

November 4, 2016

President Michael V. Drake
The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, OH 43210

Dear Michael:

As you know, each year the Board of Trustees conducts an annual review of the University President's performance over the previous year, which is consistent with best practice across higher education. The Board understands the importance of strong leadership in determining the success of the University and recognizes the unique challenges that come with leading a large and complex university like Ohio State. It is vital to the University's success that we appropriately value the experience and loyalty of our University leadership, but that we also periodically confirm continued alignment between the Board and the President on strategic University priorities and ensure that the Board is providing the President with the support needed to thrive. I appreciate how you also recognize the importance of this process and our shared work together.

To that end, last year you and the Board worked collectively to identify the priority goals on which we would most intently focus our collective effort for the year. Your leadership and effort in these core areas was truly impressive, and I would like to call attention to just a few of your many accomplishments over the past year.

Goal 1: Financial Stability/Develop a 5-year plan balancing revenue generation and expense reduction.

The University set aggressive targets for revenue generation and expense reduction for the past year, yet we exceeded those targets by a comfortable margin. We had a record year in fundraising and surpassed our *But for Ohio State* campaign goal of \$2.5 billion by over \$500 million. In the Medical Center, we have exceeded our 5-year goal for days cash on hand reserves by the end of the first year, adding roughly \$300 million to our balance sheet in the past two years, while at the same time improving patient outcomes and satisfaction. And your success in leveraging university resources to generate new revenue opportunities was clearly demonstrated by the University's new agreement with Nike, which was then-largest deal of its kind in history.

Goal 2: Academic Excellence/Strengthen the quality of academic and research programs.

The University continues to make dramatic strides with respect to your focus on access, affordability, and academic excellence. This year, the University saw a record number of undergraduate applications, with an incoming class with all-time high average ACT scores, and we maintained our historically high persistence and graduate rates. The University held tuition and room and board flat for the second year in a row, and at the same time expanded the affordability grant program, significantly increasing both the total number of grant recipients and total dollars awarded.

You launched major new programs, such as the Institute for Teaching and Learning, Buckeyes ACT, and the one-day/one-week counseling support effort, which will help transform the overall student experience for our students. And we hosted the first ever Buckeye Summit, focusing on food security, engaging the global University community to foster positive change.

Over the past year, the number of faculty who received citations of excellence from or were elected to national and international learned societies increased more than 40 percent. Ohio State was the primary research partner in Columbus's Smart City win, leading to \$140 million in grants and matching funds for the City, for which the University will continue to help further transportation research and innovation. Our Comprehensive Cancer Center grant received a perfect score of 10, the first university CCC to receive this score in the 45-year history of the National Cancer Institute.

And for the first time in medical history, a paralyzed man moved his fingers and hand using his own thoughts - the result of a research partnership between the Wexner Medical Center's Neurological Institute and Battelle.

Goal 3: Talent and Culture/Establish a diverse university-wide culture that strengthens wellbeing as well as attracts, retains and develops fully performing faculty, staff and students.

The incoming class of 2015 was the most diverse in our university's history. A record number are minority students and 22 percent are domestic first-generation students. We also saw an increase of nearly 400 international freshmen. Our incoming medical college class was the most qualified and most diverse in our history, with 26 percent of our incoming students from groups underrepresented in medicine. In FY16, Ohio State was ranked in the top five nationally by The Education Trust for improving the graduation rates of underrepresented minority students.

We hired a new vice provost for diversity and inclusion on July 2015. A complete inventory of existing diversity and inclusion work was created to develop a database that will enable us to track our collective investment in this area. Last year, the number of women among our regular faculty, and minority representation among regular faculty and staff increased. And overall, we hired over 300 faculty on the academic campus across all disciplines, within and in addition to our 53 Discovery Themes hires.

Goal 4: Presidential Relationships/Build key government and community relationships that further integrate the university into the economic, cultural and public fabric of all levels of government with continued focus on national and international affairs.

You have made relationship building and community engagement a top priority of your presidency and your efforts are to be commended. You met with over 50 officials at the local, state and federal levels and participated in more than 500 community events. You held leadership roles in important national higher education associations, such as the Association of American Universities (AAU), the Association of Public and Land-grant Universities (APLU), the NCAA, and others, positioning Ohio State to be at the forefront of American higher education in the 21st century.

Beyond your achievements with respect to these goals, my fellow trustees praised your leadership, integrity, intelligence and comfort in steering the University on a path to even greater success. They also noted your willingness to listen and collaborate with the University's many varied constituencies to more effectively harness the collective energy to help the University grow.

Pursuant to the terms of the contract in place from the time of your arrival at Ohio State, you are eligible for an annual increase of your base compensation. As part of the University's Annual Merit Compensation Process, the University established a salary increase framework for faculty and staff that set forth a 2.0% aggregate increase requirement for all offices. Consistent with that process, you will receive a 2.0% adjustment to your base salary in the amount of \$16,320. Effective September 1, 2016, your base salary will be \$832,320.

Additionally, you are eligible for an annual performance award of up to 25% of your base compensation for achieving mutually agreed-upon performance measures. As articulated above, your achievement on these University goals over the past year has been outstanding. As such, you will receive a performance award of \$204,000 which amounts to the full 25% of your base salary.

On behalf of the entire Board of Trustees, I would like to thank you for your continued service and dedication to our great University. Under your leadership, we remained poised to become one of the top land grant research institutions in the world. Best wishes to you and Brenda for the coming year.

Sincerely,

Alex Shumate
Chair, Board of Trustees

Jerry Jurgensen
Chair, Board of Trustees Talent and Compensation Committee