

## **Executive Vice President and Provost's Report**

Faculty Senate

April 14, 2008

My first report for Spring Quarter 2008 will focus primarily on issues relating to the implementation of the Vision Ohio Academic Plan including an update on the establishment last May of the Office of the Executive Vice President and Provost and the charge made by President McDavis to direct attention and resources to six key academic priorities. The contents of this report are:

### Reminder:

- AQIP Quality Checkup Visit

### Vision Ohio Academic Plan Implementation Updates:

- Budget Planning Council Recommendations
- Five-Year Vision Ohio Implementation Plan
- Admissions/Enrollment Update
- Task Force on Centers of Excellence in Professional and Graduate Education
- Academic Support Unit Review
- Graduate College Task Force
- Establishment of the Executive Vice President and Provost Office
- Progress on Six Key Academic Priorities

## **REMINDER**

### AQIP Quality Checkup Visit

On April 23-25, Ohio University will undergo a site visit from our accreditation body, the Higher Learning Commission, an accreditation agency within the North Central Association of Colleges and Schools.

In 2002, Ohio University joined the Academic Quality Improvement Program (AQIP) a special accreditation track offered by North Central which focuses on continuous quality improvement. Under the auspices of AQIP, accreditation is maintained through specific quality improvement initiatives determined by the institution. These initiatives are termed "Action Projects." Our three current action projects, based on Vision Ohio goals, are:

- "Develop Common Learning Outcomes Expected of Ohio University Undergraduate Students"
- "Selective Enhancement and Prioritization of Graduate Education, Research and Creative Activities at Ohio University"
- "Coordinating Quality Improvement Activities with Strategic Planning at Ohio University"

More information on these projects and our participation in AQIP can be found on the Executive Vice President and Provost Web site at (<http://www.ohio.edu/apaa/OHIOaccreditation.cfm>) .

The April accreditation visit is a “Quality Checkup Visit.” Unlike many accreditation visits which focus on the detailed academic operation of the institution, a small team of two outside reviewers will focus on the institution’s commitment to AQIP and our quality improvement philosophy.

As part of the process an open forum for faculty, staff, and students will be held to provide an opportunity for the university community to discuss progress on our AQIP projects and on our approach to continuous academic improvement. **The open forum will be held at 4:00 p.m. on Wednesday April 23.** Faculty are encouraged to attend. The location of the forum and other details concerning the “Quality Checkup Visit” will be communicated through *Outlook*. Questions can be directed to Marty Tuck (tuck@ohio.edu), Associate Provost for Academic Affairs, who is coordinating the visit.

## **VISION OHIO ACADEMIC PLAN IMPLEMENTATION UPDATES**

### **Budget Planning Council Recommendations**

On Friday, April 4, the Budget Planning Council (BPC) made recommendations about how to manage the university budget in a climate of growing economic uncertainty. BPC suggested that the university put on hold annual salary increases for faculty and non-bargaining unit staff and Five Year Vision Ohio Implementation Plan (FYVOIP) base (i.e. multi-year) investments.

In previous years a similar discussion would likely have resulted in asking units to submit plans on how they might handle cuts to their base budgets of 3%, 5%, and 9%. In the past, this was the primary means of handling potential reductions in state funding or in enrollment shortfalls. Planning unit heads have been quite clear about the effects of additional base budget cuts on their units. Seven years of budget cuts have left them with only one alternative to meet any new base budget cuts—jobs.

Two things, however, have changed since the days when unit budget cuts were the primary strategy for budget contingency planning. First, we now have a strategic plan with an agreed upon set of institutional priorities. In creating the funding for that plan, Bill Decatur, Vice President for Finance and Administration, and I made a commitment to honor one of the strongest sentiments that we heard in the development of the plan—that it not be financed out of base reallocations derived from planning units. The majority of FYVOIP base funding was to come from institutional reserves.

In the same spirit, the BPC looked to institutional level resources in its contingency planning. On the table as potential sources to meet shortfalls are \$3.2 million gathered from sources other than planning units: \$1.7 million in Vision Ohio base investments; \$1 million which was to be placed in the Fund Balance Reserve to improve our balance sheet; and \$500,000 in an enrollment reserve created to provide a cushion against enrollment volatility. All of these funds are

dedicated to vital purposes, but the decision to make them central to contingency planning means that we are in a better position to protect the operating budgets of our academic and academic support units.

The second factor is the Budget Planning Council. We now have a broadly representative body that is responsible for making recommendations to the academic leadership, the executive staff, and the president. Rather than being told after the fact about significant budgetary decisions, faculty, staff, students, and administrators provide guidance on essential financial matters through the BPC.

BPC had a difficult decision to make regarding whether or not to recommend delaying raises for faculty and non-bargaining unit staff—a subject that has been part of previous BPC conversations about contingency planning. Reappointment is slated to begin shortly and a decision had to be made about loading the raise pool into the system. Delaying reappointment was not an option as the obligation exists to present the Board of Trustees in June with a completed and balanced budget for FY2009.

Various scenarios were discussed such as making the pay raise smaller than the previously budgeted 3%; giving differential raises to some employee groups; or proceeding with some raises while delaying others based on category of employment. The BPC rejected these options noting that all employees play a vital role in the mission of the university and its decision needed to reflect this fundamental fact.

In the wake of the BPC recommendations, I have been asked to reaffirm my commitment to the faculty salary initiative which is one of the FYVOIP base investments. If you look at “Year One” of the FYVOIP, the investment in raising faculty salaries is the first strategy of the seventy strategies in the document. That is also where it ranks in my list of priorities.

### **Five-Year Vision Ohio Implementation Plan**

A draft of “Year One” of the Five Year Vision Ohio Implementation Plan is now available at <http://www.ohio.edu/vision/fiveyearplan.cfm> This draft was prepared in response to the Board of Trustees’ request to see the first year of the plan broken out from the other years with outcomes, metrics/progress indicators, alignment with the University System of Ohio, and designation of accountable units.

The task of finishing “Year One” was undertaken by the Vision Ohio Steering Committee and the Executive Staff-Deans group with advice from the Budget Planning Council. Thus, fifty-six individuals representing all campus constituent groups and many planning units participated in the process of preparing the first year of the plan for presentation to the Board. The process of constructing “Year One” worked well despite the complexity of the task and the number of individuals involved because the focus was kept on the principles that were identified in the January 2008 draft of the FYVOIP:

- Privilege the academic mission and recognize student achievement and faculty excellence as fundamental institutional commitments;

- Adopt a conservative approach in implementing the budget to avoid front-loading base investments;
- Use an ordering principle for selecting strategies/priorities for funding based on their contribution to academic excellence and revenue growth and the likely breadth and depth of their impact;
- Acknowledge the need to solve infrastructure problems incrementally;
- And recognize the university's obligation to coordinate its planning and decisions in ways consistent with the evolving University System of Ohio.

“Year One” is still subject to refinement. There were a few matters that remained unresolved at the time that the document had to be made available to the Board. Those items, including the refinement of some metrics, will be finalized shortly.

New additions to “Year One” that are of interest to faculty include: strategies relating to the hiring of underrepresented faculty, the creation and implementation of a strategic compensation plan for Group II faculty, and an objective on employee health and wellness.

Work will begin this week in the Vision Ohio Steering Committee on years two through five of the plan. The goal here is to prepare, by the Board of Trustees meeting in June, an overview of the next stages of the plan. In undertaking this task, the committee will be working largely at the strategy and outcome level setting aside for the time being funding issues and metrics.

## **Admissions/Enrollment Updates**

### **Admissions**

Current applications number 13,836, up 1007 from this time last year, representing an 8% increase. We have already passed the record number of applications (13,195 in 2002). Nonresident applications currently are up about 11%. Resident applications are up about 7%. The target for fall 2008 freshmen is 4,050, compared to 4,006 in fall 2007.

We currently have 10,543 admits, up 118 from this time last year. The Office of Admissions is being more selective, admitting 5% fewer applicants this year. Compared to last year, they have admitted 355 more freshmen with an ACT score of 25 and above and have admitted 322 fewer freshmen with an ACT score below 25.

Housing contracts (“final admits”) currently are down 297 from last year. Financial aid awards were sent last week. Certainly the national and state economies are factoring into families’ decisions in new ways this year. The staff in Admissions is working with chairs, directors, and individual faculty to increase our yield.

The quality of the freshman class is up from last year. Average high school GPA for final admits is 3.39 this year, compared to 3.33 last year. Average ACT is currently 24.05 compared to 23.77 this time last year.

Multicultural applications are up 339 this year, a 20% increase. International applications are up by 159, an 87% increase.

Colleges showing the largest increases in applications are Arts and Sciences, Business, and Engineering and Technology. University College is down about 7% in applications, reflecting efforts to recruit and advise students into specific majors.

Transfer applications are still coming in. Currently we are behind by a few applications, 635 this year compared to 644 last year. The transfer target is 453, compared to 444 last year.

#### Spring Quarter 2008 Enrollment

Athens campus undergraduate headcount enrollment is up 152 from this time last year (we were projected to be up 103). Athens graduate headcount enrollment is up 8 from this time last year. Graduate Outreach is down 24 from this time last year. All of the regional campus enrollments increased from last winter.

Freshman retention is still up one percent from fall to spring this year compared to fall to spring last year.

#### **Task Force on Centers of Excellence in Professional and Graduate Education**

The Task Force on Centers of Excellence in Graduate and Professional Education has developed a preliminary draft of a set of Self-Study Guidelines and an associated rubric for evaluating self-studies that will be used by individual schools and departments to provide detailed information on their associated graduate and professional programs to this task force. The guidelines were developed by the Task Force which includes the following individuals:

#### **Task Force Management:**

Ben Ogles, Dean of Arts and Sciences  
David Juedes, Chair of Graduate Council  
Jeff Connor, Chair of UCC Program Review Committee

#### **Voting Members:**

Bob Lazuka, Fine Arts  
George Johanson, Education  
Dawn Deeter-Schmelz, Business  
Peter Coschigano, Osteopathic Medicine  
Claudia Hale (formerly Daniel Riffe), Communications  
Brooke Hallowell, Health and Human Services  
Frank van Graas, Engineering  
Anne Loucks, Arts and Sciences  
Dominic Barbato, Graduate Student Senate

#### **Ad Hoc Members:**

Mike Williford, Institutional Research  
Katie Tadlock, Graduate Studies

The Task Force based the current draft on similar guidelines developed for evaluating programs at other institutions along with the book, *Prioritizing Academic Programs and Services* (Dickeson, 1999).

The data provided to the task force through completion of the self-studies will be used to evaluate each graduate and professional program at Ohio University. The evaluations will ultimately be used to determine Centers of Excellence in Professional and Graduate Education at Ohio University and may be used to determine future strategic allocations.

Earlier drafts of the self-study guidelines have been distributed to select groups (e.g., Graduate Council, representatives in colleges, etc.), and the task force has incorporated suggestions from various constituent groups. The Task Force considers the current draft of the self-study guidelines and rubric to be in the final review stage.

The Task Force is now soliciting feedback on the guidelines and rubric from all Ohio University faculty and academic administrators. Please review the guidelines and rubric which are posted at <http://www.ohio.edu/provost/>. **The deadline to submit feedback is Friday, April 17.** Please provide your feedback on the documents by completing the brief survey at the following web address :

<https://webapps.ent.ohiou.edu/engineering/survey/survey.cfm?uuid=1048EB83-65B8-8E71-7BEAC13AFF380835>

### **Academic Support Unit Review**

The Academic Support Unit Review Committee is nearing completion of a draft of review guidelines. The purpose of the program review is to assure that academic support units align activities with the mission and vision of Ohio University and that they are meeting their own objectives and those of their planning unit. Academic support units include every unit that does not undergo an academic program review for accreditation. Once the draft is circulated for comments and revised, the first cycle of unit reviews will begin.

### **Graduate College Task Force**

The report of recommendations created by the Graduate College Task Force is in its final stages of review. Sergio Ulloa, chair of the Task Force, attended a joint meeting of chairs, directors, and deans on April 3<sup>rd</sup> to discuss the draft. Since the report is nearing completion, individuals who wish to make comments need to convey them to Sergio ([ulloa@ohio.edu](mailto:ulloa@ohio.edu)) as soon as possible.

### **Establishment of the Executive Vice President and Provost Office**

In creating the Office of the Executive Vice President and Provost (EVPP), President McDavis sought to consolidate all academic functions across the institution with the goal of better integration of programs and services. Beginning in May 2007, the offices of Research, Regional Higher Education, University Outreach, and the consolidated office for Equity and Diversity joined the 10 colleges, the Libraries, Institutional Research, Ombuds Office, Enrollment

Services, Graduate Studies, International Affairs and International Studies, Center for Teaching and Learning, and Lifelong Learning as part of the Executive Vice President and Provost's Office.

Prior to the creation of the EVPP Office, academic units such as the regional campuses and support units charged with vital academic tasks such as the Office of Research and the Office of Diversity lacked strong ties to the central academic engine that powered the university. With reporting lines outside the Provost's Office there was little opportunity to influence accountability or coordination. The result was duplication, problems with communication, and an inability to make the best use of available resources.

My goal for the Executive Vice President and Provost's Office is to construct a framework within my office that fosters the connections, adaptability, sustainability, and accountability necessary to make progress on academic priorities. In order to create this framework, my focus has been on leadership, the establishment of goals tied to the academic mission of the institution, and a review of resources. To this end, I have worked to put strong leadership in place, have required all units to establish and act on goals tied to academic priorities, and have reviewed and adjusted the expenditures of resources in each office. Eight months into this transitional year, it is clear that the work is not finished, but as the examples discussed below indicate there has been progress.

#### Regional Campuses

With the move of the regional campuses to the EVPP Office, I have been able to work closely with Dan Evans, Interim Executive Dean of the Regional Campuses. This has been a critical year for our regional campuses. When the University System of Ohio (USO) was announced in August there were concerns about whether regional campus systems would be preserved. Dan and I, along with his colleagues, and Teri Geiger, Director of Government Relations, worked to convince the Chancellor to view regional campuses as an important contributor to the goals of the USO.

Much of Ohio University's ability to contribute to the USO will rest in the regional campuses. The mission and infrastructure of the Athens campus cannot contribute significantly to the enrollment expectations and some of the access requirements of the USO. The regional campuses can and stand ready to do so.

In order to put the regional campuses in the best position to take on their heightened role, the EVPP Office launched in January 2008 the Task Force on the Future of Regional Campuses. In undertaking this review of the mission and resources of the regional campuses, I asked for particular attention to be paid to five specific areas: administrative and reporting structures; academic program development; faculty relationships with departments on the Athens campus; finances; and auxiliary and student services. Members of the task force include staff, faculty, and administrators from Athens and all of the regional campuses. The task force will conclude its work shortly and deliver a report to me. The report will form the cornerstone of discussions to take place with constituent groups, the academic leadership, and planning bodies such as the Vision Ohio Steering Committee.

In addition to the task force, the regional campuses participated in the formation of the FYVOIP. They used the goals, objectives, and strategies of the FYVOIP to establish a set of priorities that span campuses. They also used the FYVOIP to guide the reallocation of resources within Regional Higher Education to ensure that funding would be available for investments deemed to be critical. The FYVOIP structure and process made it possible for the first time during my time at Ohio University to have a meaningful strategic planning document that truly incorporated the regional campuses.

Although the regional campuses have been part of the EVPP Office for a only short time, there are unmistakable signs that their integration is allowing us to make significant progress on the oft articulated but often unrealized ideal of “one” university.

### University Outreach

The Office of University Outreach, headed by Vice Provost Charlie Bird, has brought an entrepreneurial dimension to the EVPP Office. University Outreach focuses on the delivery of in-demand, quality academic programs through innovative partnerships and technologies. University Outreach’s efforts give the university access to a growing segment of the population interested in degree completion by means other than the traditional, residential approach.

Having the University Outreach Office within the EVPP office is facilitating the ability of colleges and regional campuses to extend their degree and course offerings and to attract transfer students. The importance of finding ways to meet the needs of new degree seekers cannot be underestimated given the demographic predictions concerning the traditional source of students—high school graduates. According to a study issued in March 2008 by the Western Interstate Commission for Higher Education “along with much of the rest of the nation, Ohio is poised to enter a new period characterized by much more stagnant growth or declines in the production of high school graduates. After reaching a peak in 2008-09 at 124,275, the state will see a sharp decline in the number of public high school graduates each year through 2014-15, assuming a continuation of existing patterns of enrollment, progression, and completion.”

The work of the University Outreach Office in securing agreements with other state institutions such as Columbus State Community College, Hocking College, and Washington State Community College has not gone unnoticed in Columbus. The *Columbus Dispatch* featured a positive endorsement of Ohio University’s partnership with Columbus State in a February 12, 2008 editorial--

([http://www.dispatch.com/live/content/editorials/stories/2008/02/12/teamed.ART\\_ART\\_02-12-08\\_A10\\_BU9A9EE.html?sid=101](http://www.dispatch.com/live/content/editorials/stories/2008/02/12/teamed.ART_ART_02-12-08_A10_BU9A9EE.html?sid=101))

### Diversity, Access, and Equity

Prior to May 2007, inclusiveness and campus climate were issues pursued by a number of offices. While each entity operated with the best intentions, evidence taken from campus surveys suggested that focus and better coordination were necessary conditions for improvement. Uniting all of the offices and units charged with helping to facilitate inclusiveness and improve

campus climate within the EVPP Office is making both focus and better coordination possible around matters of diversity, access, and equity.

In May 2007, diversity-related offices in the President's Office and Division of Student Affairs were consolidated into one unit in the EVPP Office. The new unit brought together Institutional Equity; Multicultural Programs; the Women's Center; the Lesbian, Gay, Bisexual, and Transgender Center; Disability Services; and diversity-related scholarship and retention programs such as the Templeton Scholars, the Appalachian Scholars, the Urban Scholars, and the King-Chavez-Parks Scholarship program.

Having all of the offices grouped together in the academic sector of the University has allowed for the sharing of ideas, goals, and resources to an extent not seen in the past. It is also making it possible to align the resources of these entities with the needs of the academic units. Evidence that progress has been made on both of these counts can be seen in the impressive quarterly calendars of events that capture the special events, programming, and visitors to campus who bring insights into race, gender, sexuality, ethnicity, social justice, and international issues.

What has been most striking about these calendars is the number and quality of events that are taking place across campus and the range of intellectual enrichment they offer. I encourage you to stop by the Office of Multicultural Programs in 205 Baker Center and pick up a copy of the Spring Quarter calendar. While you are there you should also take away the flyer detailing the activities associated with April's Diversity Awareness Month which is an equally impressive testament to the efficacy of the new structure.

The search for the Vice Provost for Diversity, Access, and Equity continues. The number of openings for university diversity leadership positions is far larger than the pool of candidates. We have the assistance of a search firm in identifying prospects, but progress has been slow.

Fortunately there is already strong leadership in place from David Descutner, who has primary oversight over the Office of Diversity, Access, and Equity as well as Katherine Ziff, interim Director of the Office of Institutional Equity; Bill Allen, interim Director of the Office of Multicultural Student Access and Retention; Linda Daniels, Director of the Office of Multicultural Programs; Mickey Hart, Director of the Lesbian, Gay, Bisexual, and Transgender Center; and Susanne Dietzel, Director of the Women's Center. Working together they have made the transition of their units into the EVPP Office successful and as a team are allowing the university to make improvements in its approach to inclusiveness and campus climate.

#### Office of Research and Creative Activity and Graduate College

The Office of Research (now the Office of Research and Creative Activity) was the largest and most complex unit to be absorbed into the EVPP structure. Based on Vision Ohio recommendations and decisions made by the deans, a Graduate College is being established and merged with the Office of Research and Creative Activity. The college was created to ensure that graduate education was fully and fairly represented at the academic leadership table. The merger was initiated in order to ground research and creative activity in the academic mission.

There were two major issues that had to be resolved with the establishment of the college and the merger. The first was to secure an outstanding individual for the position of Vice President of Research and Creative Activity and Dean of the Graduate College. We were successful in this task with our hiring of Dr. Rathindra Bose. The second issue related to the drafting of a blueprint for the Graduate College. Thanks to the efforts of Sergio Ulloa, chair of the Graduate College Task Force, his colleagues, and the campus community we will have in short order a set of recommendations to help establish the structure and guide the operations of the college.

Jim Rankin, interim Vice President of Research, has done a wonderful job in keeping our research mission on track, but I am looking forward to Rathindra's arrival and the opportunity to complete the merger. What has become clear in this period of transition is that there are many ways in which the graduate education mission and research and creative activity mission of the university can reinforce each other.

### **Key Academic Priorities**

In addition to progress on the incorporation of the regional campuses, University Outreach, the offices of relating to diversity, access, and equity, and the Office of Research into the EVPP, there have been gains in other important areas that were part of the charge given to me and the deans in May by President McDavis. We were asked to make progress on six key academic priorities—the improvement of enrollment management, the advancement of student success, the streamlining of the transfer process, the enhancement of academic research, scholarship, and creative activity, the further diversification of our institution, and taking primary responsibility for the academic plan.

I will provide a more detailed accounting of the contributions of the deans and EVPP to these six areas in a future communication to the campus, but for the purposes of this report I want to highlight some developments in four additional areas of interest to faculty (progress in the areas of diversity and transfer students having been addressed in the section of this report relating to the Office of Diversity, Access, and Equity and the Office of University Outreach).

### **Improvement of Enrollment Management**

During this academic year, we sought to make improvements on the enrollment management front in three areas:

- Increasing the number of overall applications
- Improving the academic profile of the incoming class
- Increasing the number of applications from multi-cultural, out-of-state, and international students

All of these goals have been met. Credit goes to the work of Dave Garcia and his Admissions Staff; the contributions made by the university-wide Enrollment Management and Admissions Committee; the invaluable support of chairs, directors, and other faculty; and the work of the Communications and Marketing staff on “The Promise” campaign.

If we steadfastly and aggressively pursue our yield efforts, we stand to have an entering class in 2008 that is highly diverse and one of the academically strongest in recent years.

The successful hiring of a Vice Provost for Enrollment Management and his arrival in May will permit us to begin undertaking the financial aid leveraging that is needed to allow the university to move to the next level of improvement in our enrollment management planning.

#### Advancement of Student Success

As reported earlier in this document, our freshman retention rate is up one percent from fall to spring this year compared to fall to spring last year. While the year is not yet over, the following strategies which have been funded by the EVPP Office, spearheaded by University College, and utilized by a broad range of academic units may be bearing fruit.

1. Allen Student Help Center
2. Learning Community Expansion and UC 115 Enhancement
3. Academic Alert System - <http://www.ohio.edu/univcollege/alert.cfm>
4. Attendance Tracking Project
5. Student Readiness Inventory (SRI)
6. Computer/printer loan program for students with financial need
7. Research projects to capture retention data and use it for current and future retention efforts

#### Enhancement of Academic Research, Scholarship, and Creative Activity

Developments designed to facilitate the scholarly and creative activity of faculty include the construction of a new building (the Academic Research Center), the expansion of another facility (the Porter Hall addition), continuation of GERB programs, the successful receipt of a \$4.475 million Choose Ohio First Scholarship Program grant that will assist with the development of a state-wide Bioinformatics consortium based on the Athens campus, and the awarding of EVPP financed creative and research grants for probationary faculty in each of the colleges.

In addition, the Faculty Commons, which was dedicated in the fall of 2007 and houses Campus-Community Engagement, the Center for Academic Technology, the Center for Teaching & Learning, the Center for Writing Excellence, Library Collection Development, and Media Production, is well established. A Spring Quarter calendar of events and faculty development opportunities was sent by campus mail to all faculty. From April through June, twenty-one workshops, discussions, and presentations that range from tips on research and publishing to presentations from faculty on their current research projects will be offered. A copy of the calendar can be accessed at [http://www.library.ohiou.edu/fc/calender\\_april.html](http://www.library.ohiou.edu/fc/calender_april.html)

#### Taking Primary Responsibility for the Academic Plan

The FYVOIP was the product of a university-wide discussion that involved the time, energy, and talents of well over 100 individuals. In the work that was done over December 2007 with the Executive Staff there was strong comity and genuine support for decisions that put the academic interests of the university first. Once those decisions were made, the EVPP Office assumed responsibility for moving the plan to its next stage—the development of “Year One.” In the extension of the plan to years two through five, the EVPP Office plans to continue its efforts to

ensure that the FYVOIP develops in a timely fashion while remaining true to its iterative approach by consistently engaging the university community in the process.

Kathy A. Krendl  
Executive Vice President and Provost