of Animal Sciences with the title Professor Emeritus effective November 1, 2015

CAROL P. DIEDRICHS, University Libraries with the title Professor Emeritus effective February 1, 2016

MARTIN R. FEINBERG, Lowrie Department of Chemical and Biomolecular Engineering with the title Professor Emeritus effective January 1, 2016

RICHARD F. GREEN, Department of English with the title Professor Emeritus effective January 1, 2016

DAVID L. HAURY, Department of Teaching and Learning with the title Professor Emeritus effective October 1, 2015

JAMES A. MULICK, Department of Pediatrics with the title Professor Emeritus effective October 1, 2015

ROBERT S. MUNSON, Department of Pediatrics with the title Professor Emeritus effective October 1, 2015

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WILLIAM P. SHULAW, Department of Veterinary Preventive Medicine with the title Professor Emeritus effective November 1, 2015

G. WALDEN, University Libraries with the title Professor Emeritus effective November 1, 2015

CHESTER J. BOWLING, Ohio State University Extension with the title Associate Professor Emeritus effective November 1, 2015

JAMES A. MENKE, Department of Pediatrics with the title Associate Professor-Clinical Emeritus effective October 1, 2015

BETTE A. SPEZIALE, College of Social Work with the title Associate Professor Emeritus effective October 1, 2015

JOHN R. STREET, Department of Horticulture and Crop Science with the title Associate Professor Emeritus effective October 1, 2015

PHILIP A. VITON, Knowlton School of Architecture with the title Associate Professor Emeritus effective October 1, 2015

JOE E. WHEATON, Department of Educational Studies with the title Associate Professor Emeritus effective November 1, 2015

Emeritus Titles - Cancellations

MARK ANGELOS, Department of Emergency Medicine with the title Professor Emeritus effective August 1, 2015

ZHENCHAO QIAN, Department of Sociology with the title Professor Emeritus effective September 1, 2015

Emeritus Title - Change

UMIT A. OZGUNER, Department of Electrical and Computer Engineering with the title TRC Inc. Chair in Intelligent Transportation Systems, Professor Emeritus, effective July 1, 2015