

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND THREE HUNDRED AND FORTY-SECOND MEETING  
OF THE BOARD OF TRUSTEES

Columbus, Ohio, May 1, 1998

The Board of Trustees met at its regular monthly meeting on Friday, May 1, 1998, at The Ohio State University Fawcett Center for Tomorrow, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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May 1, 1998 meeting, Board of Trustees

The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on May 1, 1998, at 11:05 a.m. He requested the Secretary to call the roll.

Present: Alex Shumate, Chairman, Theodore S. Celeste, Michael F. Colley, George A. Skestos, David L. Brennan, James F. Patterson, Tamala Longaberger, Daniel M. Slane, Mark Berkman, and Soraya Rofagha. Fred L. Dailey, Director of the Ohio Department of Agriculture, was also in attendance.

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Mr. Shumate:

I would like to take a moment to extend a special warm welcome and greeting to our president-designate, Brit Kirwan. We thank you, Brit, for joining us and look forward to working with you in the future.

President William Kirwan:

Thank you very much.

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### **PRESENTATION OF RESOLUTION IN MEMORIAM**

Mr. Shumate:

At this time, I would like to call upon Dr. Sisson to present a resolution in memoriam to Mrs. Ann Hayes. Joining her this morning is her mother, Mrs. Dorothy Burt, and also Ed Hayes' mother, Dorothy Hayes.

Dr. Richard Sisson:

Today, the Board of Trustees presents a Resolution in Memoriam to honor Edward F. Hayes. Dr. Hayes participated in these meetings during his years of service as Vice President for Research. He was eager to share with the Trustees the important research work being done at Ohio State. He would "drag" anyone he could to labs, centers, and meetings to talk about bacteria, plants, or his favorite -- chemistry.

More importantly, outside the public eye of these meetings, Ed Hayes was a valued participant in setting an ambitious research agenda across this institution. He was a valued colleague, who worked tirelessly and creatively to facilitate new opportunities for his colleagues. Since Ed's death, we often remember his contributions and his friendship.

Today, this Board salutes Dr. Hayes for his committed leadership and service to Ohio State. I am pleased, Ann, that you are able to be here, along with his mother, Dorothy Hayes, and your mother, Dorothy Burt, to receive this resolution.

The resolution reads, in part:

"Dr. Hayes was highly respected for the principled, intelligent, thoughtful, and positive manner in which he approached all matters before him; he was frequently sought out for his wise counsel; and he extended grace, kindness, and appreciation to all who interacted with him.

Ed's loyalty to the values of teaching and research inspired all of us.

**PRESENTATION OF RESOLUTION IN MEMORIAM (contd)**

Dr. Sisson: (contd)

I am honored to present this resolution on behalf of the Board and the University family to Ann in fond and deep remembrance. We look forward to your being a part of the University community for years to come.

Mrs. Ann Hayes:

Thank you very much. I know that Ed would have appreciated it.

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**ELECTION OF OFFICERS  
BOARD OF TRUSTEES**

Resolution No. 98-124

Dr. Napier read the Nominating Committee's report in which the following slate of officers were recommended:

WHEREAS pursuant to paragraph (B) of rule 3335-1-02 of the Administrative Code, the officers of the Board are to be elected at the May meeting to take office immediately following adjournment of the meeting (May 1, 1998) and shall hold their office through the May 1999 meeting:

NOW THEREFORE

BE IT RESOLVED, That the following slate of officers for 1998-99 be elected:

Theodore S. Celeste, Chairman

Michael F. Colley, Vice Chairman

William J. Napier, Secretary

James L. Nichols, Treasurer

Upon motion of Mr. Skestos, seconded by Mr. Brennan, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Messrs. Shumate, Celeste, Colley, Skestos, Brennan, Patterson, and Slane, and Ms. Longaberger.

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**COMMITTEE APPOINTMENTS 1998-99**

Resolution No. 98-125

BE IT RESOLVED, That the appointments to Committee and representatives to the Research Foundation Board of Directors, the Inter-University Council, the University Hospitals Board, The Arthur G. James Cancer Hospital and Research Institute Board, the Ohio State University Affiliates, Inc., Board of Directors, the University Foundation Board, the Wexner Center Foundation Board, the University Managed Health Care System, Inc. Board of Directors, Affiliated Entities Committee, Science and Technology Campus Board of Directors be approved as follows:

**COMMITTEE APPOINTMENTS 1998-99 (contd)**

Educational Affairs Committee:	Michael F. Colley, Chair George A. Skestos, Vice Chair Daniel M. Slane Soraya Rofagha
Fiscal Affairs Committee:	James F. Patterson, Chair Zuheir Sofia, Vice Chair David L. Brennan Tamala Longaberger
Student Affairs Committee:	Tamala Longaberger, Chair Soraya Rofagha, Vice Chair New Trustee New Student Trustee
Agricultural Affairs Committee:	Daniel M. Slane, Chair Fred L. Dailey, Vice Chair, Ex Officio New Trustee
Investments Committee:	David L. Brennan, Chair George A. Skestos, Vice Chair James F. Patterson John G. McCoy (Foundation Board) Frank Wobst (Foundation Board)
Affiliated Entities Committee:	Michael F. Colley, Chair James F. Patterson, Vice Chair Zuheir Sofia George A. Skestos
University Hospitals Board:	George A. Skestos Zuheir Sofia
The Arthur G. James Cancer Hospital and Research Institute Board:	Zuheir Sofia, Chair Daniel M. Slane
University Managed Health Care System, Inc., Board of Directors:	James F. Patterson
Personnel Committee:	Theodore S. Celeste, Chair Michael F. Colley, Vice Chair George A. Skestos
University Foundation Ex Officio Class of Directors:	David Brennan (1 year) Tamala Longaberger (2 years) Zuheir Sofia (3 years)
Ohio State University Affiliates, Inc.:	Theodore S. Celeste (1 year) Michael F. Colley (2 years) George A. Skestos (3 years)
Wexner Center Foundation Board:	Leslie H. Wexner (1999) Tamala Longaberger*
Inter-University Council	New Trustee

\*President's appointee

**COMMITTEE APPOINTMENTS 1998-99 (contd)**

Research Foundation Board of Directors:	Tamala Longaberger
Science and Technology Campus Board of Directors:	Theodore S. Celeste
Regional Campus Boards:	Lima - Daniel M. Slane (2000) Mansfield - James F. Patterson (2000) Marion - Zuheir Sofia (2000) Newark - Tamala Longaberger (1999)

Upon motion of Mr. Colley, seconded by Mr. Celeste, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

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**PRESIDENT'S REPORT**

Dr. Richard Sisson:

On this first day of May, I will note that spring is in full flower at the University -- in every way. We again had a very successful University clean-up with the spring "High on Pride" program. Hispanic Awareness Week presented a number of lively programs and events. Asian Awareness month kicks off today with a full schedule of academic, cultural, and social programs. Tomorrow is the annual Medieval and Renaissance Festival. International Week opens tomorrow with a 5K run. And, there are more recognition receptions and dinners than there are nights in the week! There should be -- as we pause at the end of the year to honor the outstanding contributions of faculty, staff, and students.

The Faculty Awards dinner formally recognized the recipients of our most prestigious faculty honors: the Alumni Award for Distinguished Teaching, the Distinguished Scholar Award, and the Award for Distinguished University Service. These faculty members are dedicated to learning in its many forms. It was an inspiring occasion.

The Sixth Wexner Prize was presented last month to German painter Gerhard Richter at an impressive ceremony. The international arts community turned out to honor Richter, whose stature adds to the reputation of our wonderful arts center.

Dr. Bernadine Healy, dean of the College of Medicine and Public Health, was honored last month with the 1998 Democracy in Action Award from the Columbus League of Women Voters for her work with the women's health initiative and her impact on health policy and the national scientific community.

Speaking of awards, we are very proud that hockey coach John Markell was named the runner-up for the Spencer Penrose Award given to the nation's top collegiate hockey coach. They may think he is second-best in the country, but he is Number One to us. In fact, I am absolutely sure the same is true across the country among all who had a vote, except a few who mismarked their ballots!

Of course, April saw the presentation of the Academy Awards. What do these awards have to do with Ohio State?

When the director of "Geri's Game" accepted the Oscar for Best Animated Short Film, he thanked David Haumann, who studied at our Advanced Computing Center for the Arts and Design. David works at Pixar Studios with two other AACAD alumni. Pixar is the Disney partner that produced "Toy Story." David had lead responsibility for the award-winning short film. He earned both a master's degree and a doctorate in computer science from Ohio State.

## PRESIDENT'S REPORT (contd)

Dr. Sisson: (contd)

The Council of Graduate Students presented their annual research forum, co-sponsored by the Office of Research and the Graduate School. In a very moving ceremony, the Council announced that henceforth the forum will be called The Edward F. Hayes Graduate Research Forum in recognition of Ed's enthusiastic support for this program. It is a very fitting tribute.

This year, graduate students submitted nearly 200 abstracts and 73 were selected for presentation before panels of faculty judges. From management science to music, students in many disciplines gained valuable presentation experience, a fundamental part of their professional development. Top finishers in each of ten academic areas received a \$500 travel stipend.

The third annual Denman Undergraduate Research Forum will be held May 15. Open to any student, the forum encourages and supports the research activities of undergraduates. Poster presentations are judged by faculty, and cash awards are given. Richard and Martha Denman have endowed this project. This year, we will award \$6,000 in prizes.

As many of you are aware, last week a commission created by the Carnegie Foundation for the Advancement of Teaching, issued a report on undergraduate education at research universities. They called for more research opportunities for undergraduates. I believe that Ohio State's Undergraduate Research Forum is an outstanding example of the ways this University engages our students in research activity with our distinguished faculty.

While the report provoked good discussion and shared fine examples, its results were not news to us. We have been aggressive in our efforts to be a more student-centered research institution. Ohio State's Committee on the Undergraduate Experience reported its findings in May 1995, two months before the Carnegie commission was formed. We have been vigorously implementing its recommendations and building on its conclusions -- many of which were quite consistent with the Carnegie Foundation's commission report. While there is much to do, I believe we have made substantial strides in enhancing the undergraduate experience.

I was reminded how great that experience can be at a celebratory dinner for the Outstanding Seniors and their chief mentors which Willa and I hosted in our home, and again at the annual Student Leadership Awards banquet. Students were honored for their leadership, academic performance, and service.

To capture a bit of the spirit of the occasion, let me share a few comments from the essays of the Outstanding Seniors. They wrote:

"Being a Buckeye means that I am a member of the biggest, most caring family in the entire world."

Another senior said:

"Being a Buckeye is about discovering strength in diversity. It is about growing up and changing, while having the time of your life."

And from another:

"It is being so broke you must decide whether to wash clothes or eat. It is the feeling that people from Ohio State can single-

**PRESIDENT'S REPORT (contd)**

Dr. Sisson: (contd)

handedly solve the bulk of the world's problems."

One senior wrote:

"It is 'Carmen Ohio' sung by 90,000 people in the Shoe, played by the Best Damn Band in the Land, or by the chimes in Orton Hall."

These award-winning students inspire us and remind us of the loyalty Ohio State engenders in its students and friends.

This loyalty was evidenced in the marvelous gift to the University from the Longaberger Foundation, accepted by Dr. Kirwan yesterday. The generosity of the Longaberger family, and their broad commitment to education, will benefit students faculty, alumni, and the citizens of Ohio for all time to come.

I would like particularly to mention the gift to Alumni House that is on your Board agenda today. You have before you, a recommendation to name it the "Longaberger Alumni House." It will be built just behind us. Tami, please express to your wonderful family the gratitude of our University family.

Finally, Mr. Chairman, today marks the final meeting for Student Trustee Mark Berkman. Mark had a very distinguished career as an undergraduate student at Ohio State, earning membership in the Mortar Board Senior Honor Society. Mark's academic performance in the College of Dentistry has likewise been exceptional. He was the first student in the country enrolled in dentistry to be offered the Howard Hughes Medical Predoctoral Fellowship, and the other finalists -- from Harvard -- learned a lesson about Ohio State! I know that we all expect Mark's achievements to continue, and we give him our thanks and best wishes.

Mark, if you would come forward, Chairman Shumate and I have this recognition to give you for your service to the University as a student trustee.

Mr. Berkman:

Thank you very much. The preceding two years have afforded me an extraordinary experience because the preceding two years have been an extraordinary time for this University. It has truly been both an honor and a privilege to serve The Ohio State University in the capacity of a student trustee.

In the spirit of brevity and economy of verbiage I will be concise, but there are a number of individuals to whom I am indebted. I would like to take this opportunity to thank them for their guidance, wisdom, patience, and thoughtfulness among other things.

First and foremost, I would like to recognize the efforts of Maureen Sharkey and Lucy Gandert. There is a tremendous amount of planning, organization, time keeping, foresight, and creativity which plays a vital role in all Board activities and it comes from their offices. I am appreciative and grateful for their efforts which are indeed exceptional. They are two wonderful and caring people without whom this Board would not be nearly as effective as it is.

I would also like to express my sincere gratitude to the nine other Trustees, as well as their Secretary, sitting around this table. It has truly been an honor to be a member of this Board and I will always value the support and the encouragement that

**PRESIDENT'S REPORT (contd)**

Mr. Berkman: (contd)

every one of you has shown to me. You have all taught me a tremendous amount and I am proud to have had this opportunity to serve this University with all of you.

Ladies and gentlemen this University is in good hands. And although I cannot name all of the members of this University's most senior faculty, you know who you are.

The senior administration -- I am indebted to you for two reasons. First, for all the time that we have personally spent together. Two years ago, I knew relatively little about University governance and through meetings, discussions, and time spent with all of you, I was given the means with which to become a more effective Trustee.

The second reason is because I am a student here at Ohio State and each day all of you come to work for people like me. It isn't often that students are presented with an opportunity to thank their teachers. It is less frequent that students are presented with an opportunity to thank those people who established the framework in which the teachers may teach and the students may learn. For this, I thank you personally, as well as on behalf of all of the students at Ohio State.

I would like to thank all three student governments at Ohio State. Kathleen, Eric, and John, I have thoroughly enjoyed working with you for the enhancement of the student experience both inside and outside the classroom.

I would also like to thank Holly Smith and Soraya Rofagha, the other two student trustees during my term, for the tremendous professional, as well as personal relationships that we have shared and will continue to share.

And, finally, I would like to express my sincerest appreciation to Dr. Richard Sisson, who has advised and guided me as a Trustee, a student, and a person throughout the past two years. Dr. Sisson, thank you for your friendship, your confidence, your insight, and your wisdom.

Mr. Shumate:

Thank you, Mark. That was very well-stated.

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**STUDENT RECOGNITION AWARD**

Mr. Berkman:

The recipient of this month's Student Recognition Award is well deserving indeed. Michael Duga, Jr., came to The Ohio State University in the fall of 1994 from Fort Lauderdale, Florida.

For the four years that Ohio State was lucky enough to have him as a student, Michael has exemplified excellence in academics, as well as an unwavering commitment to public service. Upon his arrival here at OSU, Michael served as the managerial assistant to the men's head basketball coach Randy Ayers. Shortly thereafter, he went on to develop and program a student campaign for United Way Supported Agencies that resulted in over 400 student volunteers.

As the student chairman of the Communities Charitable Drive, he led the initiative to promote community involvement and awareness through volunteerism. For this, he

**STUDENT RECOGNITION AWARD (contd)**

Mr. Berkman: (contd)

worked in coordination with 150 service agencies representing 300 charitable organizations.

As the director of legislative affairs for the Undergraduate Student Government, he established and directed policy on legislative issues including: the federal and state budget, financial aid, and tuition cap. He coordinated visits to the University by President Bill Clinton and Vice President Al Gore, and was responsible for bringing the first ever Student Financial Aid Forum to Ohio State.

The following year, he went on to serve The Ohio State University student community as the executive director of the Undergraduate Student Government through creating and developing a student agenda for state, federal, and University affairs. He managed an extraordinarily effective relationship between University administration and student government at Ohio State.

He has served as a member of the Board of Trustees of the Hillel Foundation and during the summer of 1996, assisted in the coordination and the operations of Vice President and Mrs. Gore's convention office as the assistant to the director of Second Family Operations in Washington, D.C.

Since that summer, he has served as a lead advance for the Ronald H. Brown Foundation, representing the Foundation across the nation and the world. He was a site coordinator for the U.S. Department of Housing and Urban Development, assisting the organization and planning of initiatives in Memphis, New Orleans, and Boston. As the executive assistant to the director of Weekend Operations, he assisted in planning, management, and execution of the Inaugural Weekend in Washington D.C.

Most recently, Michael was named the protocol officer to the U.S. Delegation World's Fair in Lisbon, Portugal. I have been told, that he is the youngest person to ever be appointed a protocol officer to a Presidential Delegation.

Just before Michael graduates this spring with honors -- and with a very high GPA, I might add, in political science -- he will have returned from South Africa, where he will have spoken at the University of Capetown and the University of Natal on Trade Commerce and other aspects of U.S./South African relations.

Michael, you are what people talk about when they talk about Ohio State's brightest and best. It is my honor and privilege to present to you, on behalf of the Board of Trustees of The Ohio State University, the Student Recognition Award for your outstanding service to the communities of this University and the world.

Mr. Michael Duga, Jr.:

First and foremost, I'd like to thank Mark. I appreciate your years of service at Ohio State, they have certainly been valued. I've been fortunate enough to work with you not only on issues, but I am privileged to be your friend and I thank you.

Also, I'd like to thank my parents. I'm lucky enough to have my dad here today. My parents have been with me through everything and have always been there for me, and for that I am greatly appreciative. They mean the world to me.

So many people at Ohio State have made a difference in my life. I've been afforded so many opportunities because of this University; it will always hold a special

**STUDENT RECOGNITION AWARD (contd)**

Mr. Duga: (contd)

place in my heart. As I look around this room, I've had the opportunity to work with many people here. There are two people especially that have made a difference in my life at Ohio State, and have really given me the skills to grow and develop.

The first is coach Randy Ayers, who I had the privilege of serving as a manager both my freshman and sophomore years at Ohio State. While things always weren't good with our record, he instilled in me a work ethic, discipline, and, no matter how bad things got, you always keep your head up and walk forward. For that, I will always be grateful.

The second person that I would like to thank is Vice President David Williams. Being from Florida, my family, obviously, isn't around and he and his wife and children have taken me in as their own. For the last three years, they've been with me through everything. When I say everything, I don't mean a nine to five day -- I mean many weekends.

As I graduate in June, I'll move forward and go to law school, but there will be an empty place in my heart because the Williamses won't be there. It's going to be weird not being able to pick up the phone and run over to Gahanna when things get bad or I have a question. He knows how much he means to me in my life and what his family has done for me. And I thank them.

Finally, I'd like to thank the Board. To echo Mark's sentiments, the vision to put some of the people that you had in the senior administration and to really make the student experience a priority at this University, was one of the greatest things that you could possibly have done for Ohio State. I will be gone in June, but I can stand here and say it was my privilege to be a student here at this University. Thank you all.

Mr. Shumate:

Thank you very much and congratulations to you, Mr. Duga. Thank you for being with us.

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**CONSENT AGENDA**

Mr. Shumate:

The consent agenda is now before the Board of Trustees and I would like to highlight the seventeen resolutions that will be part of the consent agenda. We will pull out for separate consideration: the Agreement with MedOhio Health, Inc., for the Development of a Health Insuring Corporation; and the Appointment and Reappointment of Investment Managers.

**AMENDMENT TO THE BYLAWS OF THE MEDICAL STAFF**

Resolution No. 98-126

Synopsis: The amendment to the Bylaws of the Medical Staff Bylaws are recommended for approval.

WHEREAS The Ohio State University Hospitals Board pursuant to Bylaw 3335-101-04 of the Hospitals Board Bylaws is authorized to recommend to the Board of Trustees the adoption of

**AMENDMENT TO THE BYLAWS OF THE MEDICAL STAFF (contd)**

WHEREAS the proposed amendment to the Bylaws of the Medical Staff was approved by the University Hospitals Board, March 19, 1998, as follows:

3335-43-08 Organization of medical staff of the Ohio state university hospitals into clinical departments and divisions.

(A) Each member of the attending, courtesy, limited, and honorary staff shall be assigned to a clinical department or division upon the recommendation of the chief of the clinical department concerned and approval of the medical director.

(B) Names of clinical departments and divisions.

- (1) Anesthesiology
- (2) Emergency medicine
- (3) Family medicine
- (4) Internal medicine. The following divisions are designated:

Allergy  
~~Bone marrow transplantation~~  
Cardiology  
Community internal medicine  
Dermatology  
Endocrinology and metabolism  
Gastroenterology  
General medicine  
Hematology and oncology  
Infectious diseases  
Nephrology  
Pulmonary  
Rheumatology - immunology

(5) through (16) unchanged.

Balance unchanged.

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendment to the Bylaws of the Medical Staff be adopted as recommended by the University Hospitals Board.

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**REGIONAL CAMPUS BOARD REAPPOINTMENTS**

Resolution No. 98-127

Synopsis: Approval of reappointments of Board members to The Ohio State University-Mansfield Campus Board are proposed.

WHEREAS the Board of Trustees on June 3, 1994, approved the establishment of The Ohio State University-Mansfield Board; and

**REGIONAL CAMPUS BOARD REAPPOINTMENTS (contd)**

WHEREAS it has been previously stipulated that "the Mansfield board shall be composed of eleven members appointed by The Ohio State University Board of Trustees in consultation with the president of the university" (one member of the Mansfield board shall be a member of the university board of trustees; nine members shall be private citizens; and one member shall be a student); and

WHEREAS the following named persons have been selected for reappointment to The Ohio State University-Mansfield Board for the term as specified:

Robert Houk, 3-year term  
Hayward Richardson, 3-year term  
John S. Roby, 3-year term

NOW THEREFORE

BE IT RESOLVED, That the foregoing nominees be approved as members of The Ohio State University-Mansfield Board, effective July 1, 1998.

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**ESTABLISHMENT OF A UNIVERSITY SENATE  
POLICY ON PAID EXTERNAL CONSULTING**

Resolution No. 98-128

WHEREAS external consulting by University faculty benefits the citizens of the State of Ohio by disseminating knowledge and expertise developed through research and teaching; and

WHEREAS external consulting benefits the University by giving faculty access to experience and information that will enhance their teaching and research on campus; and

WHEREAS external consulting must be conducted in a manner that is consistent with University rules and state law; and

WHEREAS the establishment of a University Senate Policy on Paid External Consulting has been approved by the University Senate at its April 4, 1998 meeting:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached proposal to establish a University Senate Policy on Paid External Consulting, to be effective immediately.

(See Appendix XLIV for The Ohio State University Policy on Paid External Consulting, page 787.)

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**RENAMING OF ADMINISTRATIVE OFFICE**

Resolution No. 98-129

WHEREAS the Office of Technology Transfer was created in 1991 to identify, secure, protect and license University-created intellectual property; and

WHEREAS the phrase "technology transfer" has different meanings, and many different units and functions of the University are involved in the broad activities of transferring technology; and

WHEREAS the change of name for this unit to better reflect its primary technology licensing function would greatly clarify its purpose and objective for its various constituencies:

**RENAMING OF ADMINISTRATIVE OFFICE (contd)**

NOW THEREFORE

BE IT RESOLVED, That the Office of Technology Transfer be renamed "Office for Technology Licensing," effective immediately; and

BE IT FURTHER RESOLVED, That the Secretary of the Board of Trustees be hereby authorized and directed to incorporate the above changes in the Bylaws of the Board of Trustees and the Rules of the University Faculty.

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**HONORARY DEGREES**

Resolution No. 98-130

Synopsis: The awarding of honorary degrees to Leonard B. Meyer and K. Wayne Smith is recommended for approval.

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 awarding of an honorary degree as listed below:

Leonard B. Meyer

Doctor of Humane Letters

and

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

K. Wayne Smith

Doctor of Humane Letters

NOW THEREFORE

BE IT RESOLVED, That the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipients.

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**DEGREES AND CERTIFICATES - SPRING QUARTER COMMENCEMENT**

Resolution No. 98-131

Synopsis: Approval of Degrees and Certificates for Spring Quarter 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

**DEGREES AND CERTIFICATES - SPRING QUARTER COMMENCEMENT (contd)**

BE IT RESOLVED, That the degrees and certificates be conferred on June 12, 1998, 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.

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**WAIVER**

Resolution No. 98-132

WHEREAS pursuant to the Board's acceptance of the Report of the Committee on Retirement and Insurance on February 6, 1959, and Resolution 77-92, "Principal Administrative Officials" of The Ohio State University are to be relieved of their administrative assignments at age 65; and

WHEREAS the University's current appointment of Tony Tripodi as Dean of the College of Social Work would be restricted by the age 65 exclusion; and

WHEREAS Tony Tripodi has demonstrated outstanding service to the University in his capacity as Dean and his appointment is within the purview of the affirmative action goals of The Ohio State University; and

WHEREAS the University wishes to continue the appointment of Tony Tripodi in this administrative post beyond his sixty-fifth birthday:

NOW THEREFORE

BE IT RESOLVED, That Resolution 77-92 and the provisions of the February 6, 1959, Report of the Committee on Retirement and Insurance be waived to allow for the continued appointment, through June 30, 2002, of Tony Tripodi as Dean of the College of Social Work.

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**PERSONNEL ACTIONS**

Resolution No. 98-133

RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the April 3, 1998 meeting of the Board, including the following Appointment, Appointment of Chairpersons, Reappointment of Principal Administrative Officials, Leaves of Absence Without Salary, Professional Improvement Leaves, and Emeritus Title as detailed in the University Budget be approved and the Medical Staff Appointments/Reappointments/Status Changes (The Ohio State University Medical Center) approved March 19, 1998, by the Hospitals Board be ratified.

Appointment

Name: BARBARA A. HANAWALT  
Title: Professor (The King George III Professorship in British History)  
Department: History  
Effective: January 1, 1999  
Salary: \$125,004.00  
Present Position: Professor, University of Minnesota, and Fellow, National Humanities Center, Research Triangle Park, NC

**PERSONNEL ACTIONS (contd)**

Appointment of Chairpersons

April 15, 1998 through June 30, 1999

Family Medicine

Douglas A. Rund\*

July 1, 1998 through June 30, 2002

Zoology

Ralph E. J. Boerner

Reappointment of Principal Administrative Officials

JOHN M. CASSADY, Dean, College of Pharmacy, effective July 1, 1998, through June 30, 2003, pursuant to rule 3335-3-17 of the Administrative Code.

TONY TRIPODI, Dean, College of Social Work, effective July 1, 1999, through June 30, 2002, pursuant to rule 3335-3-17 of the Administrative Code.

\*Interim

Leaves of Absence Without Salary

ANTHONY B. SANDERS, Professor, Department of Finance, effective Spring Quarter and Autumn Quarter 1998, and Winter Quarter and Spring Quarter 1999, to study the mortgage market at the Deutsche Bank, New York City.

VALERIE B. LEE, Associate Professor, Departments of English and Women's Studies, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999, to accept the Laura C. Harris Distinguished Visiting Professor Chair at Denison University.

MARIO J. CRUCINI, Assistant Professor, Department of Economics, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999, to visit the Wharton Business School at the University of Pennsylvania.

Professional Improvement Leaves

ROBERT A. BUERKI, Professor, College of Pharmacy, effective Summer Quarter and Autumn Quarter 1998 and Winter Quarter and Spring Quarter 1999.

LOWELL L. HARGENS, Professor, Department of Sociology, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

STEPHEN W. MELVILLE, Professor, Department of History of Art, effective Winter Quarter and Spring Quarter 1999.

BORIS S. MITYAGIN, Professor, Department of Mathematics, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

MARGARITA L. OPHEE-MAZO, Professor, School of Music, effective Winter Quarter, Spring Quarter and Autumn Quarter 1999.

BARBARA R. SNYDER, Professor, College of Law, effective January 11, 1999, through May 16, 1999.

AVRAHAM BENATAR, Associate Professor, Department of Industrial, Welding and Systems Engineering, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

**PERSONNEL ACTIONS (contd)**

Professional Improvement Leaves (contd)

JACQUELINE CHANDA, Associate Professor, Department of Art Education, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

EDWARD M. CRENSHAW, Associate Professor, Department of Sociology, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

EDWARD B. FOLEY, Associate Professor, College of Law, effective August 19, 1998 through December 18, 1998.

ROY JOSHUA, Associate Professor, Department of Mathematics, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

PAUL J. NINI, Associate Professor, Department of Industrial, Interior, and Visual Communication Design, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

VICTORIA E. URIS, Associate Professor, Department of Dance, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

PHILIP J. VON RAABE, Associate Professor, Department of Art, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

MARY ELLEN WEWERS, Associate Professor, Department of Adult Health and Illness, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

ELIZABETH C. COOKSEY, Assistant Professor, Department of Sociology, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

Medical Staff--Appointments (The Ohio State University Medical Center)

July 1, 1996 to June 30, 1997

Patrick W. Slater II, M.D., Otolaryngology, \*PGY6 Limited (\*Post Graduate Year)

July 1, 1997 to June 30, 1998

Leslie K. Mihalov, M.D., Pediatrics, Attending  
Lawrence G. Murcko, M.D., Internal Medicine, Community Affiliate Physician  
Timothy P. Obarski, D.O., Internal Medicine, Community Affiliate Physician  
John T. Pajka, M.D., Ophthalmology, Courtesy  
Paul J. Rogers, M.D., Internal Medicine, Community Affiliate Physician  
Christopher C. Schmidt, M.D., Surgery, Community Affiliate Physician  
Dena J. Gost, M.D., Psychiatry, \*PGY 1 Limited (\*PGY - Post Graduate Year)  
Kateryn B. Foss, D.O., Obstetrics and Gynecology, PGY4 Limited  
Deborah L. Green, M.D., Surgery, PGY2 Limited  
John B. Morton III, M.D., Surgery, PGY2 Limited  
Jennifer L. Nash, M.D., Otolaryngology, PGY1 Limited  
Matthew B. Yoak, M.D., Surgery, PGY3 Limited  
Deborah A. Martinez, M.D., Surgery, Attending  
Debora A. Ortega-Carr, M.D., Internal Medicine, Attending  
Myron N. Senchyshak, D.O., Anesthesiology, Attending  
Anterpreet S. Neki, M.D., Internal Medicine, PGY4 Limited  
Paul B. Oppenheimer, M.D., Family Medicine, Community Affiliate Physician  
Steven E. Ross, M.D., Family Medicine, Community Affiliate Physician  
Steven M. Schneider, M.D., Family Medicine, Community Affiliate Physician  
John W. Stover, M.D., Family Medicine, Community Affiliate Physician

**PERSONNEL ACTIONS (contd)**

Medical Staff--Appointments (The Ohio State University Medical Center) (contd)

July 1, 1997 to June 30, 1998 (contd)

Gladstone C. McDowell II, M.D., Anesthesiology, PGY5 Limited  
Francis X. Moga, M.D., Surgery, PGY6 Limited  
Gary E. Okuley, M.D., Family Medicine, PGY1 Limited  
Jennifer J. Olson, M.D., Pediatrics, PGY7 Limited  
Bard L. Rogers, M.D., Family Medicine, PGY1 Limited  
Jill J. Fortin, P.C.R.M., Internal Medicine, Physician Extender  
Linda J. Masone, C.R.N.A., Anesthesiology, Physician Extender  
Malarvizhi Natesan, A.A., Anesthesiology, Physician Extender  
Patty A. Rabinowitz, C.R.N.A., Anesthesiology, Physician Extender  
Karen M. Rice, R.N., Anesthesiology, Physician Extender  
Mary M. Rowan, C.N.M., Ph.D., Obstetrics and Gynecology, Physician Extender  
Richard M. Saucier, C.R.N.A., Anesthesiology, Physician Extender  
Paul J. Wulf, C.R.N.A., Anesthesiology, Physician Extender

July 1, 1997 to June 30, 1999

Dennis J. Bauman, M.D., Attending, Internal Medicine  
Eric C. Bourekas, M.D., Attending, Radiology  
Debbra L. Debaets, M.D., Community Affiliate Physician, Internal Medicine  
Anjan K. Ghosh, M.D., Attending, Anesthesiology  
John S. Heintz, M.D., Courtesy, Internal Medicine  
Heather C. Koelling, M.D., Attending, Ophthalmology  
Talal T. Attar, M.D., Internal Medicine, PGY3 Limited  
Todd Douglas Cohen, M.D., Surgery, Attending  
Lewis W. Coppel, Jr., M.D., Emergency Medicine, Courtesy  
Nino Dilullo, M.D., Emergency Medicine, Courtesy  
Mary M. Dobyms, M.D., Psychiatry, Attending  
Dennis Michael Doody, M.D., Pediatrics, Courtesy  
John J. Eickholt, M.D., Neurology, Attending  
Shaun D. Harper, M.D., Internal Medicine, PGY2 Limited  
Edna Marie Jones, M.D., Family Medicine, Attending  
Ellen S. Kaitz, M.D., Physical Medicine and Rehabilitation, Attending  
Shafe D. Boles, M.D., Surgery, PGY4 Limited  
Lisa B. Egbert, M.D., Obstetrics and Gynecology, PGY4 Limited  
Scott R. Hardy, D.O., Obstetrics and Gynecology, PGY2 Limited  
Kambiz Jahadi, M.D., Surgery, PGY6 Limited  
Jason C. Keith, M.D., Surgery, PGY3 Limited

Medical Staff--Reappointments (The Ohio State University Medical Center)

July 1, 1997 to June 30, 1998

Lisa A. Minnich, M.D., Pediatrics, PGY6 Limited  
Anca D. Pacuraru, D.O., Ophthalmology, PGY4 Limited  
Patrick W. Slater II, M.D., Otolaryngology, PGY7 Limited

July 1, 1997 to June 30, 1999

Mary Y. Armanios, M.D., Internal Medicine, PGY2 Limited  
Douglas R. Anderson, D.D.S., Dentistry, Attending  
Robert G. Castile, M.D., Pediatrics, Attending  
James B. Dunnan, M.D., Family Medicine, Community Affiliate

May 1, 1998 meeting, Board of Trustees

### **PERSONNEL ACTIONS (contd)**

Medical Staff--Status Changes (The Ohio State University Medical Center)

July 1, 1997

Sarah Artman, M.D., Obstetrics & Gynecology, Attending to Courtesy  
David Bell, M.D., Obstetrics & Gynecology, Attending to Courtesy  
Donald K. Bryan, M.D., Obstetrics & Gynecology, Attending to Courtesy  
Christopher Copeland, M.D., Obstetrics & Gynecology, Attending to Courtesy  
William Copeland, Jr. M.D., Obstetrics & Gynecology, Attending to Courtesy  
Sangeeta Crouser, M.D., Obstetrics & Gynecology, Attending to Courtesy  
Carol Greco, M.D., Obstetrics & Gynecology, Attending to Courtesy  
George Lewandowski, M.D., Obstetrics & Gynecology, Attending to Courtesy  
David Portman, M.D., Obstetrics & Gynecology, Attending to Courtesy

#### Emeritus Title

RALPH K. JORDAN, the Ohio State University Extension, with the title Assistant Professor Emeritus, effective May 1, 1998.

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### **RESOLUTIONS IN MEMORIAM**

Resolution No. 98-134

Synopsis: Approval of six Resolutions in Memoriam.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey copies to the family of the deceased.

Edward F. Hayes

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 20, 1998, of Edward F. Hayes, Vice President for Research.

Dr. Hayes was born on September 8, 1941, in Baltimore, Maryland. After receiving a Baccalaureate degree from the University of Rochester and Master's and doctorate degrees from The Johns Hopkins University, he joined the faculty at Rice University. Since July 1991 he served as Vice President for Research at The Ohio State University and Professor of Chemistry. He was an exemplar of the highest ideals for excellence in teaching, scholarship, and service who continued to teach chemistry and maintained an active, productive research program during his tenure as Vice President for Research.

Dr. Hayes was an internationally distinguished scientist whose particular research interest was in molecular electronic structure theory, molecular scattering theory, and parallel computing methods. Dr. Hayes created the Undergraduate Research Forum, strongly supported the Graduate Research Forum and spearheaded the launching of the Science and Technology Campus (formerly Research Park). He served in several prominent administrative roles for the National Science Foundation and the Office of Management and Budget. In addition, he served on several advisory committees and chaired the National Science Foundation Task Force on the Future of the Supercomputer Centers Program.

Vice President Hayes served in leadership roles in scientific societies, including extensive work for the American Chemical Society, the American Physical Society, and as a Fellow of the American Association for the Advancement of Science. Dr. Hayes also gave exemplary service to several local and statewide advisory boards, including the Ohio Science and Technology Council, The Edward

**RESOLUTIONS IN MEMORIAM (contd)**

Edward F. Hayes (contd)

Orton Jr. Ceramic Foundation, and the Ohio Aerospace Institute.

Dr. Hayes was highly respected for the principled, intelligent, thoughtful and positive manner in which he approached all matters before him; he was frequently sought out for his wise counsel; and he extended grace, kindness, and appreciation to all who interacted with him.

The Ohio State University extends deep and heartfelt sympathy to his wife, Ann, their children, Elizabeth Ann, Emily, and Frank, and Dr. Hayes' parents, Frank and Dorothy Hayes, for their great loss. Dr. Hayes set a high standard in both his professional and personal life that will continue to be a model for us all. He will be sadly missed by this University community and by those who were privileged to know him as a colleague and a friend. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Samuel A. Corson

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 20, 1998, of Dr. Samuel A. Corson, Professor Emeritus in the Department of Psychiatry.

Dr. Corson was born in Russia on December 31, 1909, and immigrated to the United States in 1925. He completed his Ph.D. in Physiology and Biophysics at the University of Texas in 1942.

After holding academic appointments in several other medical schools, Dr. Corson joined the faculty of Ohio State in the Department of Psychiatry in 1960. He was the Director of the Laboratory of Cerebrovisceral Physiology until his retirement in 1980.

Professor Corson made major contributions in the analysis of conditioned physiological responses to stress, and was an early contributor to the field of psychoneuroimmunology. He achieved international recognition for his pioneering work in Animal-Assisted Therapy.

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

Justina Dyck Epp

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 15, 1998, of Justina Dyck Epp, Assistant Professor Emeritus in the Department of Slavic and East European Languages and Literatures.

Professor Epp graduated from Sakhanov Private Gymnasium for Women, Ukraine, in 1918, and held a teaching post at a public school in Southern Russia between 1919-1921. Between 1921-1925, she taught non-Russian children Russian in the New York School organized by the Mennonites in Russia, to which church Professor Epp then belonged (she and her husband later joined the Indianola Presbyterian Church in Columbus, Ohio). In 1925, she and her family escaped from Russia and settled in Ontario, Canada. In 1926, she immigrated to the United States where she married Dr. Peter Epp, then professor at Bluffton College, Bluffton, Ohio. The family moved to Columbus, Ohio, in 1933, where Dr. Peter Epp taught German at The Ohio State University in the Department of Germanic Languages. Professor Justina Epp taught Russian over WOSU Radio from 1943-1945.

She was an Instructor of both German and Russian at OSU from 1946 to 1951 and an Assistant Professor of Russian from 1953 to 1963. She was the first person ever to teach Russian at OSU. This pioneer of Russian language instruction also advised many Ph.D. candidates in their studies to

**RESOLUTIONS IN MEMORIAM (contd)**

Justina Dyck Epp (contd)

meet the language requirements of that degree. She was, on all levels, a very popular and respected teacher.

In addition, Professor Epp worked as a scientific translator for the War Research Foundation at OSU (1948-1952) and was very active in musical life, founding several women's choruses in Russia, Canada, and the United States. She retired in 1964. After her husband's death in 1954, she edited his manuscript "Die Mennoniten in Deutschland" and continued her translation activities (for the Battelle Memorial Institute) until the age of 90. From age 94 until her death, she lived at First Community Village in Columbus, Ohio.

On behalf of the University, the Board of Trustees expresses to the family of Professor Justina Dyck Epp its deep sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Paul E. Fertig

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 7, 1998, of Dr. Paul E. Fertig, Professor Emeritus in the Department of Accounting and Management Information Systems. Dr. Fertig retired in 1980 from Ohio State.

Dr. Fertig was born in Noblesville, Indiana, July 13, 1920. He received his Bachelor of Arts degree in Mathematics from Wabash College in 1941, his MBA from the University of Michigan in 1947, and a Ph.D. in Accounting from Ohio State in 1952. He engaged in public accounting in Chicago and Indianapolis before joining Ohio State in 1948 as an instructor. He served as chair of the Academic Faculty of Accounting from 1959-1964 and from 1971-1974. He held visiting appointments at the University of North Carolina at Chapel Hill, at Stanford, and the University of Michigan. Dr. Fertig served as an assistant director of education for the American Institute of Accountants in New York. He held visiting faculty appointments at the University of North Carolina at Chapel Hill, Stanford, the University of Michigan, and Virginia Polytechnic Institute.

Professor Fertig published several books, including Using Accounting Information -- An Introduction, and a number of articles, and was noted as one of the first writers to emphasize the needs of financial statement users in his work. He was a contributing editor to "The Accountants' Handbook."

Dr. Fertig was selected in March 1970 as the third Distinguished Professor of Accounting by the American Institute of Certified Public Accountants. He served as a president of the Columbus Chapter of the Ohio Society of Certified Public Accountants and also served as vice president of the American Accounting Association. He was a member of the American Institute of Certified Public Accountants, the National Association of Accountants (now the Institute of Management Accountants), and the Financial Executives Institute. He was also elected to the Phi Beta Kappa, Beta Gamma Sigma, and Beta Alpha Psi.

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

Thomas R. Sweet

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 3, 1998, of Dr. Thomas R. Sweet, Professor Emeritus in the Department of Chemistry.

**RESOLUTIONS IN MEMORIAM (contd)**

Thomas R. Sweet (contd)

Dr. Sweet was born September 27, 1921. He received the B.Sc. degree from The City University of New York, Queen's College, Flushing, New York, in 1943. He was employed on the Manhattan Project from 1943 to 1946. In 1949, he received the Ph.D. in Chemistry at The Ohio State University and joined the faculty of the Chemistry Department. He attained the rank of Professor of Chemistry in 1965, and was appointed Professor Emeritus in July 1985.

In 1963, while on leave from The Ohio State University, he was associated, as a Senior Scientist, with the General Electric Corporation - Atomic Products Operation, Richland, Washington. He was appointed Visiting Professor of Chemistry at the University of Colorado during the summer of 1968. At The Ohio State University, he served as president of Sigma XI, treasurer of the American Chemical Society, Columbus Section, and treasurer of the Gamma Alpha Association.

Professor Sweet's research interests were centered in analytical chemistry. Early in his professional career he became well known for his procedures for the determination of traces of metal ions. A variety of experimental techniques were employed in these investigations: electrochemistry, gravimetry, titrimetry, spectrophotometry, solvent extraction, neutron activation, and chromatography, to name a few. The procedures he developed had important applications in environmental chemistry. His interest, expressed as early as 1977, in the effectiveness of the naiad, a long-lived, sedentary, river-dwelling animal, as a biological monitor of metal discharges in river systems demonstrated a broad and novel approach to the solution of environmental problems.

He was the author of some fifty papers and the co-author of two analytical chemistry text books.

On behalf of the University community, the Board of Trustees expresses its sympathy and understanding to his family and friends. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees as an expression of the Board's heartfelt sympathy.

Dale B. Wade

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 16, 1998, of Dr. Dale B. Wade, Clinical Associate Professor in the College of Dentistry.

Following graduation from the OSU College of Dentistry in 1965, Dr. Wade spent two years as a dental officer in the United States Navy. He returned to the College as a graduate student in orthodontics, earning a Master of Science degree in 1969. Dr. Wade entered the private practice of orthodontics in Columbus, which he maintained until his untimely death after a six-month battle with brain cancer. During his professional career, he served as a clinical faculty member in the College, and twice filled in as interim chairperson of the orthodontic department.

Dr. Wade was very active professionally and highly regarded by his colleagues. He served as president of the Columbus Dental Society, the Foundation of Orthodontic Research, and the Great Lakes Association of Orthodontists, from which he received its Distinguished Service Award. He was a diplomate of the American Board of Orthodontists and served as its Secretary-Treasurer and on its Board of Directors. His editorial skills were notable. Dr. Wade was the founding editor of the American Association of Orthodontics Dialogue and was a member of the Association's editorial board and editor of the GLAO Newsletter. He was elected to Fellowship in the American College of Dentists, the International College of Dentists and the Pierre Fauchard Academy and to membership in Omicron Kappa Upsilon, national honor dental society.

Dr. Wade supported his University and his community. He was a member of the OSU President's Club and a life member of the OSU Alumni Association and the Dental Alumni Society. He served as president of the Northwest (Columbus) Sertoma International and as scoutmaster for Boy Scout Troop #180 in Upper Arlington.

**RESOLUTIONS IN MEMORIAM (contd)**

Dale B. Wade (contd)

Dr. Wade is the second member of a family tradition in Ohio State dentistry. His late father Robert E. Wade, a 1929 graduate of the College of Dentistry, also served as chairperson of the orthodontic department, and his son Andrew is a 1997 graduate of the College.

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

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**REPORT OF RESEARCH CONTRACTS AND GRANTS**

Resolution No. 98-135

Synopsis: The reports on research and other sponsored program contracts and grants and the summary for March 1998 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of March 1998 be approved.

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**WAIVERS OF COMPETITIVE BIDDING REQUIREMENTS**

Resolution No. 98-136

January - March 1998

Synopsis: Acceptance of the quarterly report on waivers of competitive bidding requirements is proposed.

WHEREAS the Purchasing Policy of The Ohio State University adopted by the Board of Trustees on September 7, 1984, and revised on February 7, 1992, July 8, 1994, and November 7, 1997, provides that the President and/or the Vice President for Business and Administration, or for the Hospitals of the University and their related facilities, the Associate Vice President for Health Services and Executive Director of University Hospitals, may grant a waiver from competitive bidding in the event of an emergency, when a sufficient economic reason exists or when the goods or services can be purchased from only a single source, with a report on such waivers to be made quarterly to this Board; and

WHEREAS the Vice President for Business and Administration has submitted a report on waivers of competitive bidding requirements granted for the period of January - March, 1998; and

WHEREAS during the period covered, the Vice President for Business and Administration, at the requests of the departments making the purchases and upon the recommendation of the Purchasing Department, granted 26 waivers of competitive bidding requirements for annual purchases totaling approximately \$3,146,000 as shown on the enclosed exhibit:

**WAIVERS OF COMPETITIVE BIDDING REQUIREMENTS (contd)**

WHEREAS during the period covered, the Associate Vice President for Health Services and Executive Director of University Hospitals, at the requests of the Hospitals of the University and their related facilities making purchases, granted 50 waivers of competitive bidding requirements for annual purchases totaling approximately \$12,436,400 including \$3,125,000 for a Gamma Knife for the treatment of brain tumors, as shown on the enclosed exhibit:

NOW THEREFORE

BE IT RESOLVED, That the report on waivers of competitive bidding requirements for the period of January - March 1998, is hereby accepted.

(See Appendix XLV for background information, page 789.)

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**EMPLOYMENT OF ARCHITECTS/ENGINEERS,  
REQUEST FOR CONSTRUCTION BIDS**

Resolution No. 98-137

MANSFIELD -- FOUNDERS AUDITORIUM RENOVATION  
COMMUNITY AMBULATORY CARE CENTERS -- GAHANNA AND PICKERINGTON  
COMMUNITY AMBULATORY CARE CENTER - COLUMBUS  
BEVIS HALL -- TRANSGENIC ZEBRAFISH LAB  
LINCOLN AND MORRILL TOWERS -- FIRE ALARM REPLACEMENT

Synopsis: Authorization to employ an architect/engineering firm for the Mansfield – Founders Auditorium Renovation and Community Ambulatory Care Center – Columbus projects, employ an architect/engineering firm and request construction bids for the Community Ambulatory Care Centers – Gahanna and Pickerington and Lincoln and Morrill Towers – Fire Alarm Replacement projects, and request construction bids for the Bevis Hall – Transgenic Zebrafish lab project is requested.

WHEREAS the Mansfield Campus desires to proceed with design of the theatre renovation in Ovalwood Hall; and

WHEREAS the total estimated project cost is \$1,184,500 and the total estimated construction cost is \$875,000, with funding provided by Mansfield Campus (\$270,500), future Capital Appropriation (\$850,000), North Central Technical College (\$50,000), and House Bill 748 (\$14,000); and

WHEREAS the James Cancer Hospital desires to develop sites on Hamilton Road in Gahanna and on Hill Road North in Pickerington to provide medical services to the greater Columbus community; and

WHEREAS the total estimated project cost is \$13,700,000 and the total estimated construction cost is \$11,400,000, with funding provided by James Cancer Hospital (\$6,000,000) and University Hospitals (\$7,700,000); and

WHEREAS University Hospitals desires to proceed with programming and design in anticipation of the development of a site on Feder Road in Columbus to provide medical services to the greater Columbus community; and

WHEREAS the total estimated project cost is \$11,400,000 and the total estimated construction cost is \$9,500,000, with funding provided by University Hospitals; and

WHEREAS the University desires to renovate space in Bevis Hall to provide a Transgenic Zebrafish laboratory; and

May 1, 1998 meeting, Board of Trustees

**EMPLOYMENT OF ARCHITECTS/ENGINEERS,  
REQUEST FOR CONSTRUCTION BIDS (contd)**

WHEREAS the total estimated project cost is \$375,000 and the total estimated construction cost is \$225,000, with funding provided by a Board of Regents grant; and

WHEREAS Housing, Food Services, and Events Centers desires to replace the fire alarms in Lincoln and Morrill Towers in order to increase the evacuation bell volume; and

WHEREAS the total estimated project cost is \$2,365,985 and the total estimated construction cost is \$1,944,866, with funding provided by Housing, Food Services, and Events Centers:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Vice President for Business and Administration be authorized to select qualified architectural/engineering firms as necessary for the Mansfield – Founders Auditorium Renovation, Community Ambulatory Care Centers – Gahanna and Pickerington, Community Ambulatory Care Center – Columbus, and Lincoln and Morrill Towers – Fire Alarm Replacement projects and that the fees for these services be negotiated between the firm selected and the University; and

BE IT FURTHER RESOLVED, That the President and/or Vice President for Business and Administration be authorized to request construction bids for the Community Ambulatory Care Centers – Gahanna and Pickerington, Bevis Hall – Transgenic Zebrafish Lab, and Lincoln and Morrill Towers – Fire Alarm Replacement projects in accordance with established University and State of Ohio procedures, and if satisfactory bids are received, to issue contracts with all actions to be reported to this Board at the appropriate time.

(See Appendix XLVI for maps, page 791.)

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**THE OHIO STATE UNIVERSITY FACULTY AND STAFF  
NEIGHBORHOOD HOMEOWNERSHIP INCENTIVE PROGRAM**

Resolution No. 98-138

WHEREAS The Ohio State University has engaged in an extensive public planning process with the City of Columbus, neighborhood leaders, property owners, and Ohio State faculty staff and students to identify programs and policies to improve the quality of life of all those who live and work in the University community; and

WHEREAS that planning process resulted in a comprehensive planning document, titled "University Neighborhoods Revitalization Plan: Concept Document," which was approved by the University Area Commission and University Community Business Association in July 1996, and subsequently was adopted by this Board in May 1997, and by Columbus City Council in June 1997; and

WHEREAS this revitalization plan documents the decline in homeownership in the University District from 50 percent of the housing units in 1950 to 12 percent at the time of the 1990 Census and emphasizes the need to raise the level of homeownership as a prerequisite to sustaining the long-term improvements in the area; and

WHEREAS this revitalization plan points to employer-based homeownership programs around the nation which have been proven to be effective public policy tools to encourage urban neighborhood rejuvenation, and the plan recommends that the University implement such a program; and

WHEREAS this Board in adopting the revitalization plan in May 1997 asked that an employer-based homeownership program be developed and brought back to this Board for adoption; and

**THE OHIO STATE UNIVERSITY FACULTY AND STAFF  
NEIGHBORHOOD HOMEOWNERSHIP INCENTIVE PROGRAM (contd)**

WHEREAS Fannie Mae, the City of Columbus, Northside Development Corporation and Campus Partners have worked with the University's Office of Human Resources to develop an employer-based homeownership program based on the best experiences with such programs around the country and tailored to the specific conditions of the University District; and

WHEREAS the homeownership program targets two-thirds of its funds to the neighborhoods within the Campus Partners planning area which are closest to Ohio State's Columbus campus and are most vulnerable to inappropriate development, while also encouraging homeownership throughout the University District; and

WHEREAS the efforts of the University to develop a homeownership program for its employees are being complemented by the City of Columbus which has targeted \$400,000 to the University District from its affordable housing funds for low and moderate income families; by the Ohio Department of Development's Ohio Housing Finance Agency which has provided an allocation of \$500,000 in mortgage credit certificates for homeownership opportunities in the University District; and by Fannie Mae which has made available specific mortgage products to local financial institutions and has granted \$10,000 to Northside Development Corporation to improve its administrative capacity to work with the University, the city, lenders, realtors and buyers to assure success of this initiation; and

WHEREAS the University's Faculty and Staff Neighborhood Homeownership Incentive Program has been reviewed and is recommended by representatives of the Ohio Office of the U.S. Department of Housing and Urban Development; the Columbus Department of Trade and Development; local financial institutions; neighborhood organizations; and the appropriate University offices and committees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees of The Ohio State University approve The Ohio State University Faculty and Staff Neighborhood Homeownership Incentive Program to encourage homeownership by faculty and staff in the University District; and

BE IT FURTHER RESOLVED, That the University administration is hereby authorized to proceed with implementation of the Faculty and Staff Neighborhood Homeownership Incentive Program in furtherance of the partnership to raise the level of homeownership in the University District and that this program be funded with \$500,000 of the \$3 million of unrestricted gift money committed by this Board to Campus Partners initiatives in May 1997; and

BE IT FURTHER RESOLVED, That Campus Partners report quarterly in writing to the University Oversight Committee and the Fiscal Affairs Committee of this Board on the expenditure of these funds, the progress on the implementation of the homeownership program, and the benefits achieved; and

BE IT FURTHER RESOLVED, That The Ohio State University Board of Trustees expresses its appreciation to the City of Columbus, the Ohio Housing Finance Agency, the Ohio Office of the U.S. Department of Housing and Urban Development, Fannie Mae, Northside Development Corporation and local lending institutions for their assistance in developing this Faculty and Staff Neighborhood Homeownership Incentive Program and their further commitment to a partnership to raise the level of homeownership in the University District.

(See Appendix XLVII for background information, page 797.)

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**REPORT ON UNIVERSITY DEVELOPMENT**

Resolution No. 98-139

Synopsis: The report on the receipt of gifts and the summary for March 1998 are presented for Board acceptance.

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 nine (9) new named endowed funds, amendment to one (1) endowed fund, and the revocation of The H. Johnson Scholarship Endowment Fund in Biological Sciences:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of March 1998 be approved.

**TOTAL UNIVERSITY PRIVATE SUPPORT**  
 July-March  
 1996-97 Compared to 1997-98

GIFT RECEIPTS BY DONOR TYPE

	Dollars July through March		
	<u>1996-97</u>	<u>1997-98</u>	<u>% Change</u>
Individuals:			
Alumni (Current Giving)	\$ 16,893,912	\$13,072,075	-23%
Alumni (From Bequests)	<u>9,116,697</u>	<u>6,737,922</u>	-26%
Alumni Total	\$ 26,010,609	\$ 19,810,674	-24%
Non-Alumni (Current Giving)	\$ 9,760,252	\$ 8,201,165	-16%
Non-Alumni (From Bequests)	<u>2,079,328</u>	<u>5,544,851</u>	167%
Non-Alumni Total	\$ 11,839,580	\$ 13,746,016	16%
Individual Total	\$37,850,189	\$ 33,556,690	-11% <sup>A</sup>
Corporations/Corp. Foundations	\$18,987,002	\$23,130,470	22% <sup>B</sup>
Private Foundations	\$8,950,777	\$ 8,912,329	0%
Associations & Other Organizations	<u>\$ 3,030,233</u>	<u>\$ 2,485,439</u>	-18% <sup>C</sup>
Total	\$68,818,201	\$68,084,928	-1%

NOTES

- A Individual giving is down 11%. During July-March last year, 318 individuals had given \$10,000 or more (\$25 million). Within this group was one estate gift of \$7 million. This year during the same period 348 individuals had given \$10,000 or more but the total is \$22.5 million.
- B Gifts of \$10,000 or more from corporations are up more than \$4.0 million over the first nine months last year.
- C Last year by this time 40 organizations or associations had given at the \$10,000 or more level (\$2.3 million). This year the total is \$1.7 million from 66 organizations or associations.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

TOTAL UNIVERSITY PRIVATE SUPPORT  
July-March  
1996-97 Compared to 1997-98

GIFT RECEIPTS BY PURPOSE

<u>Change</u>	Dollars July through March		
	<u>1996-97</u>	<u>1997-98</u>	<u>%</u>
Gift Receipts to Current Use & Endowment Funds:			
Buildings/Equipment	\$ 9,841,027	\$ 15,457,239	57
Faculty Support	\$ 6,211,348	\$ 8,266,930	33
Program Support	\$ 39,214,478	\$ 25,635,059	-35
Student Financial Aid	\$ 6,619,997	\$ 11,301,338	71
Annual Funds-Colleges/Departments	\$ 5,923,807	\$ 5,971,618	1
Annual Funds-University	\$ <u>1,007,544</u>	\$ <u>1,452,744</u>	44
Total	\$ 68,818,201	\$ 68,084,928	-1

GIFT ADDITIONS TO ENDOWMENT

Dollars July through March		
<u>1996-97</u>	<u>1997-98</u>	<u>% Change</u>
\$30,244,577	\$28,539,304	-6

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Endowed Named Funds</u>			
The Hanshumaker Family Fund (Program Support and/or Scholarships in the Division of Music Education - College of the Arts - provided by the estate of Dr. James R. Hanshumaker)		\$113,270.49	\$113,270.49
The International Study Abroad Fund (Scholarships for study abroad for students majoring in international studies - provided with gifts from many donors)	\$17,042.00		\$17,042.00

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Endowed Named Funds (contd)</u>			
The Jutta and Peter Neckermann Study Abroad Scholarship Fund (Scholarships for Study Abroad in Germany - provided by gifts from Peter and Jutta Neckermann)	\$15,050.00		\$15,050.00
The James R. Miller Agriculture Scholarship Fund (Scholarships - College of Food, Agricultural, and Environmental Sciences - provided by gifts from family of the late James R. Miller, Ph.D.)	\$15,000.00		\$15,000.00
The James V. Warren, M.D. Medical Humanities Fund (Program support for Health Sciences Library - provided by gifts from friends and colleagues of the late Professor Emeritus James V. Warren, M.D.)	\$15,000.00		\$15,000.00

Change in Name of Named Endowed Fund

From: The David H. Adamkin Athletic Scholarship Fund in Honor of Randall Duane Ayers  
To: The David H. Adamkin Athletic Scholarship Fund in Honor of Coach Jim O'Brien

Revocation of Named Endowed Fund

The Thomas H. Johnson Scholarship Endowment Fund in Biological Sciences

THE OHIO STATE UNIVERSITY FOUNDATION

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Endowed Named Funds</u>			
The Lee S. Eagle Athletic Scholarship Fund (Scholarships - Department of Athletics - provided by a gift from Lee S. Eagle)		\$50,000.00	\$50,000.00
The Charles and Nancy Sheley Athletic Scholarship Fund (Scholarships - Department of Athletics - provided by gifts from Charles and Nancy Sheley)		\$25,409.25	\$25,409.25
The Dennis A. and Rolene Oliver Nabors, Jr. Scholarship Fund (Scholarships - Department of Athletics - provided by gifts from Rolene and Dennis Nabors, Jr.)		\$25,006.25	\$25,006.25

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Endowed Named Funds (contd)</u>			
The Detroit Alumni Scholars Fund (Merit scholarships for graduates of Detroit area high schools - provided by gifts from The OSU Alumni Club of Detroit, its members and friends)	\$16,266.00		\$16,266.00
	<u>\$78,358.00</u>	<u>\$213,685.99</u>	<u>\$292,043.99</u>

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

ESTABLISHMENT OF NAMED ENDOWED FUNDS

The Hanshumaker Family Fund

The Hanshumaker Family Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the estate of Dr. James R. Hanshumaker (B.S.Ed. '53; M.A. Music '56; Ph.D. Education '61) of Los Angeles, California.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

Fifty percent of the fund's income shall be made available to the Division of Music Education within the School of Music for the specific purpose of providing support for any aspect of programs of music teacher preparation designed to enhance the general public's (i.e. the people at large) appreciation for and understanding of the elements of western concert music. The usual and customary preparation of school music teachers for band, orchestra, or choral music teaching is specifically excluded.

Funds are not to be used to defray the cost of regular OSU faculty or student individual or ensemble performances. Funds may not be used for the support of programs which concentrate on jazz or popular music. However, aspects of instructional programs which involve students in all three of the following roles: 1) analytic listener, 2) composer, 3) performer are eligible for consideration regardless of music style or genre.

A three person committee consisting of the chair of the Division of Music Education, a music education faculty member elected by the full-time faculty of the Music Education division, and a member appointed by the Dean of the College of the Arts from outside the Music Education division shall review proposals and decide those which will receive support and in what amounts. Elected and appointed members shall be rotated according to the wishes of the Music Education faculty. Should financial awards in the form of scholarship assistance be made to prospective teachers, those decisions shall be made in consultation with the University Committee on Student Financial Aid.

The remaining fifty percent of the fund's annual income shall be returned to principal.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)

The Hanshumaker Family Fund (contd)

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 the annual income shall be used to support the programming of the WOSU radio and television stations first and the University's artistic programs second in order to carry out the desire of the donor.

\$113,270.49

The International Study Abroad Fund

The International Study Abroad Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts of \$15,000 to The Ohio State University Development Fund from many donors.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide competitive scholarships for students majoring in international studies for the costs associated with study outside the United States.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donors.

\$17,042.00  
(Grandfathered)

The Jutta and Peter Neckermann Study Abroad Scholarship Fund

The Jutta and Peter Neckermann Study Abroad Scholarship Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Peter Neckermann (Ph.D. Political Science '90) and Jutta Neckermann of Columbus, Ohio.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarships for study abroad in Germany. Students will be selected upon the recommendation of the Director, Office of International Education, and in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate program administrative officer in order to carry out the desire of the donors.

\$15,050.00  
(Grandfathered)

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)

The James R. Miller Agriculture Scholarship Fund

The James R. Miller Agriculture Scholarship Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from family of the late James R. Miller, Ph.D. (B.S.Agr. '51; M.S. Poultry Science '52; Ph.D. Agricultural Education '71).

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide a scholarship annually to undergraduate students who are enrolled in the College of Food, Agricultural, and Environmental Sciences, with priority based on need for financial assistance and strong academic promise. Selection shall be made by the scholarship selection committee in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Vice President for Agricultural Administration and the Chair, Animal Sciences or current program administrative officer in order to carry out the desire of the donors.

\$15,000.00  
(Grandfathered)

The James V. Warren, M.D. Medical Humanities Fund

The James V. Warren, M.D. Medical Humanities Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from friends and colleagues of the late Professor Emeritus James V. Warren, M.D. (B.A. Arts & Sciences 1935), of Dublin, Ohio.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall support medical humanities education, research, and programs in the Health Sciences Library as recommended by the Vice President for Health Sciences and by the Director of the Health Sciences Library.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Director of the Health Sciences Library and the Vice President for Health Sciences in order to carry out the desire of the donors.

\$15,000.00  
(Grandfathered)

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

CHANGE IN NAME OF ENDOWED FUND

The David H. Adamkin Athletic Scholarship Fund in Honor of Coach Jim O'Brien

The David H. Adamkin Athletic Scholarship Fund in Honor of Randall Duane Ayers was established May 6, 1994 by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from David H. Adamkin (B.S. Agr. '70), Louisville, Kentucky, in honor of Randall Duane Ayers. The name was revised May 1, 1998.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the grant-in-aid scholarship costs of student-athletes who are members of the varsity men's basketball team pursuing undergraduate degrees at The Ohio State University. Recipients will be selected by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the Director of Athletics in order to carry out the desire of the donors.

THE OHIO STATE UNIVERSITY FOUNDATION

ESTABLISHMENT OF NAMED ENDOWED FUNDS

The Lee S. Eagle Athletic Scholarship Fund

The Lee S. Eagle Athletic Scholarship Fund was established May 1, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift to the Foundation from Lee S. Eagle (B.A. Biological Sciences '52; D.D.S. 55).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used for a scholarship for a student scholar-athlete to be determined by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

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 in order to carry out the desire of the donor.

\$50,000.00

The Charles and Nancy Sheley Athletic Scholarship Fund

The Charles and Nancy Sheley Athletic Scholarship Fund was established May 1, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Charles (B.S.C.E. '49) and Nancy Sheley of Worthington, Ohio.

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.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)

The Charles and Nancy Sheley Athletic Scholarship Fund (contd)

The annual income shall be used to supplement the student-athlete grant-in-aid scholarship costs of student athletes who are pursuing undergraduate degrees at The Ohio State University. Preference will be given to student-athletes majoring in Civil Engineering. If no candidates exist, second preference will be given to student-athletes majoring in Engineering. If no student-athletes meet the criteria, recipients will be chosen by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the Director of Athletics in order to carry out the desire of the donors.

\$25,409.25

The Dennis A. and Rolene Oliver Nabors, Jr., Scholarship Fund

The Dennis A. and Rolene Oliver Nabors, Jr., Scholarship Fund was established May 1, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dennis A. Nabors, Jr. (D.D.S. '61) and Rolene Oliver (B.S. Physical Therapy '58) Nabors of Cincinnati, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the student-athlete grant-in-aid scholarship costs of student athletes who are members of the football team pursuing undergraduate degrees at The Ohio State University. Preference will be given to student-athletes that carry a 3.0 GPA. Recipients shall be selected by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the appropriate college dean, school director, department chairperson, or program administrative officer in order to carry out the desire of the donors.

\$25,006.25

Detroit Alumni Scholars Fund

The Detroit Alumni Scholars Fund was established May 1, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts designated for support of The Ohio State University from The Ohio State University Alumni Club of Detroit, its members and friends.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be distributed to the Office of Student Financial Aid to be used to provide academic merit scholarships to students graduating from high schools of the Detroit area with

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)

Detroit Alumni Scholars Fund (contd)

preference for students qualified under the OSU Alumni Scholars Program criteria, ranked and recommended by the Detroit Alumni Club. Scholarship recipients will be selected in consultation with the University Committee on Student Financial Aid. If any unused distributed income remains at the end of a fiscal year, it shall be added to principal.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Detroit Alumni Club and the appropriate program administrative officer in order to carry out the desire of the donors.

\$16,266.00  
(Grandfathered)

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**ADOPTION OF UNIVERSITY GOVERNANCE PROJECT REPORT**

Resolution No. 98-140

BE IT RESOLVED, That Board of Trustees hereby adopts the "University Governance Project Report," dated October 21, 1997; and

BE IT FURTHER RESOLVED, That the Secretary of the Board be instructed to incorporate all supporting documents into the minutes of this meeting, and to file these materials with the official records of the University.

(See Appendix XLVIII for Final Report of the Governance Project, page 801.)

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**AFFILIATED ENTITIES**

Resolution No. 98-141

**APPROVAL OF ORGANIZATIONAL MODEL AND STRUCTURE  
TO ENSURE EFFECTIVE GOVERNANCE**

Synopsis: Governance structure for affiliated entities is proposed.

WHEREAS the Board Governance Project identified "ensuring the effective governance of affiliated entities" as a primary role to be served by the Board of Trustees; and

WHEREAS the Governance Project further recommended the establishment of an Affiliated Entities Committee of the Board to review the purpose, formation and management of affiliates and to recommend to the Board a governance model to ensure effective management and accountability of existing and future affiliates; and

WHEREAS the Affiliated Entities Committee has examined, defined, and evaluated the types of relationships existing between the University and various organizational affiliates and is recommending the adoption of a governance model which correlates the degree of Board oversight with defining characteristics of each affiliated entity; and

**AFFILIATED ENTITIES (contd)**

WHEREAS it is in the best interest of the University to adopt a process for the creation, approval, monitoring and governance of all affiliated entities:

NOW THEREFORE

BE IT RESOLVED, That the report and recommendations of the Affiliated Entities Committee be adopted as consistent with the direction established in the Governance Project; and

BE IT FURTHER RESOLVED, That all affiliated entities be categorized for the appropriate level of Board involvement and oversight, utilizing mission and purpose; degree of University control; sources of financial support; commitments of other University resources; and benefits to the University as key variables in the governance model; and

BE IT FURTHER RESOLVED, That a University-wide process be established for the creation and governance of affiliates which assures that the best interests of the University will be served by creation of the affiliated entity; that there are adequate safeguards to assure sound management and minimize legal and other risks; and that the appropriate levels of oversight and accountability are established by the Administration and by the Board of Trustees; and

BE IT FURTHER RESOLVED, That appointment of University Trustees to governing boards of affiliated entities be made by resolution of the Board of Trustees; and

BE IT FURTHER RESOLVED, That the Affiliated Entities Committee, with support provided by the Office of Legal Affairs, exercise continuing oversight of the process for creation and governance of affiliated entities, and make such further reports and recommendations to the Board as the Committee deems appropriate.

(See Appendix XLIX for Process for Approval and Governance of Affiliated Entities, page 827.)

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**NAMING OF BUILDING**

Resolution No. 98-142

Synopsis: Naming of the new campus home of The Ohio State University Alumni Association Inc. is proposed.

WHEREAS the Board of Trustees has authorization in naming of all buildings and structures at The Ohio State University, as set forth in paragraph (F) of rule 3335-1-08 of the Administrative Code; and

WHEREAS David W. Longaberger has served The Ohio State University with distinction on the Ohio 4-H Foundation Board and President's Business Advisory Committee; and

WHEREAS the Longaberger family has enjoyed an active association with The Ohio State University as members of the community of students and alumni and loyal supporters of the University and its programs; and

WHEREAS The Longaberger Foundation has made a gift commitment to The Ohio State University Foundation of \$5 million; and

WHEREAS \$2 million of this generous gift will be designated for the construction of a new building on campus which will be the home of The Ohio State University Alumni Association Inc.; and

WHEREAS the appropriate University officers have recommended the naming set forth in the resolution; and

**NAMING OF BUILDING (contd)**

WHEREAS the Board of Directors of The Ohio State University Alumni Association Inc. has unanimously endorsed the proposed naming:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the naming of the new campus home of The Ohio State University Alumni Association Inc., "The Longaberger Alumni House."

Upon motion of Mr. Skestos, seconded by Mr. Colley, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Shumate, Celeste, Colley, Skestos, Brennan, Patterson, and Slane, and Ms. Longaberger.

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Mr. Shumate:

On item #14, which was discussed in the Fiscal Affairs Committee, the previously mailed resolution on the Agreement with MedOhio Health for the Development of a Health Insuring Corporation was amended in the Committee. I would like to call upon Jim Patterson to present the amendments to the resolution.

Mr. Patterson:

Mr. Chairman, we are recommending that the proposed amount in the resolution, \$2,250,000, be changed at this time to a total of \$1,850,000, of which \$1,750,000 will be earmarked for restricted and surplus funds to go ahead with the application for establishing an insurance entity. The \$100,000, will be earmarked for continuing operating funds.

Mr. Shumate:

Are there any questions? If not, is there a motion for approval of the revised resolution?

**AGREEMENT WITH MEDOHIO HEALTH, INC. FOR THE DEVELOPMENT  
OF A HEALTH INSURING CORPORATION**

Resolution No. 98-143

Synopsis: Approval of an agreement and loan with MedOhio Health, Inc. for the purpose of developing and funding a health insuring corporation compatible with and supportive of the teaching, research, and service missions of The Ohio State University is proposed.

WHEREAS The Ohio State University Medical Center would benefit from the services and products only available through a health insuring corporation which is supportive of the teaching, research, and service missions of The Ohio State University; and

WHEREAS MedOhio Health, Inc. is interested in pursuing the development and operation of such a health insuring corporation and has formed a non-profit subsidiary corporation MedOhio Health Plan Inc. for such purpose; and

WHEREAS this Board previously authorized the University to loan \$1,450,000 to MedOhio Health, Inc. for the purpose of initiating application by MedOhio Health Plan for a Certificate of Authority to operate as a health insuring corporation; and

**AGREEMENT WITH MEDOHIO HEALTH, INC. FOR THE DEVELOPMENT  
OF A HEALTH INSURING CORPORATION (contd)**

WHEREAS it has been determined that an additional loan from the University in the amount of \$1,750,000 for capital reserve as required by the Ohio Department of Insurance and \$100,000 for first year operating funds will be necessary for MedOhio Health, Inc. to file an application for and to begin operations as a health insuring corporation; and

WHEREAS the University Hospitals Board has determined that such a loan is a necessary and proper expenditure that will assist the Medical Center in establishing an integrated delivery and finance system supporting the Medical Center in an increasingly competitive and cost conscious health care environment:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees authorizes The Ohio State University and its Medical Center to enter into an agreement with MedOhio Health, Inc., a not-for-profit corporation, for the development of a health insuring corporation useful to and supplementing the services provided by the Medical Center; and

BE IT FURTHER RESOLVED, That the University is authorized to loan MedOhio Health, Inc. up to \$1,850,000 for the purpose of developing a health insuring corporation eligible to receive a Certificate of Authority from the Ohio Department of Insurance; and

BE IT FURTHER RESOLVED, That these funds may be released to MedOhio Health, Inc. from time to time upon the specific approval of the University Hospitals Board.

Upon motion of Mr. Celeste, seconded by Mr. Brennan, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Messrs. Shumate, Celeste, Colley, Skestos, Brennan, Patterson, and Slane, and Ms. Longaberger.

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Mr. Shumate:

On item #16, the Appointment and Reappointment of Investment Managers, I understand that there needs to be some abstentions, and that is why this is being pulled for separate vote. Is there a motion?

**APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS**

Resolution No. 98-144

Synopsis: Approval of the appointment and reappointment of Investment Managers is proposed.

WHEREAS it is the policy of The Ohio State University to utilize the services of external Investment Managers to assist in the management of the University's Endowment Fund; and

WHEREAS the Investments Committee of the Board of Trustees periodically reviews the results obtained by the external Investment Managers and the amount of funds assigned to each of them; and

WHEREAS Mercer Investment Consulting, Inc. has completed a fiduciary review of the Endowment Fund and has made recommendations to the University; and

WHEREAS it is prudent investment policy to adjust the mix and amounts of money assigned to external Investment Managers as economic conditions and performance change; and

**APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS (contd)**

WHEREAS the Investments Committee has also directed the Treasurer to maintain a University Managed Fixed Income fund which consists of GNMA'S, U.S. Treasury & Agency Securities; and

WHEREAS the number of external Investment Managers and the amount of funds assigned to them and the Treasurer shall be determined by the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the Investments Committee of the Board of Trustees the following named external Investment Managers and the Office of the Treasurer shall be approved to manage Endowment Funds as follows:

<u>Manager</u>	<u>Reappointments</u>		
	<u>Market Value as of 3/31/98</u>	<u>Changes</u>	<u>Revised Market Value</u>
Barclays EAFE (International Equity Index Fund)	\$39,217,247	(\$11,000,000)	\$28,217,247
Barclays Extended (Small Capitalization Equity Index Fund)	\$96,592,604	\$41,000,000	\$137,592,604
Barclays S&P 500 (Standard & Poors 500 Equity Index Fund)	\$214,159,359	\$16,000,000	\$230,159,359
ABN Amro Chicago Corporation	\$57,367,023	-0-	\$57,367,023
R. Meeder and Associates, Inc. (Small Capitalization Equity Index Fund)	\$64,418,345	-0-	\$64,418,345
Nicholas-Applegate Capital Management Emerging Growth	\$40,214,738	(\$40,214,738)	-0-
Nicholas-Applegate Capital Management Mid Cap Growth	\$111,238,908	-0-	\$111,238,908
Nicholas-Applegate Capital Management Systematic - Small Cap	\$24,363,642	\$3,000,000	\$27,363,642
University Administered	\$3,532,301	-0-	\$3,532,301
University Students	\$15,516,903	-0-	\$15,516,903
<u>Fixed Income</u>			
Banc One Investment Advisors	\$10,307,955	\$5,000,000	\$15,307,955
Boatmen's Capital Management	\$49,549,307	(\$49,549,307)	-0-
The Common Fund	\$10,602,731	\$15,000,000	\$25,602,731
Holt, Smith and Yates	\$2,983,337	-0-	\$2,983,337

**APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS (contd)**

Reappointments (contd)

<u>Manager</u>	<u>Market Value as of 3/31/98</u>	<u>Changes</u>	<u>Revised Market Value</u>
Huntington Trust Company	\$10,037,140	\$5,000,000	\$15,037,140
WR Lazard and Company (Fixed Income Index Fund)	\$61,997,157	(\$61,997,157)	-0-
University Managed (GNMA's/U.S. Treasuries and Agencies)	\$8,080,308	-0-	\$8,080,308

Appointments

MDL Capital Management (Fixed Income Index Fund)	-0-	\$50,000,000	\$50,000,00
Cypress Asset Management (Fixed Income Index Fund)	-0-	\$25,000,000	\$25,000,00

Upon motion of Mr. Celeste, seconded by Ms. Longaberger, the Board of Trustees adopted the foregoing resolution with five affirmative votes cast by Messrs. Celeste, Colley, Brennan, and Slane, and Ms. Longaberger, and three abstentions by Messrs. Shumate, Skestos, and Patterson.

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Mr. Shumate:

At this time, we would like to call upon the chair of the Student Affairs Committee, Tami Longaberger, to present two Expressions of Appreciation.

Ms. Longaberger:

This is rather a bitter sweet occasion for us. John Carney and Eric Reeves -- who have served as President of the Undergraduate Student Government and President of the Interprofessional Council, respectfully -- will both be graduating in June. We would like to take this time to express our appreciation to both of them. They have given of themselves tirelessly over the last two years in making a difference in improving the quality of life for all students. We wish you both well.

At this time, we would like to have you both come forward so that we can present these expressions of appreciation.

**EXPRESSIONS OF APPRECIATION**

John P. Carney

Synopsis: An expression of appreciation to John P. Carney is proposed.

WHEREAS John Carney, an undergraduate student majoring in criminology, has diligently served the past two years as President of the Undergraduate Student Government; and

**EXPRESSIONS OF APPRECIATION (contd)**

John P. Carney (contd)

WHEREAS giving generously of his time, John has represented the diverse interests of the undergraduate students in an exemplary manner; and

WHEREAS John has worked tirelessly in order to bring matters and concerns of special interest to undergraduate students to the attention of this Board; and

WHEREAS he has been an outstanding representative of the undergraduate students on many University committees, including the Presidential Search Committee, the Campus Partners Urban Design Steering Committee, the University Senate Fiscal Committee, and the Ad Hoc Committee on Responsibility Centered Management; and

WHEREAS in his capacity as President of the Undergraduate Student Government, John has carried out his duties with a high degree of integrity and professionalism and has earned the respect and regard of the faculty, staff, and students with whom he has interacted:

NOW THEREFORE

BE IT RESOLVED, That this Board expresses its appreciation to John Carney for his outstanding contributions of leadership and service to The Ohio State University, and wishes to convey to him its best wishes for success in the future.

Eric Reeves

Synopsis: An expression of appreciation to Eric Reeves is proposed.

WHEREAS Eric Reeves, a third-year law student, has served the past two years as President of the Interprofessional Council, and has been an outstanding advocate for the professional students at this University; and

WHEREAS his leadership in representing the interest of professional students has been positive in nature as has been his communication with both the Board of Trustees and the Administration; and

WHEREAS Eric has served the University and his peers with competence and commitment, and has carried out his duties with professionalism and integrity; and

WHEREAS his resolve, dedication, and support of this University has been evidenced in innumerable ways over the past two years:

NOW THEREFORE

BE IT RESOLVED, That this Board expresses its appreciation to Eric Reeves for his outstanding contributions of leadership and service to The Ohio State University and wishes him happiness, health, and success in the future.

Mr. John Carney:

I think that Eric and I have had a great opportunity working with the people that we have had a chance to work with, not only in this room, but, in particular, in our student governments and within the student body. I think that we both feel fortunate to have been the spokespersons for our respective student constituents. I know that it has been a real joy for me. I have learned so much, and I feel lucky to be here.

**EXPRESSIONS OF APPRECIATION (contd)**

Mr. Carney: (contd)

My dad's the one who told me to apply to Ohio State. He actually said, "You are going to Ohio State!" I don't think that I have ever gone back to my dad and said, "You were right on making a choice," except for this one. I told him that I thought that he made the best choice for me. So, I couldn't be happier than to have spent the last four years of my life at Ohio State. I will try to take the rest of my life to pay back the debt that I owe this University.

Thank you very much for this opportunity.

Mr. Eric Reeves:

I would like to echo John's remarks and say, thank you for a wonderful opportunity. I have learned so much from all of you. It is a credit to this University -- coming from the University of Michigan -- how much of a "Buckeye" I have become. I was at the Michigan-Ohio State football game and I was really torn, my heart was in both places. But my heart has definitely found a home here.

Thank you for showing me how "Firm Thy Friendship" is at Ohio State.

Mr. Shumate:

Congratulations.

Dr. Sisson:

Mr. Chairman, I would just like to observe that these are two extraordinary young leaders. Eric has been an exceptional president of the Interprofessional Student Council. IPC held a wellness fair in the Ohio Union about two weeks ago. There were students from the law school helping people prepare tax returns -- this was just in-time service -- optometry students were giving free eye exams, and medical students were providing blood pressure tests and other sorts of things. It was quite extraordinary. It is just one example of the things that he has done.

John, you have to observe, has outlasted one president and almost the interim president. I don't think that there are very many student leaders that can put on their resume that they were largely responsible for the creation of a radio station, or who organized part of a bus line, plus God knows how many other things.

So, I just wanted to add my commendations and great respect for these two young students.

Mr. Shumate:

Very well-stated, Dick. When you think about this morning and the four young men that we paid special tribute to -- to Mark for his service on the Board of Trustees, to Michael and all of the outstanding work that he has performed on behalf of the University and the community, and to Eric and John -- you can see that Ohio State truly is a great place that challenges young people, prepares them, and really gets them ready for their life in the future. So let us give all four, a special round of applause.

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## STUDENT GOVERNMENT REPORTS

Mr. Eric Reeves:

Chairman Shumate, Dr. Sisson, Dr. Kirwan, and members of the Board, once again, thank you. I am rarely surprised and that was a very pleasant surprise. I hope that it gets me through my trademark exam on Monday.

As Dr. Sisson indicated, IPC had their second successful Service Day in the Ohio Union. We serviced hundreds of students and it was a wonderful success. We were pleasantly surprised and grateful that we could help the number of international students that we did get their tax returns in on time. It was a huge undertaking and a great learning experience for the students.

Also, IPC recently had its elections. Our president-elect is Eric Ley, a second-year medical student. This year, he served on the Council of Student Affairs and the Allocations Committee, and will be a great advocate for professional students next year. I am sure that you will be hearing a lot from him.

Our vice president is an optometry student, Dawn Barkan, who has been very active in many projects. She chaired the Service Day event. So I look forward to and am excited about having them bring new breath to the Interprofessional Council.

The Council of Graduate Students is happy to be moving into a new location in the Ohio Union, just down the hall from the Undergraduate Student Government and one floor below the Interprofessional Council. CGS looks forward to being in a more central location for all graduate students.

This year, as indicated, they hosted the 1998 Edward F. Hayes Graduate Research Forum, which was on April 18. The award ceremony featured speakers Dr. Richard Hirsh, from the National Science Foundation, and Ron Groves, a graduate student in chemistry, who were personal friends of Dr. Hayes.

CGS then presented a resolution commemorated on a plaque to Mrs. Ann Hayes, that renamed the forum "The Edward F. Hayes Graduate Research Forum." CGS would like to thank the Graduate School and the Office of Research for their continuing support of the Forum.

CGS has also elected four new officers this past Sunday. Kathleen Carberry was re-elected president, along with incoming vice president Kevin Scott, secretary Elizabeth Loentz, and treasurer Tracy Paul. The new officers look forward to their service on CGS. Kathleen clearly did not consult with John and I before she undertook her new term, but best of luck to you, Kathleen.

The Undergraduate Student Government has been finishing the year with a couple of important projects. The second annual Cultural Diversity Festival is taking place this week and into the weekend. This festival has brought students of all cultures and ethnic backgrounds together to respect and value everyone. This is an important week that can further the University's ideal of creating a diverse and interactive student, faculty, and staff community. We thank Student Affairs, Academic Affairs, and the Office of the President for assisting us.

The Undergraduate Student Government has also been registering students for absentee ballots over the past week, so that they will be able to vote in the important election next Tuesday. Several hundred students were registered.

Finally, the new president and vice president have been elected for the Undergraduate Student Government and they are Josh Mandel and Maggie Swartz.

**STUDENT GOVERNMENT REPORTS (contd)**

Mr. Reeves: (contd)

They are very excited to work with the Board to further the University's motto, "Students First."

That concludes my report, Mr. Chairman.

Mr. Shumate:

Thank you. Are there any questions? Again, thank you, Eric.

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**DISCUSSION ON COMPENSATION GUIDELINES**

Mr. Shumate:

I would like to call upon Ed Ray, Bill Shkurti, and Larry Lewellen to lead the discussion on compensation guidelines.

Dr. Edward Ray:

Thank you, Mr. Shumate. Let me ask Larry Lewellen, Acting Vice President for Human Resources, and Bill Shkurti, Vice President for Finance, to initiate the discussion on the compensation recommendations.

Mr. Shumate:

I would just like to call to the Board's attention, the resolution that is in your notebooks for consideration after the presentation and discussion for 1999 Compensation Guidelines.

Mr. William Shkurti:

Thank you, Mr. Chairman. We will be asking the Board to approve the salary guidelines for faculty, staff, and students for the budget year beginning July 1, 1998. This is an item that has already been aired through the Fiscal Affairs Committee earlier this morning, so Larry and I will summarize briefly the outcomes of that discussion. First, I will turn it over to Larry to talk about the context in which we are providing these recommendations and what the recommendations are, and then I will follow with the fiscal impact.

Mr. Larry Lewellen:

Thank you, Bill. In your Board book under the budget tab, there are some colored charts that follow the resolution that I will refer to briefly to give some context. We believe that we should provide some part of the context of why the Staff Advisory Committee and the Faculty Senate made recommendations about raises that were publicized and why we are recommending a raise. Because we realize that there are no entitlements -- every raise has to be earned -- so we would provide a context for that. I am going to speak briefly about the University's raise history compared to our peers, our current competitive position, and then the outlook for raises for next year with our competing markets.

One of the charts that I am going to first refer to has a purple bar across the top. There are three things in our raise history that are important. One is that we had a three-year string in Fiscal Years '95, '96, and '97, where we made great progress and

**DISCUSSION ON COMPENSATION GUIDELINES (contd)**

Mr. Lewellen: (contd)

ended up being ranked third among our benchmark institutions for faculty salaries. Then in Fiscal Year '98, we took a bit of a step back and fell from third to sixth among that group. We will still see by the next chart that we are still relatively at the average of that group, but we did lose a bit of ground.

We can see across the bottom of that chart that during the past 5 years OSU averaged 3.8 percent in raises. The other Ohio public institutions that are in our same fiscal climate averaged slightly less, and our benchmark institutions averaged about the same, at about 3.8 percent. There is a chart following that that shows faculty salaries. It illustrates where we are among our benchmark institutions, or really an aspiration group for us, that shows that last year we were third and this past year we fell to sixth. But it illustrates that we are within 1 percent of the average of that group salary, which is an important statement to remember.

The next two charts illustrate staff competitiveness. I am going to bypass the first chart and go to the second one because it has been adjusted for benefits. With staff, we compare to other competitive markets, because we compete for staff with private and public employers, locally and regionally, not just higher education. Higher education tends to skew its total compensation package a bit more towards benefits than other private and public employers. So we get a positive adjustment when we consider our total compensation approach.

We can see that OSU by occupational group is fairly much more on target competitively for managers, administrators, clerical, and secretarial. Though with clerical and secretarial we ride somewhere in between the general market and the State of Ohio, because the State pays somewhat above market. For our professional and technical staff, we are anywhere from 3 to 6 percent behind market and have some continued work to be done there.

The last chart that I will refer to is the following one, "Competitive Salary Markets Outlook for FY 1999." It shows that nationally for higher education in Ohio, employer groups, public and private, are looking at about 3.5 to 4 percent raise averages for this particular year. So that gives us some context. And we see that the State of Ohio outlined as a 3 percent raise.

I will move from context to recommendations for the raise package, which is in the materials attached to the resolution. We are recommending a package which averages 3.5 percent -- this would be administered differentially across for individuals based on performance and equity.

There will be no funds held back centrally this year for differential investment by colleges, though that will continue to be considered year-to-year by Academic Affairs as to the necessity for that. Deans would be able to hold back up to 1/2 percent for differential investment by departments, because we know there are differing achievements of excellence by department and differing profiles of faculty performance by department. So we need to allow deans some ability to address that, but to cap that so that there is some leveling. Then lastly, University Hospitals and the collective bargaining packages are developed separately, as they have been for the past few years.

Mr. Chairman, we believe this recommendation is our best compromise between the funds needed to meet our aspirations and the available budget. It really does allow us to address performance this year in a focused fashion.

**DISCUSSION ON COMPENSATION GUIDELINES (contd)**

Mr. Lewellen: (contd)

I'll turn it over to Bill, unless there are any questions for me on context as to the implications on our budget.

Mr. Shumate:

Are there any questions of Larry?

Mr. William Shkurti:

The principal financial impact of this proposal is a \$14 million price tag to the general fund for salary and salary-related benefits. There is an additional \$17 million for other units which are self-funded, which would include auxiliaries and the Hospitals. In total, this would affect 26,000 University faculty, staff, and student employees. The funds are available for Fiscal Year 1999 within our income estimates.

Two questions that Larry, Ed, and I have gotten frequently about this particular package is number one, "What about Issue 2? How can you go ahead and make a pay decision of such magnitude before that is decided?" The answer is that the potentially negative impact on the University's operating budget from the failure to reach a resolution in the school funding issue -- to which Issue 2 represents a resolution -- really doesn't have a major effect on our operating budget and the State's operating budget until Fiscal Year 2000. That effect could be very serious if Issue 2 fails. In the meanwhile, we have competitive pressures with other people who love to hire away our best faculty, staff, and students. We need to meet those and we have the funds available, so we are proceeding with that. Of course, we will continue to watch the ballot box on Tuesday.

The second question we have gotten, and Larry eluded to it, is "If the market is going up between 3.5 and 4 percent, why are you only doing 3.5 percent?" As Larry mentioned, this is a compromise between what we'd like to do and what we have the funds available to do. We think the 3.5 percent will keep us in the range of where the market is going for our faculty, staff, and students.

The reason we aren't able to do a little bit more is we do have other demands on funds. We have also, as I'm sure the Board is aware, absorbed a budget cut of \$500,000 for next year with our State funds from what we previously anticipated. This relates to the impact of the Asian economic crisis on our students from that part of the world. We still haven't sorted that out yet because it is very uncertain just what is going to happen.

So if you take all of these figures into account -- where the market is going and what our other demands are on the University budget -- we think the 3.5 percent increase represents the best compromise of all those goals. It does mean that we are going to have to continue to work hard to make sure we are able to offer a competitive compensation package for all our valued faculty, staff, and students. So we recommend that this be approved by the Board.

Mr. Shumate:

Questions?

Mr. Brennan:

Bill, the resolution states that we are approving a budget increase to the salary pool of approximately 3.5 percent. Does that mean it could be more than 3.5 percent?

**DISCUSSION ON COMPENSATION GUIDELINES (contd)**

Mr. Shkurti:

Mr. Brennan, the reason we use the language "approximately" is that in an institution this big, when we give a unit a budget there has always been the problem of how fine they tune the actual salary increase. I think at one point, we made people round to the nearest \$12.00. Imagine if you have a small unit of three people or a big unit of several hundred, you have some interesting problems. So when we say "approximately," we mean within, plus or minus, two-tenths of a percent. The dollar figure that we send out is very exact and represents 3.5 percent of the University's budget. It is an attempt to avoid a bureaucratic, red tape nightmare in splitting hairs over fractions of a percent.

Mr. Brennan:

Thank you.

Mr. Shumate:

Any other questions? We do know that this was fully considered in the Fiscal Affairs Committee, and if there are no other questions, is there a motion? Thank you, Larry and Bill.

**FY 1999 COMPENSATION GUIDELINES**

Resolution No. 98-145

WHEREAS the current budget expires on June 30, 1998; and

WHEREAS faculty, staff and student employee salary increases at comparable institutions are expected to average between 3.5 percent and 4.0 percent over the next twelve months; and

WHEREAS appropriate consultations have taken place throughout the University:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves budgeted increases to the salary pool of approximately 3.5% for faculty, staff and student employees to take effect July 1, 1998 as described in the attached materials; and

BE IT FURTHER RESOLVED, That the Secretary be instructed to incorporate all supporting documents into the minutes of this meeting, and to file these materials with the official records of the University.

Upon motion of Mr. Celeste, seconded by Mr. Brennan, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Messrs. Shumate, Celeste, Colley, Skestos, Brennan, Patterson, and Slane, and Ms. Longaberger.

(See Appendix L for background information, page 839.)

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**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID**

Mr. Shumate:

At this time, we would like to call upon Dr. Ray to introduce the Report on Undergraduate Recruitment, Admission, and Financial Aid.

Dr. Edward Ray:

Thank you, Mr. Chairman. I'd like to call on Jim Mager, Scott Healy, and Tally Hart to come forward and present information on our expectations about the entering class for next year.

Dr. James Mager: [overhead presentation]

Mr. Shumate, Dr. Sisson, Dr. Kirwan, and members of the Board, I am Jim Mager and here with me are Scott Healy, Director of Undergraduate Admissions, and Tally Hart, Director of Student Financial Aid, to provide you a brief update on our recruitment, admission, and financial aid efforts. We will look forward to any questions or comments you may have following the report.

There are two ways that you can follow along: 1) Alison Washburn and Frances Robbins are helping us with the presentation on the overhead that you see; or 2) you have a folder at your places that has our presentation in the left-hand pocket. When we get to Scott's presentation, he will be talking about the materials in the right-hand pocket.

First of all, we are pleased to report that during the last two years, we've had some very aggressive goals for enrollment and we were able to meet them. We've had significant increases in the quality of our incoming classes, as well as the diversity. In addition to that, we were able to make significant cuts in the remediation programs at Ohio State. It is impossible to predict with accuracy what our class for 1998 will look like. But with the application deadline behind us and the May first acceptance national deadline upon us today, we can speak with confidence that we expect these trends to continue for the Autumn 1998 class.

The next slide will give you some examples of what we mean. First of all, I want to indicate that at Ohio State, we have a very large freshman class and our numbers are very impressive in many of the areas. Sometimes the average, however, is not as impressive as some of the other institutions that bring in classes a third to a half the size of Ohio State. We believe that with that, we are making some great progress. We are expected to bring in a class of over 6,000 this fall.

You can see that during the last three years, our average ACT has gone from twenty-three to twenty-four. We expect that that will be higher this fall. For those of you that aren't familiar with the ACT, that brings us from an average percentile of about the seventieth percentile to the seventy-sixth percentile. Again, we expect that to be higher. You can see the areas of the top ten percent, twenty percent, and thirty percent have also had significant increases.

I want to also mention our honors students, as well as the University's scholars. Our honors criteria for the most part -- there certainly would be exceptions to this -- would be students in the top ten percent of their class and who have achieved in the top five percent in the standardized tests. We have had a thirty-eight percent increase over the last two years in that particular area.

In the area of University scholars, which is even more selective -- that is the students that are typically in the top three percent of their class -- we had a fifty-eight percent

**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID (contd)**

Dr. Mager: (contd)

increase in that area. We have had increases in University valedictorians, as well as national merits and national achievement students.

On the flip side, while our admission standards are increasing each year, we have had a significant decline in the number of students requiring remedial math and English. Even though we don't see the day when remedial math and English will ever go away -- because we certainly see plenty of fine students who maybe have a weakness in one of these areas -- we do expect the decline to continue.

We were also very pleased to indicate that while our academic profile is improving, that the diversity of our students continues to increase also. You can see from the slide the different underrepresented minorities.

I wanted to indicate, before I turn it over to Scott, that this trend that we have had, and one that we expect to continue, is not by chance. I want to recognize that the Office of Academic Affairs has led and guided this process with University-wide advice. I know, that Dr. Sisson and Dr. Ray have used the Enrollment Management Steering Committee and the Council on Enrollment Student Progress with students, faculty, and administration all playing major parts in the advising for this plan. I also want to recognize that the Office of Undergraduate Admissions coordinates truly a University-wide plan and that a strong financial aid program is also a major component to this.

I will now turn this over to Scott to talk about the University-wide Outreach Program that we have.

Mr. Scott Healy:

Jim, thank you very much. I would like to note that in my general world that I work in, the signing date in early February is not the most important date -- that is when football players let us know that they are committing to this University -- but May 1, which is today. This is the day when millions of young people throughout the country are making their final decision whether or not to attend one university compared to another. I also want to note that it is not just one office that works on this venture, but it is a coordinated effort. I will highlight some of those as we go to the next part of that slide.

A very important part of our recruitment effort is the personal attention that we can bring to this through our faculty. They help us in terms of office and classroom visits by perspective students and their families, personal letters and phone calls that are sent to students that have an interest in their particular area, and receptions, both on-campus and off-campus recruitment events, in which they are a very important part.

Secondly, our alumni play a very important part, in terms of being community liaisons for their high schools. They make personal phone calls and send letters not only to students, but also to families. They also participate in college night and college day fairs, off-campus receptions, as well as some on-campus receptions.

Another important component is what our own students do in helping us tell the story about what it is like to be a student here at the University. They do it through tele-counseling, where over the last couple of years they have made over 300,000 phone calls to perspective students and their families; through our showcase, in terms of tours on the campus and departmental programs; and through on-campus and off-campus programs/receptions.

**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID (contd)**

Mr. Healy: (contd)

I also wanted to point out in the next slide that it is truly a coordinated effort. It is by the Office of Undergraduate Admissions, which works with both transfer admissions, freshmen, international, as well as graduate and professional programs. The Office of Financial Aid, a key ingredient, not only for recruiting students here at the University, but for the retention of students. The Alumni Association -- hundreds of people who help us through the Alumni Volunteer Program, and give hundreds and thousands of hours in volunteer time to communicate with perspective students and their families. Also, the Office of Minority Affairs, the Honors Program, the Visitors Center, which sees approximately 30,000 visitors to this campus each year, and colleges and departments, as well as University Communications.

I would like to point out two publications that are in your folder. We are trying to reach students earlier in their high school and middle school experience. The first one is a new publication that was developed by my office, in consultation with a number of people -- students, counselors, and middle and high schools -- so that we can begin to communicate earlier -- meaning 8th, 9th, and 10th graders -- about the challenges of high school and preparing for higher education. We produced 80,000 of these and they were gone within two weeks. Another 20,000 were ordered and we sent them to every single high school and middle school within the State of Ohio, and then our feeder schools outside of the State as well.

The other publication, which we have just adopted, is what we are trying to do to prepare newly admitted students to be better prepared for what curriculum they have chosen to study. We realize that 17 and 18-year olds change their minds many times, not only before they reach this University, but also after they reach this University.

My last comment is really to say that recruiting, in terms of how we do this, is not just recruiting a student, it is recruiting a family. In John's remarks his dad said, "You are going to Ohio State." What we want to do is to make sure that in the last week of April, when families sit down together, that it is a decision that is made by the student, his or her parents and guardians, and that this is the best investment for their future. With that I will hand it over to Tally Hart. Thank you.

Ms. Tally Hart:

The objectives of Financial Aid is to try to be behind the scenes for students and to try to ensure that students are not focusing on dollars, but rather their classroom, laboratory, and library experiences. We have had a very successful year in the past 12 months and look forward to continuing that trend in the coming year. We have had a great deal of effort, as the highlights will show you, in trying to have strategic distribution of dollars.

With the numbers that we face and the dollars that we commit, it is critically important that we know a great deal about how those dollars go to work for Ohio State and in support of our recruitment, as well as retention goals. We also work to provide the proper analysis and appropriate increases of those dollars, but in ways that will be meaningful to the University's mission and goals, and certainly to the students that we serve.

A key part of Financial Aid is being behind the scenes, rather than a barrier for students, and that is reflected in one of our magic dates as the day that bills go out each Autumn. It is our goal each term, that the amount of financial aid, for all

**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID (contd)**

Ms. Hart: (contd)

students who have applied for it, has been credited on their bill. In many respects, that is like May 1 for Admissions. It is our day to ensure that students have all of those dollars going to work for them and that parents aren't putting money out that will later be reimbursed, but rather that the financial aid has taken care of that.

We had a very successful year this year, probably best reflected in the opening of Autumn Term by an 88 percent reduction in calls to our office. That is the kind of measure that tells us what we saw in the fee payment process, which was maximum dollars of financial aid and the most bills ever fully paid at the time the bills were issued. That is the way financial aid should go to work on behalf of our students.

Finally, we have achieved that maximum aid by trying to develop, through special achievement with the Department of Education, activities to allow us to use our own strategic planning, rather than a set of federal regulations to accomplish process re-engineering for our students. We also have used fewer steps in that reengineering and that has been brought about by our special federal status. There are only about 106 institutions in the country that have this status that allows us to use our own statistics and do a better more tailored job for our students, which would significantly reduce the steps in the financial aid process.

We, of course, have and will continue to use technology to try to deliver our services and financial aid is really more than dollars, it is a set of information services that are needed by our students. We want to ensure that through technology we -- and especially with a new computer system that came up in the last 14 months -- will meet the needs of the students.

I will say that, with all due respect, our two large public neighbors in the state to the north took four and seven years, respectively, to do the job that we did in 14 months. We weren't out for a land speed record, we were up against the deadline of the year 2000 in dealing with a very antiquated system. I am pleased to announce, on behalf of a hard working staff and team, that we delivered 8,750 notices of freshmen financial aid on time and competitively, to meet information needs of students who are making those decisions over the last several weekends with their families.

We have a long way to go in technology, even this year. The demands -- as I have said, freshmen admissions is a big piece, but more than two-thirds of our work -- are for continuing students, graduate and professional students. We will expect to issue, in the course of the year, 35,000 accepted offers of financial aid that will total over \$250 million. It is a big task, and we feel technologically prepared and advanced in delivering it.

Our objectives include a much larger horizon. We know that, first and foremost, delivery of service to students is what is expected of us. It was a special pleasure to be with you today to hear several student leaders with whom we have engaged in a very active partnership.

I have to say that my very favorite evaluation of the whole year occurred not at my prompting, but Thursday as I was leaving Lincoln Tower. A student who knew my job, stopped and asked how he might accomplish a step in the financial aid process next year. I was pleased to tell him that there were three different ways, why he might choose each of those steps, and what was within his control. He said, "You know, I have been at the University for five years and I just have to tell you that I used to dread it, like I hear people dread going to the IRS. Now, I look at it as a positive place where

**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID (contd)**

Ms. Hart: (contd)

I go to get good solid advice." There is nothing that I could say more, or be more proud of on behalf of our staff, than that comment. That is exactly what we are here to do.

Less you think that we have any plans to sit on those good positive steps, our horizon is definitely broadening. Not necessarily because we are seeking it, but simply because family economics are propelling us from financial aid into family financial planning. That this is a real challenge for all of higher education -- explaining to families how to save for college. We are developing a program that we have just piloted, aimed at fourth through sixth grade parents, trying to explain to them how they might think about college costs and plan for that future.

We intend to be a leader in producing seamless financial services that allow students again to focus on their classroom, rather than the economics of going to college. We feel the need to be sure that students know how to integrate work along with the academic demands. Faculty express to us the number of concerns about students having too many hours of work trying to be folded in with the extensive academic demands that they face. We are interested in being a leader in helping solve that problem and make that more reasonable for students.

And finally we, like many institutions, are very concerned about the level of debt that students and their families are taking on. We believe that we are at the forefront of what will be a cutting-edge research study to look at the debt levels of students and what it does to the academic experience. This is going to be a collaborative effort with members of our faculty, the staff in Jim's and other offices, and with the Undergraduate Student Government, to try to -- along with the solid educational experience student's receive at Ohio State -- be sure that they leave with a good set of personal economic skills. And if they need to borrow, to understand how to manage debt and how to engage in that now very common American practice with good sense, without it being a barrier in their lives in the future.

It is an exciting horizon. We are very pleased about the last couple of years, and we certainly look forward to working with you and to reporting on these objectives. We think these objectives will be very positive in helping secure the recruitment and enrollment goals of our students in the future.

Dr. Mager:

Just to wrap up, I want to make two final statements that are trends that we have experienced for both quality and diversity. We expect that they will continue. We believe that the University-wide efforts are a major ingredient, as well as a strong financial aid program.

In conjunction with other efforts -- and I want to say most notably those would be retention efforts, both academic and student life retention efforts -- and in combination with bringing in stronger students, it also provides diversity -- these are the keys that will lead to increased retention and graduation rates. Even more importantly, I think, they will result in a stronger intellectual environment here at Ohio State, and certainly stronger and better reputation for the future.

So we look forward to any comments or questions that you might have.

**REPORT ON UNDERGRADUATE RECRUITMENT, ADMISSION,  
AND FINANCIAL AID (contd)**

Mr. Shumate:

Jim, Scott, and Tally, thank you very much for your excellent report. Are there any questions from the Board?

Mr. Healy:

If I could make one other comment. I had left out our chart about the Office of Student Affairs. The out-of-classroom experience is absolutely critical in the recruitment of students and it showed what happens in the classroom environment. I would like to say, without David Williams' efforts, his leadership, and his people, and what they do to help us in recruitment, we would not nearly be as successful as we have been.

Mr. Shumate:

Thank you for that addition. Are there any questions or comments? Again, we thank you for your report and, more importantly, we thank you for your excellent work and the results of your efforts over the year. Keep up the good work.

Dr. Sisson:

Mr. Chairman, I would also like to thank Jim, Scott, and Tally, for that marvelous informative presentation.

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**FAREWELL TO ALEX SHUMATE**

Dr. Richard Sisson:

As we reach the end of today's agenda, I want to recognize our outgoing Chairman, Alex Shumate. Many people do not realize -- and it is very difficult to understand even when you are up close -- the amount of time, energy, and dedication that our Trustees give to this extraordinary institution.

On his watch, Alex faced challenges, that most chairmen do not face, which placed extraordinary demands on his time and on his exceptional leadership. Through all of this, his commitment has been unwavering. His leadership has been extraordinary. His diligence in everything that he has done, has been absolutely remarkable. Also, the affection that he has for this institution is seen and resonates in everything that he does.

Alex, in recognition of all of these wonderful things that you have done and do, and in the extraordinary leadership that you have given to this institution, I would like to present you with this gavel. This is a symbol of The Ohio State University and also a symbol of authority and leadership.

Mr. Shumate:

Thank you.

President William Kirwan:

I have been very privileged to get to know Alex Shumate over the last six months. He is such an extraordinary representative of this great University. Under his

**FAREWELL TO ALEX SHUMATE (contd)**

President Kirwan: (contd)

leadership, a vision for this University and a resolve to achieve that vision have become so evident, so focused. I feel so very fortunate and blessed to have come to know Alex and look forward to the friendship that we will share in the years to come, the advice I am hoping that he will continue to give me, and the support that he will provide to all of us as we move forward to make this one of the nation's great universities. Alex, thank you.

Mr. Celeste:

I would like to add, Alex, that yesterday you witnessed the extraordinary warmth that the University family has for your involvement with the University. On behalf of the Board, our sincere and genuine appreciation for the leadership that you have provided, and the style and the model that you have provided of leadership with grace and dignity.

I want you to know, that you have provided a remarkable challenge for Michael and I to follow in your footsteps. We want to pledge to you, that we will try to maintain that high excellent standard that you have set for us. I would also like to acknowledge that there is someone that is going to help me do that here today and that is my wife, Dr. Bobbie Celeste. I pledge to you, that we will do everything that we can to come close to the superb leadership that you have provided the University.

Mr. Shumate:

First of all, thanks to everyone. This has been truly the best learning experience of my life. As Mark so elegantly stated, it is an honor and a privilege to serve as a trustee of this great University and even a higher honor to serve as the chair of this great Board of Trustees. As I said yesterday, you are not only my colleagues but you are my friends, and we certainly will continue our friendship beyond the borders of Board service.

Also, as I said yesterday, Dick, I really appreciate your outstanding leadership. I appreciate your commitment and sacrifice in order for us to truly take Ohio State to the next level. We did it together with the administrative leadership that you see around this room -- the vice presidents, the deans, the chairs of various departments, certainly our faculty, our outstanding student leaders, and our alumni. We worked together this year to continue the great momentum that had started before us.

Ted, I can say to you, it is with a great deal of confidence that I pass the gavel to you. You have prepared yourself so very well over the past 8 years. As I said to you recently, you are certainly ready; you have the talent. With the outstanding leadership that we have -- take the leadership of a Dick Sisson and Ed Ray, who have been providing outstanding administrative leadership, and you add a Brit Kirwan -- that's truly a national championship team, with a Ted Celeste. Ted, you have my commitment to be of any service that I can to you, because I am just going to form a new partnership with The Ohio State University family, I am just going to be an ex-trustee.

Mr. Celeste:

He kept saying, "You are ready," and the reason that I am ready is because of his fine tutelage. It has been a wonderful experience working closely together with Alex and I really appreciate that.

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May 1, 1998 meeting, Board of Trustees

Thereupon the Board adjourned to meet Friday, June 5, 1998, at The Ohio State University Fawcett Center for Tomorrow, Columbus, Ohio.

Attest:

William J. Napier  
Secretary

Alex Shumate  
Chairman