

Executive Vice President and Provost's Report

Faculty Senate

November 19, 2007

My final report for Fall Quarter 2007 will detail developments relating to searches that are underway, the implementation of the Vision Ohio Academic Plan, and matters associated with the University System of Ohio (USO). The contents of this report are:

Searches

- Vice Provost for Diversity, Access, and Equity
- Vice Provost for Enrollment Management
- Dean of Libraries
- Vice President for Research and Creativity Activity and Dean of the Graduate College
- Dean of Students

Vision Ohio Academic Plan Implementation updates include:

- General developments on Vision Ohio objectives
 - “The Promise”
 - Kids on Campus
 - USAID Project
 - Provost Undergraduate Research Fund
 - Nationally Competitive Award Successes
 - New Research Database
- Fall Application Update
- Faculty Workload
- Five-Year Academic Action Plan
- Budget Planning
- Task Force on Centers of Excellence in Professional and Graduate Education
- Graduate College Task Force
- Academic Support Unit Review

University System of Ohio updates include:

- OU-USO Defining Statement
- Ohio Innovation Partnership
 - Choose Ohio First Scholarship Submissions
 - Ohio Research Scholars Submissions
- Chancellor Fingerhut's Preview of Goals for the 10-Year Master Plan
- Voluntary System of Accountability

Searches

- *Vice Provost for Diversity, Access, and Equity*
Two finalists returned to campus in late October. The search is in its final stage with a resolution expected by the end of November.

- *Vice Provost for Enrollment Management*
A set of semi-finalists has been identified with whom the committee will be conducting phone interviews. The goal is to bring finalists to campus in Winter Quarter.
- *Dean of Libraries*
All of the finalists have completed their campus visits. The feedback from library staff and faculty has been compiled. I will begin reviewing the comments this week.
- *Vice President for Research and Creativity Activity and Dean of the Graduate College*
The search committee met last week to review applications. Candidates were selected for airport interviews which will take place in January.
- *Dean of Students*
The search committee held airport interviews two weeks ago. They have narrowed the list of finalists to four. The four will have on-campus visits in early January.

Vision Ohio Academic Plan Implementation

- **General Developments on Vision Ohio Objectives**
 - **Vision Ohio Goal: Improve Student Quality and Diversity and Enrich the Campus Cultural and Intellectual Environment**
 - **“The Promise”**
Communications and Marketing continues to work with the Scripps Research Survey to assess the effectiveness of “The Promise” campaign. Joe Brennan and Gina Calcamuggio hope to be able to present Faculty Senate with the results of that research early in Winter Quarter.

In addition to the media campaign, “The Promise” is also being used by a variety of different units across campus to assist with their work. The Office of Admissions is showing it during “Discovery Days” and during “Scholars Day.” There is a question on the overall general event survey that is distributed to participants regarding “The Promise.” Responses to the question will allow both Admissions and Communication and Marketing to learn more about its impact on prospective students and parents.

The College of Health and Human Services and the Scripps College of Communication have incorporated “The Promise” into the videos they use for recruiting and development purposes. Communications and Marketing is in discussion with communicators in academic units and academic support units about additional ways to integrate the concept into their marketing and messaging.

- **Vision Ohio Goal: Support of Collaboration and Innovation While Expanding Outreach and Partnership Opportunities on Local, Regional, State, and National Levels**

- **Kids on Campus**

The College of Health and Human Services announced Kids on Campus recently secured a series of state and federal grants that will channel some \$2.5 million over the next five years to the successful educational enrichment program for Athens-area elementary school children and teens.

The money will enable the grant-funded organization, a community partnership administered by the college, to expand its after-school programming to a seventh site, The Plains Elementary School. The funding also will enable Kids on Campus to implement technology to help teachers and KOC coordinators track student performance, identify children who are struggling and provide them with help.

- **USAID Partnership for Health and Development Communication Project**

The United States Agency for International Development (USAID) recently announced that Ohio University was selected as one of seven North American partners in a new Partnership for Health and Development Communication to be led by the Academy for Educational Development. The program which has a funding ceiling of \$127 million will work throughout the developing world, with a major focus on Africa.

Ohio University is the primary university partner in this three year program. Faculty in the Scripps College of Communication and the Center for International Studies will work with universities, government ministries and development agencies to provide training and skills in health and development communication.

- **Vision Ohio Goal: Strengthen Undergraduate Education**

- **Increase in Submissions and Awards for Provost Undergraduate Research Fund**

The number of applications for the Provost Undergraduate Research Fund grew substantially this year from 83 in AY2006-2007 to 139 in AY2007-2008. The significant rise can be attributed to the encouragement of faculty who want their students to be involved in undergraduate research experiences. Results from the latest National Survey of Student Engagement profiled in the November 9 edition of the *Chronicle of Higher Education* indicate that “the more importance faculty members place on certain learning experiences, the more likely students are to participate.”

83 awards totaling close to \$88,000 were given out this year by a panel of faculty consisting of: Casey Hayward, Scripps College of Communication; Wayne

Huang, College of Business; Jennie Klein, College of Fine Arts; Margaret Manoogian, College of Health and Human Services; Keith Markman, College of Arts and Sciences; Jackie Maxwell, College of Arts and Sciences; Mark McMills, College of Arts and Sciences; Najee Muhammad, College of Education; Ellengene Peterson, College of Arts and Sciences; Ken Sampson, Russ College of Engineering and Technology; Marina Walchli, College of Fine Arts. The efforts of these faculty and of Jan Hodson and Kathy White from the Honors Tutorial College are greatly appreciated.

The Office of EVP-Provost managed to fund all of the deserving proposals by using the residual PURF funds that were not spent by past awardees. Given the welcome rise in PURF applications and the utilization of all of the residual funding, it is time to determine an optimal level for PURF funding for upcoming academic years. To that end, I've asked the Honors Tutorial College and faculty who have been involved with PURF to conduct a review of the PURF process and make recommendations to me by the end of Winter Quarter.

- **Vision Ohio Goal: Enhance National Prominence**
 - **Recent Successes in Nationally Competitive Awards**

Marshall Scholarships

Robert Arnold, HTC Political Science, was awarded a Marshall Scholarship. Upon graduation from Ohio University, he will pursue two Master's degrees at The London School of Economics, one in the area of Philosophy of the Social Sciences and the other in Political Theory. Andrew Goodhart, HTC Political Science, was named a reserve candidate for the Marshall Scholarship. Should he be selected he will pursue an M.A. in War Studies at Kings College London, followed by an M.A. in International Security Studies at the University of St. Andrews.

The Marshall Scholarship is on a par in terms of its selectivity and prestige with the Rhodes Scholarship. Consequently it is the one of the most coveted academic awards in the nation. Only 40 Marshall Scholarships are awarded each year with most going to selective admission flagship institutions or ivy-league schools.

National Collegiate Photographer of the Year Awards

Travis Dove, a third-year graduate student in the School of Visual Communication, was named College Photographer of the Year. This is the second year in a row that an Ohio University student has won this prestigious award. He also won gold medals in the portrait, documentary and portfolio divisions and awards of excellence in pictorial and sports feature categories. By garnering gold in the portfolio category, Dove earned an internship with *National Geographic*.

In addition, 15 other Ohio University Visual Communication students won awards for a total of 28—the most awarded to any university in the competition.

Jim Murray Scholarship.

Brittany Hughes, HTC Journalism, was one of only 7 journalism students in the nation to be named a Murray Scholar. Her designation came on the basis of her academic record and an essay that she wrote which was judged by a national panel of journalists.

Ohio University as a Fulbright Top Producing School

The October 26, 2007 edition of the *Chronicle of Higher Education* listed institutions with the most number of Fulbright Awards for 2007-2008. In the research institution category the University of Michigan led the way with 37 awards out of 119 applications. The cut-off for inclusion in the research institution chart in the *Chronicle* was the receipt of 10 awards. Ohio University received 9 awards out of 29 applications. Other institutions with 9 awards included Emory, Penn State, University of Southern California, and the University of Virginia. Institutions such as University of North Carolina, University of Notre Dame, University of Washington, University of Maryland, Miami of Ohio, University of Illinois, and Indiana University had to settle for 8 or less. I recommend having a look at the list posted on the Fulbright Web site. It helps to put into perspective Ohio University's remarkable success in producing Fulbright winners.

https://us.fulbrightonline.org/documents/chronicle_1.pdf

Our success with all of these awards owes a great deal to the work of the staffs of the Office of Nationally Competitive Awards and the Office of International Affairs, but it is the commitment of the faculty who teach and mentor our talented students which truly makes the difference.

- **Vision Ohio Goal: Enhance Research and Creative Activity**

- **Establishment of a Research Database for Ohio University Faculty and Staff**

The Office of Research recently announced the launch of a new research database available to the Ohio University community. Faculty and staff engaged in research, scholarship and creative activity can enter information about their research expertise and accomplishments in the database, which then may be viewed by any member of the university.

The database was created to help provide information about potential research collaborators. It will also help the Office of Research assist individuals with finding funding opportunities and partners for interdisciplinary grants.

In addition, participation in the database will give the Office of Research and the Office of University Communications and Marketing the ability to better promote research and creative work to internal and external audiences. The two offices will search the database for potential story ideas. Communications and Marketing will manage a forthcoming portion of the Web site that will feature select experts for the media.

The research database can be accessed at <https://experts.admsrv.ohio.edu/experts>. Users must have an Oak ID and password.

I strongly encourage faculty and staff to use this new tool. It will help promote interdisciplinary collaboration, provide better information about funding opportunities, and allow the university to bring attention to important work that is being done at our institution. But it can only do these valuable things if people participate. Take a few minutes over break to enter your information.

- **FALL APPLICATION UPDATE**

Undergraduate applications are running substantially ahead of last year's tallies. All of the fall admissions events such as the "Discovery Day" series, the "Multi-cultural Visitation Program," and "Scholars Day" have been filled to capacity. In addition, as a result of our international recruitment efforts, it is anticipated that we could have as many as 40 new undergraduate international students on campus during Winter Quarter.

The growth in applications is good news, but as Dave Garcia, Director of Admissions, cautions, the real task that lies ahead relates to yield. At the beginning of the academic year, each college was asked to create a committee of faculty to specifically plan and implement yields strategies to be undertaken in February, March, and April. These college committees working in conjunction with the Office of Admissions and assistant deans should help to improve the university's acceptance rate in an increasingly competitive admissions climate.

- **FACULTY WORKLOAD**

Members of Faculty Senate Executive Committee, the Executive Committee of the Chairs and Directors group, some of the deans, and I had a productive discussion of faculty workload two weeks ago. Dennis Irwin is incorporating the areas of agreement reached in the meeting into a document to be circulated to the deans and both executive committees. Pursuant to our meeting I asked John Burns to draft an opinion on including the workload policy as part of the university's policies and procedures. I anticipate having that letter shortly and will share it with the groups involved.

- **FIVE-YEAR ACADEMIC ACTION PLAN**

I have received the Five-Year Academic Action Plan Committee's report. I want to thank Dean Chuck McWeeny and the committee members for their time and effort in seeking feedback from across the institution and submitting their report on schedule. I also appreciate the energy and attention that Faculty Senate and the other constituent groups dedicated to reviewing the plan and making substantive recommendations.

President McDavis and I will adopt the process and timeline put forward in the report. That process and timeline consists of:

- My submission of a recommendations based on the FYAAP Committee report to President McDavis before November 28. Those recommendations will be made available to the university community.

- The President will bring the recommendations contained in my response to the deans and the executive staff. President McDavis and I will meet with the deans and the executive staff to redraft the plan by the first week in January.
- The redrafted plan will be submitted to a joint committee made up of the FYAAP Committee and the Vision Ohio Executive Steering Committee. They will review it and provide feedback by the end of January.

I'll be working on my recommendations in the coming days and look forward to sharing them with the university community. My recommendations will be posted on the FYAAP Web site on or before November 28.

- **BUDGET PLANNING**

Questions have been asked lately about the characteristics of the new budgeting system for the university. Earlier in the quarter this issue was addressed in an *Outlook* story. For reference I have included relevant excerpts from that message below:

“Ohio University is developing a budget model based on a set of values that emerged from the Vision OHIO strategic planning process. The values relate to issues of academic quality. To this end, the deans, with input from the leadership of Faculty Senate, have drafted a set of Academic Quality Indicators (AQIs). The AQIs include:

- Maintenance of the tenure-track faculty base, tenure-track faculty credit-hour production, and faculty research and creative activity production
- Monitoring of academic quality through program accreditation, grade distribution as a check on grade inflation and the quality of the entering freshman class
- Prevention of extended time to graduation for reasons other than programmatic integrity and the duplication of courses already being offered by other units
- Ensuring stability in section size and continued support for honors and interdisciplinary programs”

The new budget model will “support budget planning and decision-making processes. It will promote transparency and provide an evidentiary basis for rational, long-term budget decisions. Particular elements that the deans selected for inclusion in the budget model include:

- Three-year averaging of credit hour production
- Weighting of tuition revenue to reflect cost of instruction
- Allocations reflecting both credit hour production (85 percent) and numbers of majors (15 percent)
- Tracking of space costs in proportion to amount of net assignable square footage
- Allocations of enrollment-driven costs in proportion to enrollments
- Allocation of all remaining costs as a simple overhead calculation rather than actual usage”

The Vision Ohio Academic Plan recommended the creation of a “budget allocation” process that involved a “metric-driven accountability” system that put an emphasis on

quality, transparency, simplicity, and stability. It will take time to implement such a system fully. Some units face more difficulties than others due to the legacies of our past practice of incremental budgeting. The Office of the Executive Vice President and Provost has tried to provide relief to those units whenever possible. For example, the EVP-Provost's Office has attempted to alleviate acute staffing shortages in the College of Health and Human Services by adding five base faculty lines since 2005 as well as additional one-time-only funding to support instructional capacity. While these injections of new resources cannot fully resolve staffing difficulties, they do represent a commitment on the part of the EVP-Provost's Office to find ways to address pressing issues during this period of budget transition.

- **TASK FORCE ON CENTERS OF EXCELLENCE IN PROFESSIONAL AND GRADUATE EDUCATION**

The task force continues to work on both guidelines for departments to describe their graduate programs and criteria for evaluating self-studies. Because of their delayed start, it is likely that the original submission date for self-studies (Jan. 25) will be pushed back. The committee has scheduled meetings during the break and hopes to be finished with self-study guidelines soon.

- **GRADUATE COLLEGE TASK FORCE**

The Graduate College Task Force has met with the Associate Deans for Research to ask for their input on the nature of the Graduate College. The Associate Deans assisted the task force in understanding which responsibilities the Graduate College must undertake for the overall good and what should remain based in the colleges. In Winter Quarter, the task force will meet with Graduate Council to seek their input on the responsibilities and structure of the Graduate College.

- **ACADEMIC SUPPORT UNIT REVIEW**

Gary Neiman, Dean, College of Health and Human Services, is chairing the Academic Support Unit Review Committee and has been working with Mike Williford and Terry Conry to develop a draft of the process and procedures, establish committee membership, and set the groundwork to convene a committee meeting to be held on November 30. The 17-member committee broadly represents the academic and academic support areas of the University. Committee members will participate in the following activities:

- Refine and implement the program review process;
- Provide support in developing metrics for assessment;
- Support continuous improvement during and between units' reviews;
- Review self-studies and make recommendations to planning unit heads.

In its initial meeting, the Committee will discuss process and procedures and set the groundwork for the three reviews to occur during FY08, namely, Campus Recreation, the Kennedy Museum, and Housing Services.

In subsequent fiscal years, the Committee expects to review approximately 10-12 units per year. The Committee will provide reports of its reviews to the Executive Vice

President and Provost, Vice President for Finance and Administration, and Budget Planning Council.

University System of Ohio Updates

- **OU-USO DEFINING STATEMENT**

The Vision Ohio Executive Steering Committee utilizing feedback received from the university community produced a draft of an OU-USO Defining Statement. The draft statement has been given to Chancellor Eric Fingerhut with the request that he provide the university with feedback. Once we have heard from the Chancellor, the Vision Ohio Executive Steering Committee will review his suggestions and produce a final draft. A copy of the current draft is attached to this report as an appendix.

- **OHIO INNOVATION PARTNERSHIP**

The Ohio Innovation Partnership (OIP) initiative has two components: the Ohio Research Scholars Program, which received \$150 million, and the Choose Ohio First Scholarships Program, which was allocated \$100 million. While both programs intend to use STEMM to advance the Ohio economy, one focuses on developing a pipeline of students to support a science- and technology-based economy while the other concentrates on bringing expertise into the state to contribute to long-term regional economic development through STEMM pursuits.

Awards under the two programs will be made to institutions on a competitive basis. Proposals can consist of initiatives to be carried out solely by that school or in collaboration with other public or private institutions of higher education and for-profit and nonprofit Ohio entities. Under the Choose Ohio First Scholarships Program, a limit was placed on the number of submissions that a university could make as the lead proposer. No limit on lead submissions exists for the Ohio Research Scholars Program.

- **Choose Ohio First Scholarship Submissions**

On November 7, Ohio University submitted five lead Choose Ohio First Scholarship Letters of Interest (the maximum allowable based on enrollment):

- A proposal to provide scholarships for undergraduate and graduate students in the emerging field of bioinformatics. The proposal involves the Russ College of Engineering and Technology and the College of Arts and Sciences along with 16 educational partners and 10 for-profit and nonprofit entities.
- A proposal focused on undergraduate and graduate scholarships for economically disadvantaged students in STEMM and STEMM-educator fields that brings together faculty from the College of Education, the College of Engineering and Technology, the College of Arts and Sciences, five partner educational institutions and two nonprofit organizations.
- A proposal to provide undergraduate scholarships tied to comprehensive academic and research experiences for students seeking degrees in STEMM

fields. This proposal is centered in the College of Arts and Science and involves one educational partner institution and eight for-profit and nonprofit organizations.

- A proposal to use scholarships to recruit undergraduate, graduate and medical students into an interdisciplinary diabetes-focused education program based in the College of Health and Human Services and the College of Osteopathic Medicine.
- A proposal to create a STEM-based undergraduate and graduate scholarship program through an Interactive Virtual Environments initiative. Participating colleges include the Scripps College of Communication, College of Health and Human Services, Russ College of Engineering and Technology, College of Education and College of Fine Arts. It also involves three other educational institutions and one nonprofit organization.

The university also joined as a partner on a proposal submitted by Shawnee State University and the Ohio Appalachian Center for Higher Education. The Shawnee State/OACHE proposal involves 10 institutions in southeastern Ohio ranging from technical and community colleges to four year institutions. The goal of the proposal is to provide Choose Ohio First scholarships to undergraduates and graduate students from the region entering or transferring to programs in STEM areas.

The Chancellor's Office of the Board of Regents will review the letters of interest and provide direction by Nov. 28 as to whether institutions should proceed with final proposal submissions. Final Choose Ohio First proposals are due Jan. 22.

○ **Ohio Research Scholars Submissions**

On Friday, Interim Vice President for Research Jim Rankin and the Associate Deans for Research from all of the colleges met to review initial Ohio Research Scholars proposals. The following proposals will move forward.

- Bioinformatics (RCENT, A&S, OUCOM, EBI)
- Cellular and Molecular Diagnostics (OUCOM, RCENT)
- Endocrine and Metabolic Disorders (A&S, OUCOM, EBI)
- Nanoscale and Quantum Phenomena Institute (A&S, RCENT)

In addition, the Consortium for Energy, Economics, and the Environment, which originally submitted a proposal on bioenergy and carbon recycling for energy sustainability to the Office of Research for review, will join a Research Scholars Proposal led by Ohio State University consisting of Ohio University, Case Western Reserve University, and the University of Toledo.

Letters of interest are due to Chancellor Fingerhut by November 21. Drafts of those letters are to be submitted to the Office of Research by close of business

today. The Chancellor's Office and the Ohio Department of Development are slated to respond to letters of interest by December 21.

- **Chancellor Fingerhut's Preview of Goals in 10-Year Master Plan**

Chancellor Fingerhut has begun releasing proposed elements of the Master Plan for the University System of Ohio. The final plan is to be presented to the governor and the General Assembly on March 31, 2008.

So far he has released draft goals for educational attainment, quality, affordability, and economic leadership. The draft goals are posted at <http://universitysystem.ohio.gov/master-plan/index.php>. The Chancellor is inviting public comment on the plan as it unfolds. I urge faculty to become involved in this process. Go to the Web site, examine the goals, and participate in the discussion. It is important that members of the Ohio University community provide thoughtful, constructive feedback about the selection and implementation of these goals. Should the USO Master Plan be adopted by the governor and the General Assembly it is likely that it will form the basis for funding higher education in the future.

- **The Voluntary System of Accountability**

In response to the Spellings Report from the Department of Education's Commission on the Future of Higher Education, the American Association of State Colleges and Universities and the National Association of State Universities and Land-Grant Colleges created a proposed mechanism "through which public higher education could become more accountable for student learning and development." That mechanism, known as the "Voluntary System of Accountability," has been presented to Chancellor Fingerhut for consideration as he develops the master plan for the USO. I will place a copy of the summary and background materials associated with the "Voluntary System of Accountability" on my Web site. Faculty and staff are strongly encouraged to read it.

Kathy A. Krendl
Executive Vice President and Provost

DRAFT--USO DEFINING STATEMENT—OHIO UNIVERSITY

Ohio University and the University System of Ohio

Oldest institution of higher education in the state with a rich tradition of citizenship development

Exceptional levels of student-faculty engagement fueled by the synergy between undergraduate education, focused graduate education, and the research and creative activity of students and faculty.

Substantive contributions through partnerships on multiple campuses in Southeastern Ohio, the state, the nation, and the world

Established by the Northwest Ordinance of 1787 and chartered in 1804, Ohio University is the state's first institution of higher education and one of America's oldest public universities. Ohio University is known nationally for its academic excellence, commitment to diversity, and the quality of its faculty and their effectiveness in helping students of all backgrounds achieve their promise

The university's success in developing student potential owes to the richness of student-faculty engagement and the synergistic relationships among its exceptional undergraduate and graduate degree programs on its six campuses, the nationally prominent research and creative activity of its faculty and students, and the internal and external partnerships that benefit the campuses and their communities, the region, the state, the nation, and the world. The university brings its partnerships and the knowledge that it generates from research and scholarly activity into classrooms, into learning communities, into centers of excellence, into guided research and artistic endeavors, and into experiential academic opportunities.

Ohio University is regularly recognized nationally for the excellence of its faculty and their extensive achievements in engaging students. Evidence of the remarkable nature of the depth and breadth of student-faculty engagement resides in its fourth in the nation graduation rate performance among public universities and its consistently outstanding success in students' receipt of nationally competitive awards ranging from the Fulbright Scholars Program for international study to the Goldwater Scholarship for excellence in science, mathematics, and technology. Because of the level of commitment on the part of faculty to students, Ohio University's graduate and undergraduate programs make substantial contributions to the furtherance of civic engagement and service in the realms of communication, the environment, technology, health and wellness, fine arts, and the liberal arts and sciences.

Partnerships and connections help define Ohio University's continuous commitment to citizenship. The cultural strengths and economic challenges of the region in which Ohio University resides encourage the creation of partnerships to share resources and provide access to programs and services in the areas of economic development, environmental initiatives, health and wellness, and educational concerns. As part of its mission to enhance the quality of life in its geographic region and beyond, Ohio University builds collaborative internal and external partnerships with other universities, two year colleges, public schools, and governments to create and support sustainable businesses, and to promote private investment and technological advancement.

Ohio University also fulfills its commitment to citizenship by creating valued, diverse communities on its main campus and on its five regional campuses. Each Ohio University campus provides an appealing environment in which standards of civility, integrity, and collaboration matter. These academic communities also enrich the lives of those who live in the towns and areas where the campuses are located. Through contributions such as arts programming, sustained volunteer activity, or commerce, Ohio University brings much needed resources to those who live and work near its campuses.

With a deep and abiding commitment to its original covenant of developing citizens and being itself a good citizen of the state, Ohio University brings pragmatism and passion to the task of providing accessible and affordable, high quality higher education for Ohio's diverse population as well as programs and curricula designed to meet Ohioans' needs for the 21st century. With the longest record of success in the state in helping students to fulfill their promise, with centers of excellence that connect knowledge to needs, with a demonstrated ability to adapt and evolve through connections and partnerships, and with a record of establishing meaningful communities, Ohio University is well suited to make unique and essential contributions to the University System of Ohio.