

A scenic view of a university campus. A paved walkway leads through a lush green lawn lined with large, mature trees. A person is walking along the path. The scene is bright and sunny, with shadows cast on the grass and path.

Welcome to the

OFFICE OF BUSINESS & FINANCE





Agenda

B&F Culture

- Mission, Vision, Values
- Employee Wellness & Belonging

Who we are

- Our University Role
- Business Unit Structure
- Leadership & Initiatives
- Financial Summary

Onboarding Resources

- Human Resources & Training
- IT Services
- Resources





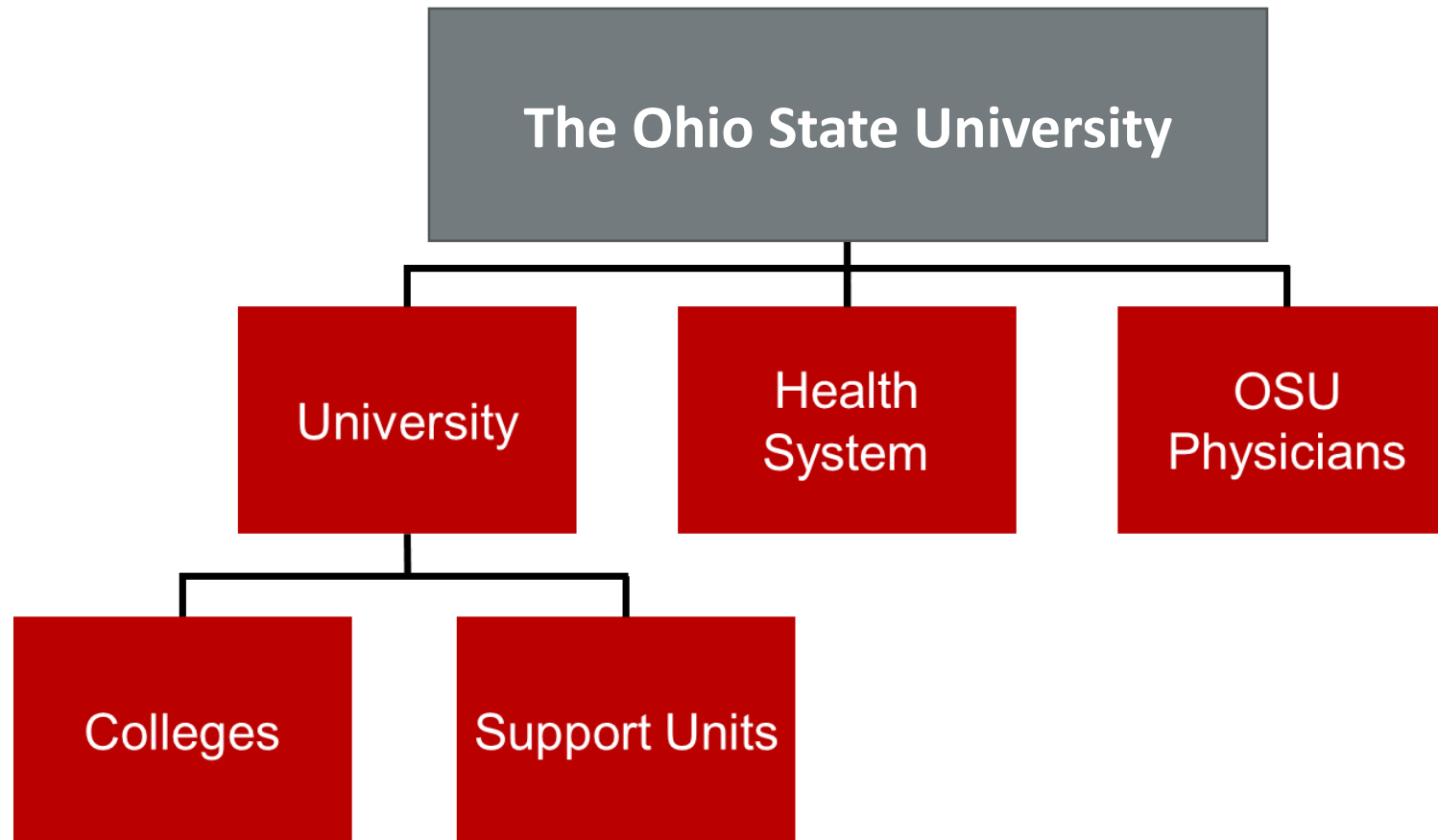
B&F Culture

B&F staff members are essential to successfully achieving the university's vision and mission. The B&F leadership is committed to timely, transparent communication, which supports the university's land grant mission while also supporting a culture of inclusivity and wellness.

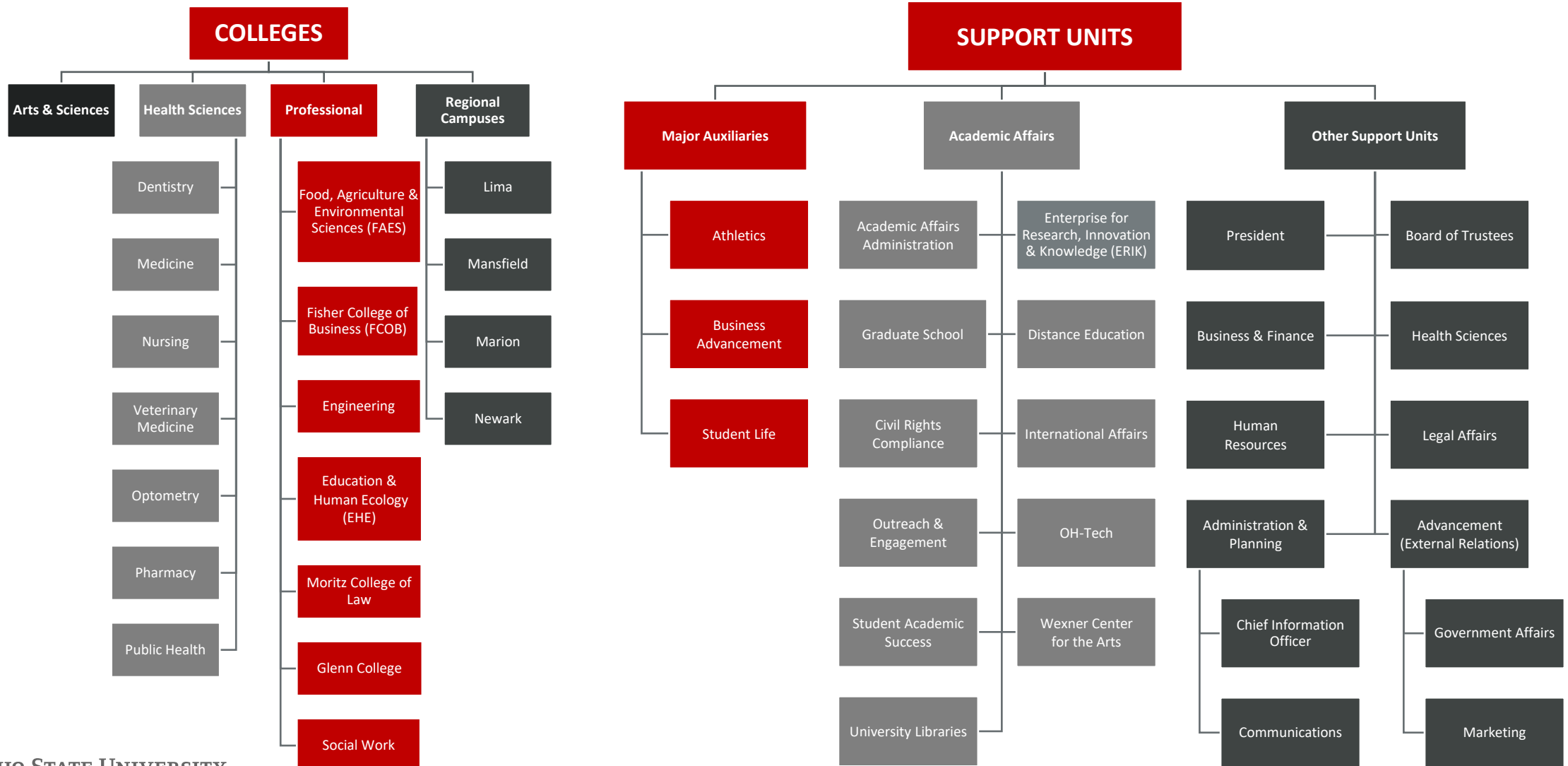
- The B&F Bulletin provides staff with timely messages from the CFO, key university updates and resources for staff.
- Quarterly Town Halls feature financial and operational updates in addition to guest speakers and topics from [Wellness](#), [Pelotonia](#), [Bucks for Charity](#) and many others.
- Staff members are encouraged to recognize their peers exhibiting outstanding service, innovative problem solving and other leadership by nominating colleagues for the [B&F Big Shoutout](#).

Who We Are

Enterprise Organizational Chart

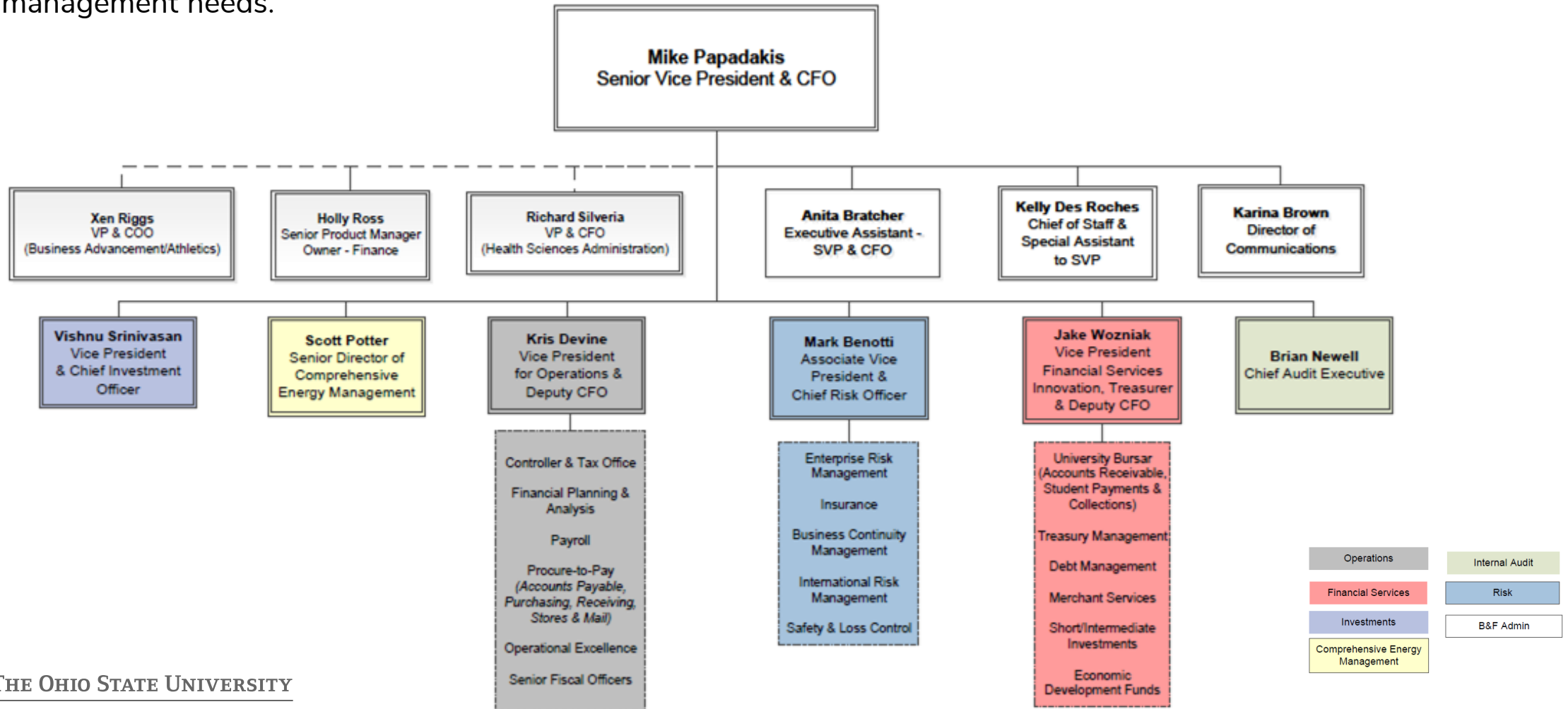


Colleges & Support Units



B&F Unit Organizational Chart

The Office of Business & Finance (B&F) consists of 330 staff across six units encompassing the university's budget, financial operations, treasury and debt financing needs, investments, internal audit, risk management and energy management needs.



Executive Leadership



Michael Papadakis

Senior Vice President and CFO

papadakis.6@osu.edu

Michael Papadakis leads all financial activities of the institution and oversees a \$10+ billion annual budget as the senior vice president of business and finance and chief financial officer for The Ohio State University.

Mike is focused on advancing the university's mission through operational excellence and resource stewardship, including efficiencies and innovative funding solutions.

He began as Ohio State's vice president and treasurer in 2011 and has been serving as the university's senior vice president and CFO since February 2018. As CFO, Mike oversees offices including business advancement, financial operations, internal audit, investments, risk management & insurance, treasury, energy innovation and the Wexner Medical Center CFO.

Mike led the university's team on the \$1.165 billion comprehensive energy management partnership, which represents the largest-ever investment in Ohio State's academic mission. The university has invested most of the funds in endowments that support student scholarships, teaching excellence and other academic priorities. The partnership is also improving the sustainability of the Columbus campus — with work underway to improve building energy efficiency by at least 25 percent within 10 years — and creating a \$50 million energy innovation center to advance discoveries to market.

Some of his other accomplishments at Ohio State include the \$483 million campus parking concession, a 20-year wind power purchase agreement, and agreements with Apple, Coca-Cola, Huntington Bank and NIKE that support the academic mission in various ways. Mike has utilized his capital markets expertise to provide the university with access to affordable financing for projects such as the North Residential District. Capital highlights include the issuance of the university's century bonds and subordinated housing bonds, and the establishment of a corporate "shelf-like" registration process, which has been utilized for a \$600 million round of financing.

Mike serves as a board member of the Ohio State University Wexner Medical Center, OSU Health Plan, OSU Physicians, Inc., Transportation Research Center, Rev1 Ventures, Oval Limited, Ohio State Innovation Foundation, Ohio State University Foundation, Science and Technology Campus Corporation (SciTech) and Campus Partners.

Prior to joining the university, he served as a director of energy investment banking at KeyBanc Capital Markets. Mike held previous roles in corporate tax at Deloitte and strategic business valuation at Arthur Andersen.

Mike earned his MBA in Finance from the Fisher College of Business at The Ohio State University and a BBA in accounting from the University of Cincinnati. He also completed the General Management Program at Harvard Business School. Mike is a CPA (inactive).

Mike resides in New Albany with his wife, Kennia, and two daughters, Gabriela and Anna.



Leadership Team



[Anita Bratcher](#)
Executive Assistant to SVP & CFO
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[Karina Sampei Brown](#)
Director of Communications
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[Kelly Des Roches](#)
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and Chief Risk Officer
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Energy Management
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[Brian Newell](#)
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newell.14@osu.edu



[Xen Riggs](#)
COO & Vice President of
Business Advancement
riggs.44@osu.edu



[Vish Srinivasan](#)
Vice President & Chief
Investment Officer
srinivasan.260@osu.edu



[Jake Wozniak](#)
Vice President of Financial
Services and Innovation,
Treasurer and Deputy CFO
wozniak.20@osu.edu

University Business

These Business and Finance units work most closely with business officers within and outside the university to support Ohio State's mission.

CONTROLLER

Services include accounting, asset management, endowment administration and tax compliance.

DEBT MANAGEMENT

Includes internal bank, investor relations and debt funding for university capital projects.

FINANCIAL PLANNING & ANALYSIS

Produces university operating budget and supports colleges and business units on their financial planning needs.

FINANCIAL TRAINING

Provides training on university's financial policies, procedures and systems for Ohio State employees.

INTERNAL AUDIT

Assists departments with financial/operational audits, information systems audits and compliance.

INVESTMENTS

Manages the Long-Term Investment Pool(LTIP) and protects the value of the university endowment funds.

RISK MANAGEMENT

Works to proactively identify, assess, prioritize and mitigate risk on behalf of the university.

TREASURER

Provides banking services including deposits, acceptance of payment cards and receipt of electronic funds.



University Services

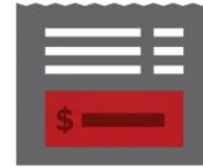
We serve the Ohio State community with the services listed below.



Plan Travel



Pay Tuition



Payroll Services



PCard Services



University Mail
Services



Surplus
Management



Fiscal Service
Center



Procurement
Service Center

More details on university services can be found at [Buy, Sell, Travel](#).

Major Initiatives

Through innovative funding, administrative efficiencies and careful resource stewardship, Ohio State is actively committed to innovative approaches to support our mission as a national flagship research university.



NEW RESOURCE GENERATION

Ohio State has generated more than \$2 billion to provide ongoing support for access, affordability and excellence.



OPERATIONAL EXCELLENCE

Administrative savings have provided funding for more than 15,000 President's Affordability Grant recipients.



INNOVATIVE INITIATIVES

Ohio State launched an unprecedented sustainability program to improve energy efficiency and fund student scholarships and faculty positions.

Financial Summary

FY25 Annual Financial Report



Report Highlights:

- Revenues increased \$805M, to \$8.52B, driven primarily by strong growth in health care revenues, sales and services and tuition and fee increases.
- Operating expenses increased \$658M, to \$9.39B, primarily reflecting continued growth and strong patient volumes across the Health System.
- Grant and contract revenues decreased \$2M, to \$1.06B, primarily reflecting a \$22M decrease in federal grants and contracts. Partially offsetting the decrease were increases in state grants (up \$9M) and private grants (up \$10M).
- Tuition and fees increased \$71M, to \$1.17B in 2025, due primarily to an increase in gross tuition and other student fees of \$101M, offset by an increase in scholarship allowances of \$30M.
- Net investment income was strong in 2025 with a \$235M increase in net investment income over the prior year, resulting from a strong performance for the LTIP (+11.81%) and strong returns for our short- and intermediate-term portfolios (+6.04%).
- Total net position increased \$1.35B, to \$12.23B.



2025 Annual Financial Report

[LINK TO REPORT](#)

FY 25 Financial Performance Highlights (as of 06/30/2025)

OPERATING REVENUES INCREASED \$982M IN FY25 COMPARED TO FY24, DRIVEN PRIMARILY BY:



HEALTHCARE REVENUES

\$772M increase in healthcare revenues, reflecting strong growth in outpatient and surgical volumes, as well as growth in chemotherapy, outpatient infusion, radiology and procedural care;



GRANTS AND CONTRACTS

\$24M increase in grants and contracts, primarily due to increases in private grants and contracts of \$18M and state grants and contracts of \$8M;



TUITION AND FEES

\$71M increase in student tuition, due primarily to increases in enrollment and rate increases in instructional and non-resident surcharges;



SALES AND SERVICES

\$85M increase in sales and services due to a \$45M increase in Athletics revenues (2 additional football games and increased Big Ten media rights), \$10M increase in OHTech sales, and \$6M increase in academic clinical services.



INVESTMENT INCOME

Net investment income remained strong in FY25 with a \$235M increase in net investment income over FY24 resulting from a strong performance for the LTIP (+11.81%) and strong returns for our short- and intermediate-term portfolios (6.04%).



NET POSITION

The FY25 increase in net position was \$1.49B bringing the total net position to \$12.6B.



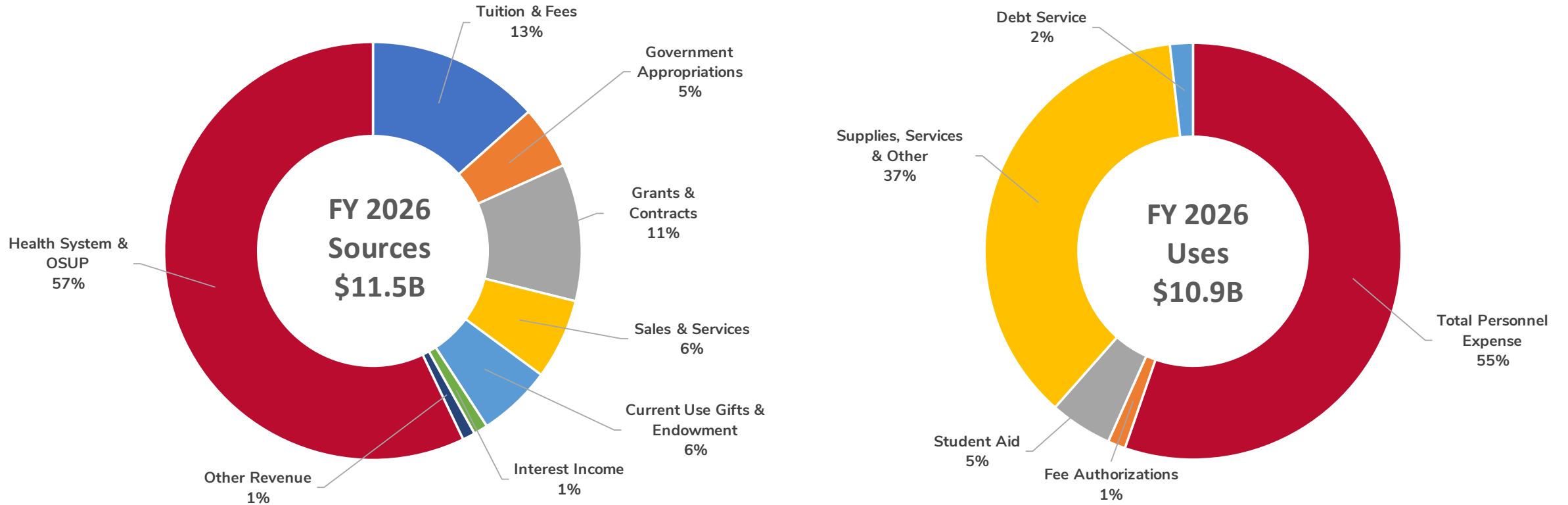
University Budget - Process Overview

- The budget planning process starts with the establishment of key drivers at both the University and Health System. The drivers are utilized to calculate budget allocations and common expenses to Colleges and Support Units and to create budgets by College/Unit. These “bottom-up” budgets are reviewed and assessed for alignment with strategic initiatives and are then consolidated. Investments in strategic initiatives are made at both the College and Unit level, and at the Central Administration level to incentivize strategic activities.
- Key Assumptions are determined for revenue and expense lines that are distributed to the Colleges, Support Units and the Health System.
- Some key drivers are reviewed and established centrally, and other drivers are processed through a rigorous shared governance process with Senate Fiscal for review and recommendations, which are forwarded to the Provost & CFO for a final decision.

CENTRAL KEY DRIVERS	SHARED GOVERNANCE
<ul style="list-style-type: none"> • Enrollment Plans inform Tuition/Fee Rates, which drive College-level budgets based on credit hours delivered • Tuition & Fee Rates: <ul style="list-style-type: none"> – Undergraduate & Graduate Tuition – Non-Resident & International Surcharges – Housing, Dining & Recreation Sports – Student Health Insurance • Investment Rate of Return and Endowment Distribution Formulas • AMCP (Annual Merit Compensation Process) 	<ul style="list-style-type: none"> • Master’s & Professional Programs Differential Fees Request • Overhead Rates • Regional Campus Service Charge • Plant, Operations & Maintenance (POM) Rates • Support Office Budget Requests • Strategic Investments • Composite Benefit Rates

- Financial, Planning & Analysis (FP&A) consolidates all College and Support Unit plans, and incorporates Central revenue and expenses to create an overall University operating budget.
- A position control process exists to validate that the position is necessary and within budget. The rigor around the process varies depending on the financial status of the College/Support Unit.
- Effective April 2024, OSU’s Adaptive Planning budget tool supports an enhanced campus position control process in Workday. The new process allows campus units to utilize position-based budgets to communicate strategic hiring plans. Central review and approval of position hires is required only for those units that have been identified by Financial Planning & Analysis as requiring financial monitoring.

FY 2026 Financial Plan: Consolidated Sources & Uses



FY 2026 Strategic Investments Highlights

Academic Excellence

- With the goal to support academic excellence, the FY26 Plan includes incremental investments of \$50M.

Research Innovation and Transformative Endeavors - AI

- With the goal to support transformational Artificial Intelligence (AI) endeavors the FY26 Plan includes incremental investments of \$25M.

Service and Clinical Excellence

- The Ohio State University Wexner Medical Center (OSUWMC) continues to reinvest projected margin in patient care and capital planning to support growing demand, including several strategic initiatives currently under construction and the development of new partnerships to continue accelerating the pace of innovation in research, education, and patient care. Our strategic growth into the surrounding communities will continue with outpatient growth being driven by the continued ramp-up of the Outpatient Care New Albany, Outpatient Care Dublin and the James Outpatient Care facility.

FY26 Financial Plan- University Sources & Uses, by Fund Group



THE OHIO STATE UNIVERSITY

FY2026 Financial Plan

Office of Business and Finance
Financial Planning and Analysis

Plan Highlights:

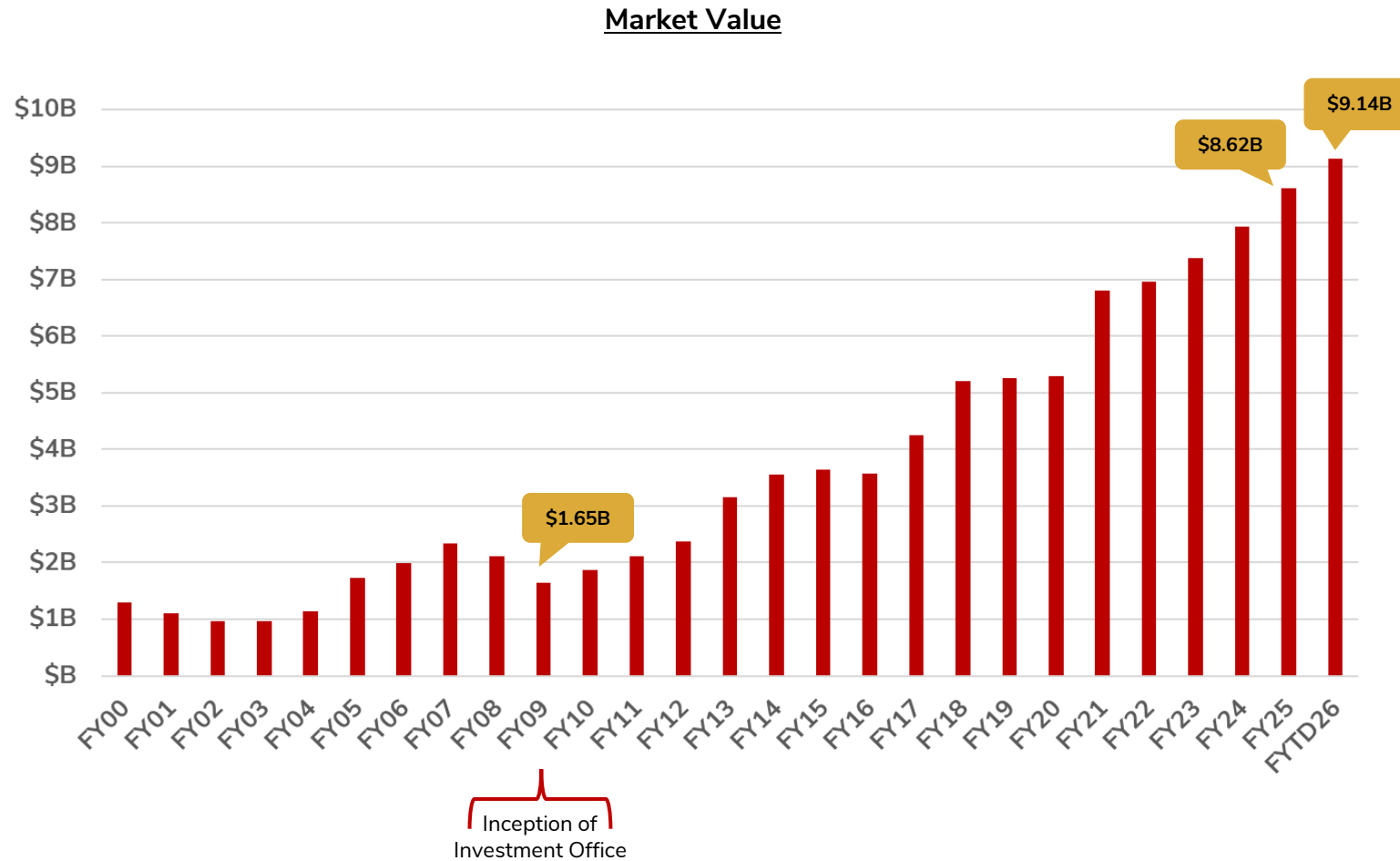
- Plan builds on the university's strengths and provides an operating margin to be reinvested into strategic initiatives and capital projects at the university.
- The consolidated FY26 budget projects:
 - \$11.5B in revenues
 - \$10.9B in spending
- Investments of \$8.5M have been committed in FY26 for ongoing strategic initiatives, including \$5.4M for the Student Information Systems Project and \$3.1M of resources for mental health program support.
- We expect to distribute a total of \$527M of financial aid, excluding graduate fee authorizations, to students in FY26.

[Link to Report](#)

Investments

LTIP Market Value

FYTD26 the LTIP increased in value from \$8.62B to \$9.14B and generated \$639M in investment income.

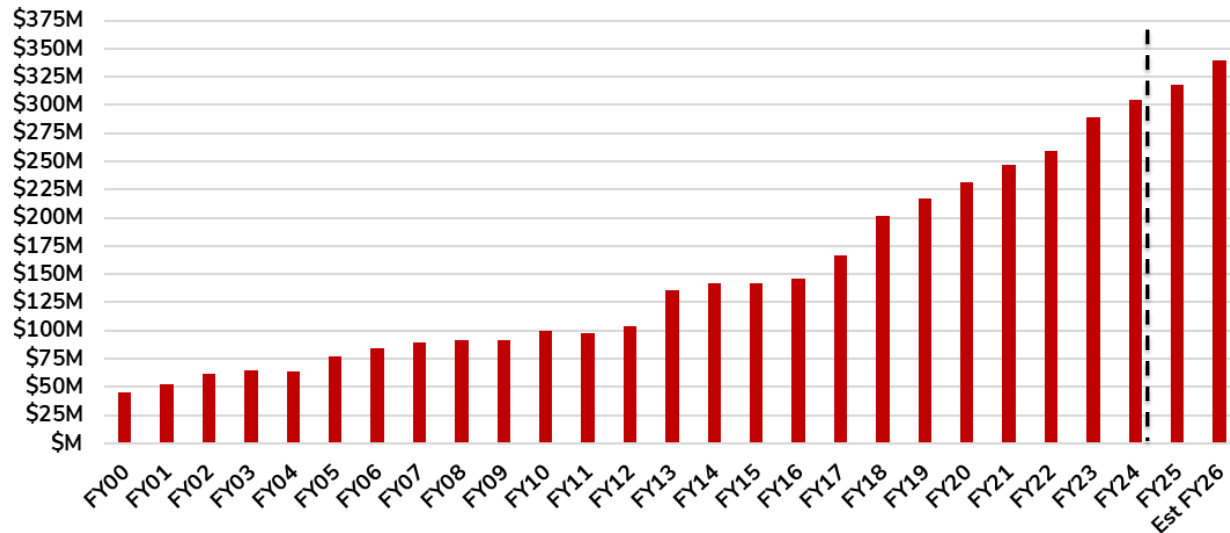


LTIP Distributions

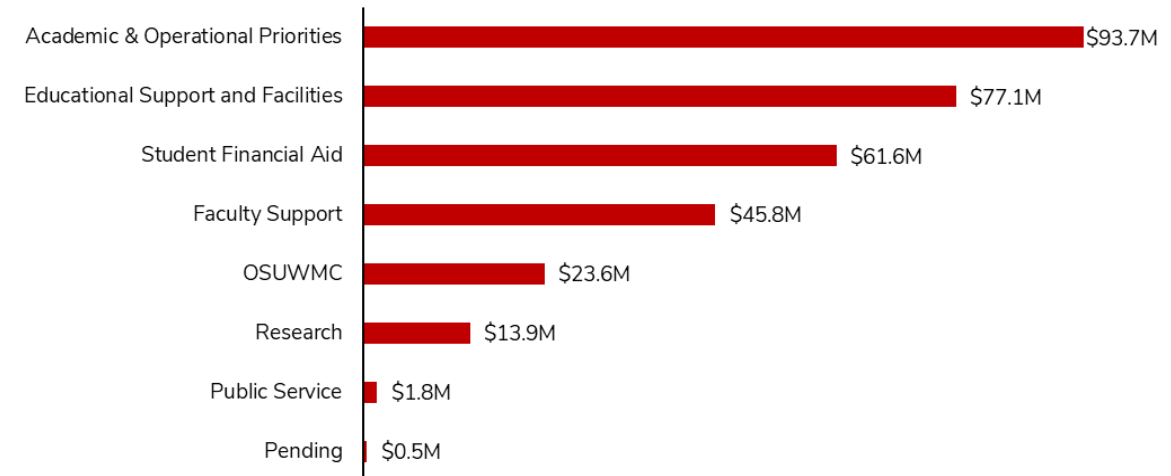
Since FY00, annual distributions from the LTIP to support university priorities have grown from \$46M to \$318M.

- Based on FY25 LTIP performance, FY26 distribution is estimated to be \$340M.
- Annual disbursements of 4.5%, based on a five-year average.

Historical and Projected Annual Distributions



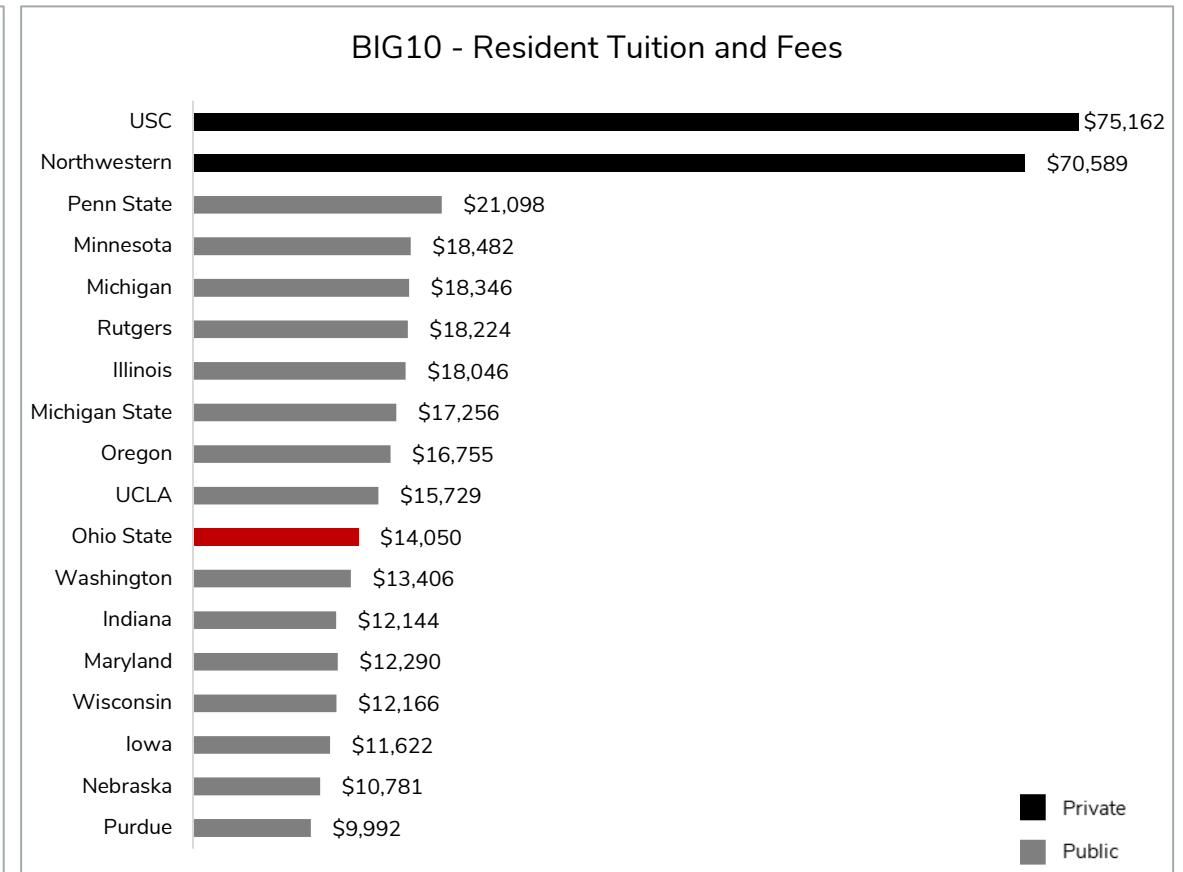
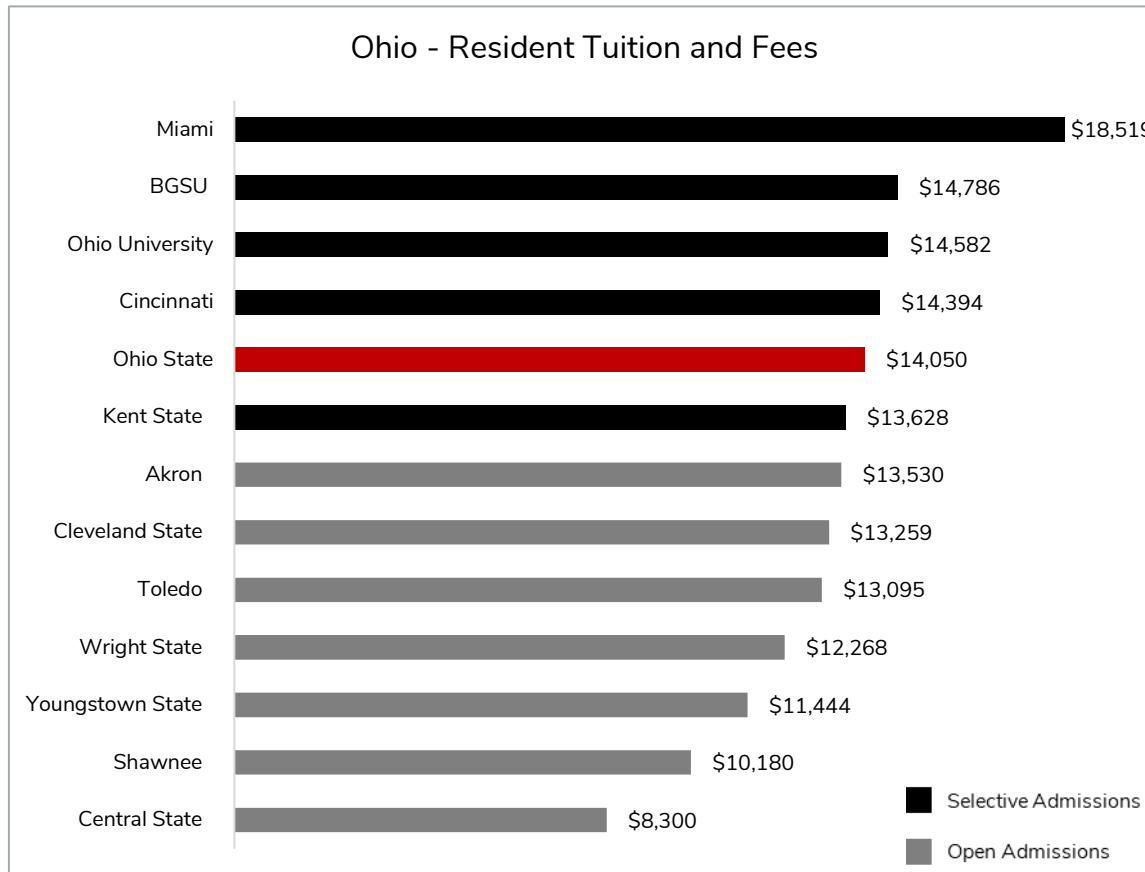
FY25 Distributions: \$318M



Affordability

Affordability at Ohio State

- Over the past 14 years, Ohio State has offered five years of tuition freezes (FY13–FY17) and nine years of the Ohio State Tuition Guarantee (FY18–FY26), giving in-state students cost predictability by locking tuition, room, and board for four years.
- Ohio State remains a strong value for in-state undergraduates, as it is the second most affordable among selective Ohio schools and more affordable than 10 of 17 Big Ten schools.



Affordability at Ohio State

EXPANDING INSTITUTIONAL AID

- In 2025, the university launched new tuition-free pathways for qualifying Ohio students, including the Buckeye Bridge program for low- to middle-income transfer students, the Regional Campus Commitment for low-to middle-income students who start on a regional campus or Ohio State ATI in Wooster, and the President's Ohio Scholarship Program, which covers full tuition and fees for Ohioans with perfect test scores.

\$405M

in additional financial aid will have supported over 60,000 low- and moderate-income Ohioans from 2015 to 2025

79%

of new first year students at Ohio State receive some type of financial aid.

58%

of Ohio State undergraduate students graduate without student loans

70%

of all course fees in addition to waiving additional costs for students who take heavy course loads

INSTITUTIONAL FINANCIAL AID STRATEGY

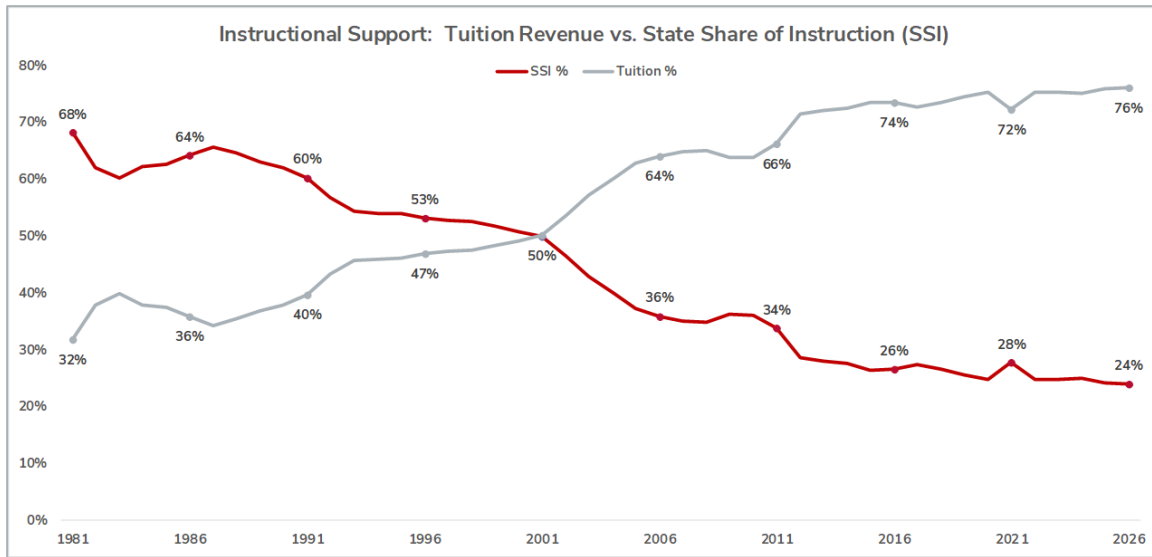
- In Autumn 2025, the university welcomed its fourth cohort of New First Year Students (NFYS) for the Scarlet & Gray Advantage Program. The program will include financial aid, work opportunities, career development and financial literacy components.
- The Student Financial Success area continues its expansion of the *ScholarshipUniverse* tool across the university. *ScholarshipUniverse* is a single source for Ohio State students to find internal and external scholarships. The university saw a 9% increase in student applications from 2024-2025 to 2025-2026.
- In addition to institutional aid, in fiscal year 2025, Ohio State students received \$525 million in total financial aid to reduce debt at graduation.



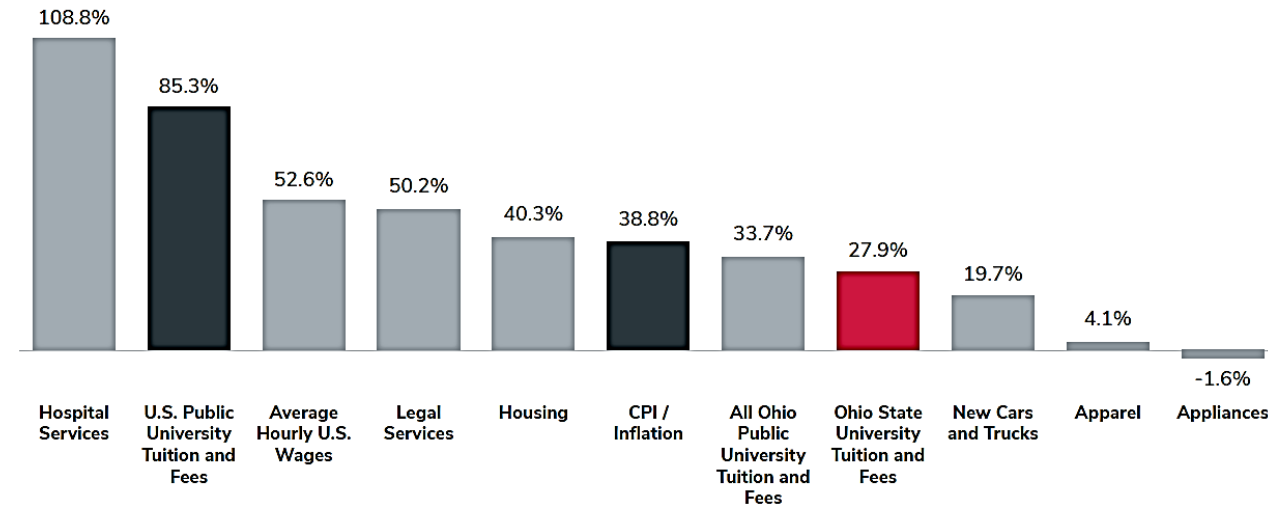
What impacts the need for tuition increase?

TOTAL COLUMBUS CAMPUS STATE SHARE OF INSTRUCTION (SSI) INCREASES HAVE NOT KEPT PACE WITH INFLATION.

Historical Trend (Total Student Support)
% State Support vs % Tuition



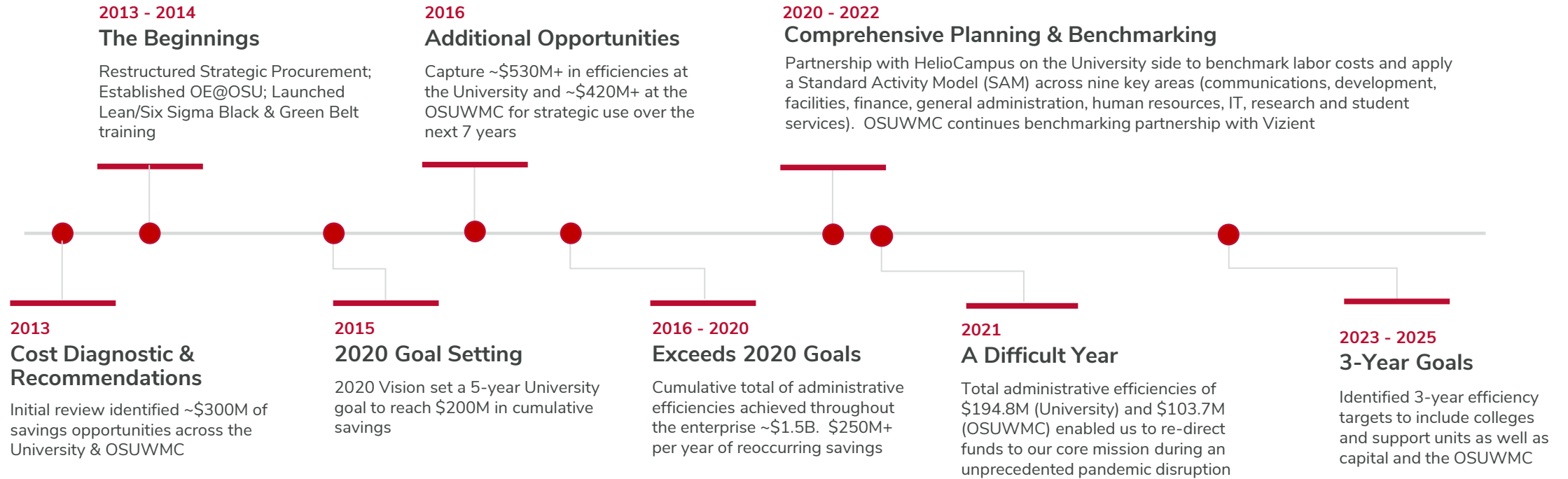
Percentage Growth in Ohio State Tuition & Fees vs. Inflation
(In Overall Inflation and Other Goods & Services, 2007-2022)



- Inflationary cost pressures will impact commodities and labor expenses.
- Ohio’s biennial budget language limits resident undergraduate instruction and general fee increases for fiscal years 2024 and 2025 to a maximum of 3% as a one-time increase for each new first-year cohort guaranteed for 4 years, effectively a 0.75% annual rate increase.

Efficiency Savings

Efficiency Journey: Historical Milestones



Onboarding Resources

Human Resources

As of September 21, 2020, HR and payroll inquiries should be directed to [HR Connection](#), Ohio State's shared services operation and primary point of contact for HR and payroll needs.

QUICK LINKS

- [HR New Employee Onboarding Checklist](#)
 - [Benefits Overview](#) for new hires
 - [CampusParc](#) for parking passes
- [About HR](#)
- [Career Roadmap](#)
- [Required Notices](#)

EMPLOYEE WELLNESS

- Explore [Your Plan for Health](#) (YP4H), Ohio State's employee wellness program that provides tools and resources for living a healthy life. YP4H gives participants an opportunity to earn rewards, including [medical plan premium credit](#) and [Health Reimbursement Account \(HRA\) credits](#).
- You earn these rewards with healthy behaviors, such as completing a health assessment with biometrics, tracking physical activity and participating in wellness programs.



Portal: <https://hrconnection.osu.edu>

(614) 247-myHR (6947)

HRConnection@osu.edu

Compass: <https://compass.osu.edu/>

The HR Connection Portal is available 24/7 and the hours of operation for phone and email response is 8 a.m. – 5 p.m. Monday through Friday.

Faculty, staff, and student employees can contact HR Connection for support on a variety of HR and payroll requests.

B&F HR Contacts

Scott Millard

HR Business Partners (HRBP)

614-688-4252

Millard.20@osu.edu

Jennifer Klipfer

HR Business Partner (HRPB)

614-247-1966

Klipfer.2@osu.edu

HR RESOURCES

As part of the HR Service Delivery model, there are dedicated in-unit HR resources aligned to an academic, administrative, or business unit.

HR Business Partners (HRBP) and HR Consultants (HRC) work together to provide HR support and strategic partnership in implementing initiatives, training, recruitment strategies and more to enhance organizational performance and meet the missions and goals of each unit.

These individuals are another resource for HR support in addition to **[HR Connection](#)**, Ohio State's shared service operation.

- View [BuckeyeLearn](#) transcript
- Review [B&F required training](#)
- Access [B&F Performance Manager tool](#)



IT Resources

Below are the essential first steps for new employees. Click on boxes to be redirected.



my.osu.edu

This is where you manage your Ohio State identity.

- Activate your Ohio State username
- Change your password (we do this every 180 days)
- Enter your preferred name



BuckeyePass

Many Ohio State systems use BuckeyePass powered by Duo as an extra layer of security. It is quick and easy to setup/use.

- Activate Duo
- Download the app



Institutional Data Policy (IDP)

Employees must complete IDP training annually to affirm their understanding of how to secure institutional data.

- Read the IDP Policy
- Complete the online course (approx. 20 min.)



Microsoft 365

Ohio State uses M365 for Outlook, OneDrive, Teams, Word, PowerPoint, Excel and much more.

- Log in to Outlook to access email
- Store and share files on OneDrive
- Access other needed productivity apps



Contact the [IT Service Desk](#) or call 614-688-HELP(4357) to get tech assistance or order services.

Checklist & Helpful Links

GETTING STARTED

- Familiarize yourself with the university's [New Employee Onboarding](#) site
- Obtain [BuckID](#), Ohio Union, 3rd floor
- Obtain parking permit, [CampusParc](#), 1560 North High Street
- Register for [BuckeyeAlert](#) to receive safety & security updates
- Enter timekeeping and leave in [Workday](#)
- Review job aids in the [Administrative Resource Center](#)
- [Subscribe to B&F Bulletin](#) to receive news and updates from B&F leadership

BOOKMARK COMMON LINKS

- Administrative Resource Center <https://admin.resources.osu.edu/>
- Password Management <http://my.osu.edu>
- Find People www.osu.edu/findpeople
- Interactive Map <https://www.osu.edu/map/>
- Academic Calendar <http://registrar.osu.edu/staff/bigcal.asp>
- Your Plan for Health <https://yp4h.osu.edu/>
- BuckeyeLearn <http://buckeyelearn.osu.edu>
- [Timekeeping and Leave support](#)
- [Leave Accrual Schedule](#)
- [Pay Date Schedule](#)
- [Create a Requisition to Purchase Goods or Services](#)
- [P-Card Information](#)
- [Create a Spend Authorization](#)
- [Create an Expense Report](#)



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