Introduction

I have organized my inputs to the process as follows:

I. I have included a discussion of the measurements we now value, as reflected in the 2013 strategic plan (Appendix I). As was announced in a recent faculty meeting, a lightly modified strategic plan, which was the outcome of the September 2015 college leadership and Board of Visitors retreat, will be presented to the faculty before the end of the Spring semester 2016.

II. A detailed list, with examples of how they are accomplished, of the regularly occurring activities involved in my position

III. A detailed list of those activities or initiatives that are occasional in nature, either because of the characteristics of the Russ College, or because of my own approach to the position of Dean

IV. A summary of the state of the Russ College, including research, personnel, budget, communications, fundraising, facilities, academic programs, accreditation, and planning for the future. As a useful summary document of the state of the college I have included, as Appendix II, a powerpoint presentation by that name that I briefed to the Russ College Board of Visitors in December 2015.

V. Professional activities

VI. Travel and associated activities

VII. Closing statement and vision for the future of the Russ College

As always, the accomplishments of the Russ College are a team effort and we, and I, could not have made the progress we have without the faculty, staff, and student members of that team.

I. Goals for 2017 and beyond

The following goals are closely tied to our metrics, which are, in turn, part of the Russ College’s strategic plan. An integrated strategic plan that incorporates the elements of the metrics, the narrative strategic plan, and the Russ Vision Plan in one document is attached as an Appendix III. New features include a more full definition of the term “meta-engineering,” more explicit mentions of our strategic research foci, and a set of targets for the measurements we value that are simultaneously consistent with top 25
engineering colleges but are independent of size considerations. For example, one of the measurements you will not see is the raw number of PhD graduates. This measurement is often considered in national rankings, but skews quality in the direction of sheer size. The new plan’s vision is stated as our “five demands.”

To be a top-tier engineering and technology college (top 25) as measured by the demand for students to attend, demand from prospective faculty and staff to be employed, demand from the public for our knowledge and research, demand from employers for our graduates, and demand from benefactors to support the College’s values and vision.

Success in progressing toward this vision will be measured according to the following goals, and the driving metrics that support them:

1. Achieve and maintain undergraduate enrollment at a minimum of 2,100.

   Undergraduate enrollment (1815) NOT including pre-engineers) has surpassed the goal of 1450 set in 2007, mainly due to enhanced scholarship support (a consequence of the Russ Gift), better overall retention, and a growing interest in STEM fields. Graduate enrollment (531, with 408 MS of which 325 are on-line, and 123 PhD) also surpasses our goal of 350 set in 2007. The 2,100 undergraduate enrollment goal is based on what appears to be necessary to balance the budget in the RCM environment and provide for long term financial strength of the Russ College. The upcoming proposed strategy will retain the undergraduate goal, raise the graduate goals, and clarify the time-frame over which we hope to realize the new goals.

2. Increasing the yield rate of the Russ College prospective entering class to 38 percent.

   Our yield rate has fluctuated (downward) as a consequence of the much larger numbers of applications from qualified students. Therefore, with our current admission standards a 38% yield rate is currently not possible or desirable. This goal will be deleted in the proposed strategic plan modification.

3. Increasing the yield rate of prospective undergraduate students with ACT scores greater than or equal to 30, to 50 percent.

   Again, the large number of applicants has decreased this yield from almost 50% (49% in 2012) to a bit higher than 27% in 2015. A more reasonable number given the current applicant pool appears to be about 30% (achieved in 2013). These lower yields are almost certainly due to unintended consequences of the change from the Gateway Scholarship Program to the Signature Scholarship
Program. My office has been working with the Vice Provost for Enrollment Management to modify certain elements of the new scholarship program to mitigate this drop in high ability students.

4. Maintaining the six-month job placement rate for undergraduates at higher than 95 percent.

Historically, it has been difficult to obtain reliable placement information from our graduates. However, near-heroic efforts on the part of Dean Pidcock, Director of Professional Experiences have yielded reliable such information for the first time. Thus, I am pleased to report that the 6 month placement rate is 94.9%.

5. Maintaining graduate enrollment at a minimum of 350 total, with a minimum of 100 doctoral students.

As mentioned, we are currently meeting and exceeding this goal. Proposed new goals will be 740 total and 180 doctoral.

6. Increasing the proportion of faculty interviewees from Tier I programs to 50 percent

During fiscal year 2015, 50% of our interviewees for faculty positions were from top 40 schools (terminal degree granting institution).

7. Raising the level of sponsored research funding to $400,000 annually per research faculty member, on average.

This figure of merit stands (fiscal year 2015) at $230,000, which is above the goal of $200,000 in effect until 2011. However, it is scheduled to increase linearly to $400,000 over 10 years (reaching the $400,000 level in 2021). To stay on track for this goal to be reached at that time would indicate a level of $300,000 for fiscal year 2015. Clearly we are not meeting the required trend; however, we are undergoing a significant demographic change in the number of mid-career, and most productive by this metric, faculty. In fact it would not be surprising for the metric to take a bit of a dip until the large number of new faculty hires reach career maturity. We should all be pleased that our research funding trend is flat, since that is most assuredly NOT the case for federal funding agencies, for which sequestration has been a challenge.

8. Increasing endowment value to $2 million per tenure-track faculty member.

The endowment value per tenure-track faculty member currently stands at $2,140,000, clearly meeting the criterion.
Obviously, our purpose, vision, and strategies are subject to periodic review and to new opportunities. We should all be aware of ongoing developments in the educational, industrial, and regulatory environment and bring those to the attention of the department and college leadership teams. If it becomes apparent that significant changes are necessary in our college strategic plan, we will undertake a review, whether or not our strategic plan is due for review.

II. Regularly Occurring Activities of the Dean

The following is an extensive list of activities in which I regularly engage. Many are designed to ensure that I hear the concerns of faculty, staff, and students. Others involve my inherent governance and management responsibilities, and still others involve my professional activities.

1. Presentations

I normally deliver a large number of presentations every year; these range from presentations to the Ohio University Board or Trustees, the Russ College Board of Visitors, the Ohio University Foundation Board, Russ College program advisory boards, the Russ Research Center tenants group, emeritus faculty, or to alumni groups.

2. Catch-ups

Called “Catch up with Colleagues”, I meet informally with faculty and staff several times each year. Participation rates vary, perhaps due to variability in workload, but these meetings are always enjoyable and I learn quite a bit about the priorities and concerns of the Russ College. Recent topics of conversation (initiated by the attendees) include the lack of responsiveness from facilities and the poor state of repair and cleanliness of Stocker, the ARC, and West Green in general. Examples of results of these informational sessions include the refurbishment of the Dean’s conference room (Stocker 108), the first floor computer labs, and the common areas of Stocker 1st floor and Stocker 4th floor. In the summer of 2015, we continued with the refurbishment of common areas on the 2nd floor with the 3rd floor to be addressed in the summer of 2016. The meetings have also been a useful venue to discuss the impacts of responsibility center management (RCM), both the advantageous and the challenging.

3. Annual probationary faculty one-on-one meetings
For five years I have scheduled annual one-on-one meetings with each probationary faculty member. I have been very pleased with the information that is exchanged in these meetings. We who are tenured often need to be reminded of the concerns that are unique to probationary faculty.

4. Student Council

I try to meet for lunch at least every semester (recently I have increased the frequency to twice a semester) with the ad hoc Engineering Student Council (mainly the Engineering Ambassadors). These meetings are valuable opportunities to discuss issues ranging from room temperature control problems to curricular issues and ideas. Recent discussions have again centered on access to classrooms in the ARC after normal class scheduling due to the extreme popularity of the facility. I have also attempted to explain to our students that, while the Russ College has priority scheduling authority for ARC classrooms, the common public areas are necessarily open to ALL students on campus and we should be proud that the entire university views the ARC as prime study and interaction space.

5. Meetings with the Russ College Board of Visitors

I meet with the Board of Visitors twice a year, once in the spring in Athens in conjunction with the Spring Awards Banquet and once in early December, usually in a location (Florida or California) where winter travel for the members is less likely to be disrupted. In most cases, the President attends in the winter and the Executive Vice President and Provost attends in the spring. The Vice President for Advancement usually attends both. The Vice President for Finance and Administration has also attended on an “as needed” basis, as has the Vice Provost for Enrollment Management and the Director of University Planning and Space Management. The December meeting involves my delivery of a “State of the Russ College” presentation the first day (the meetings usually last a day and a half), usually followed by a department, center, student services, or student activities update. The last half day is a “working session.” Recent working sessions have included discussions about the strategic plan, responsibility centered management and budgeting (RCM), the future of the Russ Research Center, staffing challenges given the changes in STRS, and the consequent probable need for a large amount of additional research space over the remainder of the decade. In April, on the Athens campus, we give our student project groups a chance to present.

I also hold a monthly teleconference with the Board of Visitors. The discussions during those meetings are typically more detailed and timely, involving management items for which I solicit advice.
Roughly every other year the membership of the Board of Visitors is invited to participate in a day and a half off-site retreat to discuss issues of current importance. In September 2015 that retreat involved a comprehensive revisit of the strategic plan and the college metrics and a standardization of the college metrics with the departmental metrics.

6. Meetings with department/center/institute boards

I meet with about ten of the advisory boards for the departments, centers, and institutes each year. Some of these meetings are an opportunity for the boards to privately report informal findings, some are simply welcoming opportunities, and some involve formal presentations. An example from the past year is the newly formed board of the Ohio Research Institute for Transportation and the Environment (ORITE).

7. Board of Trustees meetings

It is usual that the Russ College has items on the agenda of the Ohio University Board of Trustees meetings. Examples include seven-year reviews of departments, five-year reviews of centers and institutes, new programs, and program or department name changes. I usually attend two or more meetings of the board each year. In January 2016, I presented the college’s purpose, vision, and mission, along with the university-standard “dashboard” for the college.

8. Foundation Board meetings

Since the Russ College has had the good fortune to receive significant charitable contributions over the years, I attend most meetings (three a year) of the Ohio University Foundation Board of Trustees. My focus is typically on the board’s committees or sub-committees, specifically the Real Estate Sub-committee (due to Russ College’s management of the Russ Research Center in Beavercreek, OH) and the Finance Committee, the latter of which requires me to present an annual update of the status of the Russ Vision Plan. This past year, in February 2015, I gave a dinner presentation on the upcoming summer Space Studies Program (SSP15) of the International Space University that the Russ College and Ohio University was preparing to host.

9. Russ Prize ceremonies

The Russ Prize is awarded by the National Academy of Engineering (NAE) every other year for the most outstanding achievement in bioengineering. Because the Ohio University Foundation holds the funds that pay for the prize and the expenses that are incurred in its award, I attend the award
ceremony and reception, as does President McDavis. In addition, the Russ College holds a dinner in honor of the recipient or recipients the night before the awards banquet, at which I speak. I also serve on the Russ Prize Selection Committee of the National Academy of Engineering. As you may know, Russ Prize winners are strongly encouraged by the NAE to visit Ohio University, where they generally meet with selected researchers and student groups and give a public lecture.

10. Meet prospective faculty

Due to attrition (retirements, resignations, failures to achieve tenure), the Russ College hires four to five new Group I faculty each year and this has accelerated as the changes in STRS took effect in 2015. I schedule a meeting with each candidate, which would mean somewhere between ten and fifteen (recently, as many as 25) such meetings during recruiting season. This year (as was the case last year) I plan to meet with ALL candidates. In addition, I attempt to meet all candidates for Group II faculty positions and staff positions at the college level.

11. Chair, Center/Institute Director, and Board of Visitors retreats

Every other year our generous alumnus Ray Fogg, Jr. offers to host a retreat for this group on Rattlesnake Island in Lake Erie. Topics of discussion usually center around the strategic plan (in 2005), policies on such topics as workload, capacity, or physical space allocation (in 2007), departmental performance (2010), and the role of the Russ College in the shale oil and gas phenomenon (2012). This is also an excellent opportunity for college leaders to exchange ideas and “get on the same page,” if possible. It also gives members of the Board of Visitors the opportunity to learn about the unique constraints on change that exist in an academic environment. The last retreat was in September 2015 and centered around the strategic plan. Although the plan was not scheduled for review until 2018, recent developments (RCM, a relatively recent faculty retirement buyout, changes in STRS) have significantly changed the direction in which the college needs to move, especially as regards research space.

12. Tau Beta Pi awards

Tau Beta Pi has in my (long) memory been the host of the Spring Student Awards Banquet. Some years I am asked to present awards that are not specifically related to a department. Recently, I have been asked to deliver the keynote speech.

13. Russ College awards
Every spring, in conjunction with the spring meeting of the Board of Visitors, I host the Russ College Spring Awards Banquet, during which I present the Russ Teaching and Research Awards (college-wide), the White Research and Teaching Awards (specific to each department), and the Russ College Outstanding Staff awards in three categories. Usually on alternate years, I also have the honor of bestowing (on behalf of the Board of Visitors) the status of Distinguished Graduate on several deserving alumni. This is a very enjoyable event where we also do the important work of recognizing the efforts and accomplishments of all of our personnel.

14. Faculty/Staff Appreciation Reception

I regret that due to changes in university policy, this event was discontinued. This summer I plan to invite the members of all of our advisory boards to meet our faculty in a social environment that should qualify for foundation funding. I apologize that such a reception was not possible due to the participation of many of our staff in the 2014 Montreal Space Studies Program of the International Space University and the huge commitment of the entire college in hosting the ISU program in the summer of 2015.

15. First-Year Student Welcome Dinner

For the sixth year, the College held a welcoming dinner for our entering class. The past two years the program has been more interactive, giving our new students the opportunity to actually see the locations where they will be working and learning during their time in the Russ College, as well as giving them an opportunity to sign the honor code. I think it is important that we begin the integration of our students into the Russ College community early and this is the first step.

16. Order of the Engineer

Every spring, our graduates are invited to join the Order of the Engineer by participating in the Ring Ceremony, a very simple event in which the students take an oath with elements similar to the Hippocratic Oath of the medical profession. Ohio University’s Russ College is Link #73 in the organization. The Order is likely to take on enhanced importance since the National Society of Professional Engineers has re-affirmed the Order’s importance in beginning the professional status of new graduate engineers.

17. Commencement

I participate in commencement exercises twice each spring; once for graduate degree candidates and once for associate and undergraduate degree candidates. The Russ College also hosts
receptions after each ceremony. These are joyous events that serve to rejuvenate me and remind me of why we are a University and a College. This past December was our first Fall commencement after a long hiatus.

18. Ambassador pinning ceremonies

The Engineering Ambassadors, our “front-line” with prospective students and their parents and often with our distinguished alumni, are inducted into the organization in a simple breakfast ceremony that requires that I present them with a Russ College pin, the same pin that is given to our Academy of Distinguished Graduates. I also attend a recognition event (usually a picnic) in appreciation of the ambassador’s efforts in support of our recruiting, outreach, and alumni relations.

19. Homecoming Tailgate

Until a few years ago, the Russ College hosted a Homecoming breakfast at the old Baker Center. The attendance had waned to the point that only a handful of non-staff members attended. Taking advantage of the closure of the building, the college began hosting a Homecoming tailgate tent in Tailgreat Park. Over the past few years attendance has grown to an astounding 200+. I enjoy attending this event. It is a great chance to meet and socialize with our loyal alumni. Our problem now is how to accommodate the increasing numbers who must be turned away!

20. Management meetings leadership roundtables

I hold meetings, roughly every other week, depending on schedules, among the Associate Deans, the Senior Director of Communications and Identity Management, the Senior Director for Development, the Chief Financial and Administrative Officer, and the Aviation Business Administrator. These meetings are intended to share plans and activities for the coming week or weeks in order to coordinate activities and to keep me apprised of issues and events in the college.

21. Chair updates

I meet with all department chairs regularly, usually on a monthly basis during the academic year and “as needed” during the summer and winter breaks. Topics for these meetings vary widely, from new initiatives in the departments, problems scheduling classes, outstanding accomplishments by faculty or staff, and, all too often, budget issues. Chairs are a high priority for my time and I can usually meet with a chair upon request that very day or the next.
22. Robe Leadership Institute seminar

As Dean, I am an ex-officio member of the Robe Leadership Institute Board and have several times participated as an “expert” in their leadership sessions, most recently this past Fall semester. It is quite rewarding to relate my experiences, both positive and negative, in my past and current leadership roles at Ohio University and elsewhere.

23. Promotion and Tenure

Promotion and tenure decisions are the most important decisions I make. I typically spend about 60 hours (for about five cases on average) considering these cases and writing supporting documents or, unfortunately in some cases, denials. This time is in addition to the very significant amount of time invested by the members of the Russ College Promotion and Tenure Advisory Committee. I use four different viewpoints, including my own, to make a determination for a particular promotion or tenure case. The other three are the departmental committee recommendation, the department chair’s recommendation, and the advisory committee’s recommendation. I think our success in hiring, mentoring our new faculty, and in successfully supporting their promotion and tenure cases speaks for itself by the distribution in ranks; specifically, we have 27 Professors, 35 Associate Professors, 21 Assistant Professors, and 13 Lecturers.

24. Governance Activities

Necessarily, a large amount of my time, perhaps a day a week, is spent on governance activities. These include regular meetings of the Deans Council. Of course, within the Russ College, as has been mentioned, I am a member, with the chairs, of the Russ College Academic Council. Center and Institute Directors are generally invited to these meetings, as well, because much of the discussion involves policies and procedures that apply to both groups. My representation on the University Curriculum Council is delegated in most cases to Associate Dean Giesey.

This year I have been serving on the Information Technology Governing Council, the Presidential Risk Management Council, the Technology Commercialization Strategy Team, the Budget Planning Council, the Innovation Strategy Team, the search committee for the Associate Vice President for Architecture, Design, and Construction, and the Disability Strategic Planning group.

III. Activities that are unique to the Russ College or that occur on an occasional basis
1. Honorary degree nominations

During my service as Dean, I have nominated six individuals for honorary degrees. Four were ultimately awarded, to Mrs. Beth Stocker, Mr. Charles Stuckey, Jr., Mr. Ray Fogg, Sr., and General Jim Abraham.

2. Russ Real Estate LLC’s

Several real estate holdings, including the 190,000 sq ft Russ Research Center are still in the possession of the Ohio University Foundation for the use of the Russ College. As such I serve on the Board of Directors of several limited liability companies whose purpose is to manage the properties. The Russ College Dean’s staff organizes these meetings, which are held quarterly.

3. Russ Gift Oversight Committee Meetings

The Russ Gift Oversight Committee was established by the Ohio University Foundation in 2010 to review and approve the college’s plans for spending the “cash” portion of the Russ gift. The Dean’s office staff organizes these meetings (four a year) and I participate as a member, along with the President, the Executive Director of the Cutler Scholars Program, the Chair of the Board of Visitors, and an external member (currently David Scholl, former CEO of Diagnostic Hybrids and current member of the Ohio University Foundation Board of Trustees and the Ohio University Board of Trustees).

4. Alumni Association and other Awards

Recently, several of our alumni have received awards from the Alumni Association and from the Vice President for Research and Creative Activity. Alumni H.T. Chua (programmable array logic) and Joseph Jachinowski (compact proton accelerator) received the Konneker Medal for Commercialization and Entrepreneurship. Jack Myslenski received the medal of merit and alumni, Jake Sigal, Natalie Kruse, and Alan Schaaf received the recent graduate award. I am usually involved in the nomination process for alumni who receive such awards.

5. Alumni Events

The college has begun to hold alumni events at major league baseball games in Cleveland, Cincinnati, and Detroit, with attendance growing to the point of filling available hosting spaces at the ballparks (50-75). This past year, the college also participated in an Ohio University alumni reception in Fort Myers, FL the day before the Board of Visitors meetings.
IV. \textbf{State of the Russ College}

1. Enrollment and Retention

Undergraduate enrollment in the college began decreasing in 2000 and continued that trend until 2004. Since then, through a closer relationship with the Office of Admissions, retention enhancements such as learning communities, and earlier involvement with our entering freshmen and transfer students, that trend halted, and enrollments have been increasing for some time. (see the historical undergraduate enrollment graph in Appendix I). Our relatively new (since Fall 2009) mathematics retention faculty have certainly had a very positive effect on our enrollment, as many of our entering students changed majors or previously left the university due to problems with mathematics. The consolidation of our engineering fundamentals courses (thermodynamics, statics, etc.) under the ET course umbrella, along with the hiring of dedicated Group II lecturers to accommodate the marginal increases in demand since the quarters to semesters transition has led to greater standardization of quality and, we hope, greater retention through the sophomore year. Other new initiatives include greatly increasing our sophistication in awarding scholarships by analyzing overall yield rates and also those for underrepresented groups such as minority and female prospective students. These initiatives, combined with greatly increased scholarship funds from the Russ gift and our new scholarship matching program, have surpassed our original undergraduate enrollment goal (1,450, appropriately distributed among our programs in accordance with instructional capacity) in much less than the originally planned four years. We also expect to increase our minority enrollment and our enrollment of women to meet our goals in those demographics. As mentioned earlier, undergraduate enrollment stands at 1814, retention of our entering class is 85%, and our six-year graduation rate is 68%.

1. Research

Sponsored research has increased from $11.8M at the end of my first year’s service as Dean to last fiscal year’s $14.3M. Comparing the $11.8M figure to the three-year average of $15.5M (which is also coincidentally the FY 2015 figure), the Russ College has increased its sponsored research by almost 40 percent in a very challenging economic and government spending environment.

We should all realize however, that as many of our very productive research-oriented faculty retire and are replaced by outstanding new faculty, our research productivity will undoubtedly decline temporarily as these new faculty develop their research programs and approach career maturity.
Already, though, we have seen the positive results of these new faculty hires. For example, Jason Trembly of mechanical engineering, recently received notification of a multi-million dollar award from the Ohio Third Frontier program for shale drilling wastewater treatment research and development.

2. Personnel & Budget

The last two years have been reasonably good years for the college, financially. Although the college lost almost $3M in operating income (that income attributable to tuition and state subsidy) over the period 2002-2012 (the period of continuous budget cuts), we have been fortunate in the sense that our endowment income has increased by about the same amount during that time. Other colleges at Ohio University have not had the benefit of these resources and while numerous positions and other resources have been lost in the university as a whole, the Russ College has been able to avoid layoffs, lost positions, and lost opportunities.

These past two years we were able, for the first time in well over a decade to request, and receive, funding for a number of new Group I faculty positions (mechanical engineering and chemical and biomolecular engineering), new Group II faculty members (our fundamentals lecturers), and research administrators to provide support for our research centers and institutes. This can be directly attributed to the combination of the financial transparency afforded by responsibility center management (RCM) and enhanced revenue generated by our growth in enrollment. While I think all of us were, understandably, apprehensive about the effects of the RCM implementation, it has, to date, proved to be instrumental in demonstrating our need for resources.

We have also recruited and retained an outstanding group of faculty in the past five years, and we have assembled a highly competent and “customer service oriented” group of college-wide support staff and an experienced group of chairs, associate deans, and directors.

3. Communications

Now that the introduction of our “Create for Good” identity is complete and is being increasingly embraced by our students, faculty, staff, and alumni, the arduous tasks of updating websites, creating presentation templates, student viewbooks, and other “collateral material” is well under way and, in many cases, are completed. I hope you are as pleased as I am with the results. I think
we have made a real splash, and I mean real in the best sense of the word: it is real to us because it
represents us, what we stand for, and what we are doing.

Russ College Board of Visitors members are kept current on Russ College activities by sending them
all press releases and a summary of news from the university’s “e-clips” facility. They also have
access to the Engineering Ambassadors blog. Twice a year, at Board of Visitors meetings, I give a
“State of the Russ College” presentation (version of December 2015 attached).

The College attempts to stay current with emerging tools, as well, such as social media. The College
has a twitter account, a Facebook presence, and is developing a presence on YouTube.

Internal communications are also very important, but communication implies a balance between
silence and saturation. At the risk of creating what some consider spam, the college issues a weekly
html newsletter (Russ College E-News) with information on student events, student and faculty
accomplishments, internship, coop, and job postings, thesis/dissertation defenses, research awards,
and other items of interest. Very rarely, on an as-needed basis, the college issues specific email
advisories. In addition, we have created digital signage, first appearing in the Stocker Center lobby
via flat panel displays and now on similar monitors in the ARC.

I cannot overemphasize the importance of having a significantly sized, well managed, well led,
communications staff. Not only have they greatly enhanced our prominence in the sense of being
“recognized,” I think it is clear that the increasing demand from students for our programs is a direct
result of their efforts. This increased demand leads to increased enrollment and, ultimately,
increased funding from the university.

However, given the history of the college dating to the mid 1990’s it is natural that we have
concentrated our efforts on undergraduate admissions. Because we now have a need for more, and
more capable, graduate students, especially Ph.D. students, I have authorized a study by the
communications consulting firm Ologie of our graduate recruitment efforts. I expect the result to
guide us in what needs to be done to match our very high quality, successful, faculty to Ph.D.
students who can assist them in growing the scope and quality of their research programs.

A word about the communication efforts in support of the Space Studies Program of 2015 (SSP15)
that we hosted last summer. To be blunt, this was, for admittedly unavoidable reasons, dumped in
our college lap, and our communications staff did an outstanding job in not only meeting but
significantly exceeding the expectations of the International Space University community, as well as
my own.
4. Fundraising

Fundraising is a rather unique part of the position of Dean, and I will certainly admit that I entered the job with some trepidation about soliciting funds from private donors. However, I have found it to be one of the most enjoyable parts of my job. I have not once visited an alumnus or College friend who had an agenda of his or her own to pursue or who was in any way other than dedicated to the College. I have particularly enjoyed the relationships I have developed with Beth Stocker, Fritz and Dolores Russ, Chuck and Marilyn Stuckey, Ray Fogg and the late Rachel Cavanaugh, Emmett Boyle and Debra Boger, and many others.

Fundraising since 2002 has totaled almost $30M without the Russ gift, and $135M including only the non-real estate portions of the Russ gift. The college’s endowment is over $180M and if the financial markets continue to be stable, the Russ College will eventually benefit from over $6M in additional funds for scholarships, professorships, student activities, start-up support, and other instructional, research, and capital needs.

An exciting development is the scholarship matching program that we are offering to potential donors in order to greatly enhance our endowed scholarship base. With the assistance and support of the Executive Vice President and Provost’s strategic investment funds and Russ Vision Plan funds, we are now offering a one to one match for contributions to certain endowed scholarship funds of at least $50,000. With the matching funds, such a gift establishes an endowed fund of $100,000 which generates $4,000 each year for scholarships. As I’ve reported for several years, such scholarships significantly increase our yield of admitted students. As of this date, we have firm commitments from donors of over $1.7M. With the match, these funds will establish endowments totaling $3.5M, generating enough annual income for 33 of these yield scholarships. In my opinion, these scholarships assure or future competitiveness.

As we begin to seriously consider a new research facility, notionally a 120,000 square foot renovation/expansion of the West Union Street Office Center (WUSOC, formerly HDL), we will begin discussing funding opportunities with potential donors, most likely corporations and corporate foundations.

5. Facilities

The six year-old Academic & Research Center (ARC), after the Russ gift, is probably the most significant development in the Russ College over the past ten years.
From the original concept as a solely Russ College venture in 2003, through its repurposing in 2005 to include the needs of the College of Osteopathic Medicine and the collaboration of our biomedical engineering faculty in both colleges, the ARC has evolved into what I believe is one of the nation’s premier facilities for engineering and biomedical education, where faculty, staff, students, and researchers interact daily and naturally to exchange ideas, see what others are doing in their classes, projects, and research endeavors, and to become a community. State-of-the-art classrooms, laboratories, project working rooms, a fantastic array of common areas, and plenty of space to perform planning and to study all bring together the essential elements of a technical education.

The ARC is a huge help in recruiting students and faculty and in retaining our students through a sense of community and shared experiences. It enables the College to achieve its enrollment, retention, and graduation rate goals. You may be interested in the two most common statements about the ARC that I hear from students: “we wish it was bigger,” and “can we keep the non-Russ College students from using it.”

Any day that includes time for me to give a tour of the ARC is a great day for me and you should know that it is your presence, and that of our students, that make my tours so personally satisfying.

A new research facility will clearly be required, quickly, as we begin to hire a new generation of research-active faculty from top institutions. We need to consolidate spaces for which we pay significant lease and utility costs, as well. Current thinking is that a renovation and small expansion of the West Union Street Office Center (WUSOC) would fit our needs, given its relatively close location and its original design as a very high weight bearing paper storage facility. It likely provides the largest and most cost effective solution to our needs. I am currently negotiating approval to start the planning process in earnest (finally expected in June 2016), with a desired move-in date of late 2018.

Also, as you are well aware, there are significant challenges in the infrastructure systems of Stocker Center. We continue to work with university leadership to accelerate the replacement of HVAC and roof systems.

6. Programmatic

Our two newest academic programs are the Bachelor of Science in Energy Engineering (EnE) and the Bachelor of Science in Technical Operations Management (BSTOM). The EnE program is a very exciting response to an industrial and societal need and, to our knowledge, only the third of its kind in the U.S., after UC-Berkley and Penn State. We believe the online BSTOM is unique in providing a degree completion program for technology practitioners who are place bound due to full-time
employment in locations remote from institutions offering residential four year degree programs. We have had some challenges in getting this off the ground in light of the management turnover in e-learning, but we hope we are back on track to serve the place-bound technical professionals who need a bachelor’s degree for career progression but who cannot enroll, even part-time, in a traditional engineering, management, or technology program at any of Ohio’s traditional higher education campuses.

Another recent development is the participation of all of our undergraduate academic programs in the Certificate in Entrepreneurship offered by the College of Business. While actual completion of all of the requirements for the certificate is daunting in terms of length and cost of enrollment, it appears that our students are participating in portions of the program, the their significant benefit.

7. Accreditation

With the sole exception of the programs in the Department of Aviation (which are certificated by the Federal Aviation Administration under Part 141 of the Federal Aviation Regulations), all of the Russ College’s undergraduate programs (the new EnE and BSTOM programs excepted) are accredited by either ABET (in the case of engineering and computer science) or ATMAE (in the case of engineering technology and management. The Russ College has a long history of very good accreditation visits and outcomes. Our scheduled “next visit” date for engineering programs is 2016, but ABET performed a site visit in fall semester 2013 to review the computer science program and, with an almost perfectly “clean” report has received reaccreditation to 2020. ATMAE visited in March 2014 and we have received reaccreditation of the program in engineering technology and management to 2021.

I could not emphasize enough the importance of a successful outcome to the Fall 2016 ABET engineering program visit. It is not an exaggeration to say that the very future of the college, certainly in terms of resource allocation, depends on our “performance” as a result of that visit. We should all place the ABET visit at the top of our list of priorities.

V. Professional Activities

1. Ohio Society of Professional Engineers (OSPE)

In May of 2010 the Ohio Engineering Deans Council appointed me as liaison to the OSPE. As such, I attended board meetings of the OSPE even before, in May 2011, I was appointed to the OSPE board as the chair of the interest group of Professional Engineers in Higher Education. The major item on the OSPE agenda that could affect engineering higher education is the proposed requirement that
all engineering professors teaching design courses be registered. The OSPE supports passage of legislation to that effect and I have been tasked to work with a former President of the OSPE to draft a bill that is acceptable to both the engineering community and the engineering education community. In my opinion, it is unfortunate that the Ohio Engineering Deans Council has declined to support a very reasonable compromise and I had the unpleasant task of forwarding that information to the OSPE board on March 15, 2013. Discussions of this issue continue and I expect that the Ohio engineering deans will respond positively with strategies to encourage enhanced participation by our students and alumni in the registration process, which I believe is the underlying issue behind the historical efforts to require faculty to be registered.

Last June, I was elected President of OSPE. My agenda as President focuses on the importance of the Engineers’ Code of Ethics as the major reason motivating new engineering graduates to pursue registration, rather than the exclusivity of the “club” or “guild,” a mentality that I firmly believe has harmed the engineering profession. We engineering educators know that our students can, and will, if properly motivated, take and successfully pass the examinations intended to establish their technical competency. Licensing them as professional engineers means that they are required, by law, to follow the Engineer’s Code of Ethics which includes the obligation to protect the public in everything they do. That’s a powerful message that I think our students respond to very positively.

2. Ohio Engineering Deans Council (OEDC)

My long participation in this organization is important for several reasons. Perhaps the most significant result of my participation is the support gained for the new (in 2008) Ph.D. program in Civil Engineering and our other programs that needed approval by the Ohio Board of Regents. Although input from the engineering Deans is not mandated by OBOR’s new program review process (and was a surprise to the Deans that it was not solicited), I initiated a policy of disseminating new engineering program proposals among the Ohio engineering Deans in order to ensure that their views were considered in the approval process. I credit this policy with the recent approval of all of our graduate program initiatives (including our on-line delivery models). Another important result of participating in the OEDC was the report the OEDC delivered to the Chancellor entitled “Engineering Ohio’s Future.” This report identified areas of strength in Ohio’s engineering research programs that are well-aligned with the University System’s master plan and with the strategic plan of the Ohio Economic Development Council. Then-Associate Dean Rankin was the major author with the collaboration of his counterparts around the state.

My most recent participation was in early 2015 at Ohio State, where I met a large number of new deans, as all institutions with the exception of ours and Toledo, have experienced recent changes in
leadership. It is important to establish these relationships, as increasingly the state is urging us to collaborate, rather than compete.

3. Professional Societies

I maintain membership in several professional societies, including the American Institute for Aeronautics and Astronautics (AIAA) (Associate Fellow), the Institute of Electrical and Electronics Engineers, Inc. (IEEE) (Senior Member), the National Society of Professional Engineers (Central Region Board of Directors and Chair-Elect of the Professional Engineers in Higher Education) and the American Society for Engineering Education (ASEE)(Member and member of the Engineering Deans Institute).

4. International Space University (ISU)

I began my involvement with ISU in 1998 when I was invited as a “local expert” (ISU’s summer session was held in Cleveland that year) to demonstrate my Internet-accessible structural vibration laboratory. Subsequently, I have delivered lectures on spacecraft design and control, held workshops, or served as department chair of Space Systems Engineering most summers since then. In 2007, I spent three weeks with ISU in Beijing, China; in 2008, three weeks in Barcelona, Spain; in 2009, three weeks in Mountain View, Calif. (NASA Ames); in 2010, three weeks in Strasbourg, France and in 2011, a week in Graz, Austria. In 2014, as the future host, I spent almost four weeks in Montreal.

In 2014, as the result of a proposal prepared by Steve Riesbeck and myself, President McDavis was notified that we had been awarded the 2015 version of the nine-week Space Studies Program (SSP15). It is a great honor to have been awarded SSP15 and the publicity and activities, involving over 200 guests with 150 “feet on the ground” at any given time, brought a huge amount of attention to the university and to the Russ College.

However, with benefits came obligations. All of the academic departments were inconvenienced because of the dedication of the ARC to SSP15 activities, the Dean’s office staff was primarily dedicated to supporting the program (especially the communications team), and my own time was required to assist the SSP program director. Our faculty and staff well understood this distraction, recognized its necessity, and even stepped forward to assist in this internationally renowned program.

Personally, I had the honor of a personal dinner with the Administrator of NASA and was very honored to be offered the opportunity to moderate the Astronaut Panel, which included Canadian
astronaut Bob Thirsk, currently also the Chancellor of the University of Calgary, and Harrison (Jack) Schmitt, one of the last humans to walk on the surface of the moon. I also think all who were able to attend the SSP15 Space Engineering Department’s rocket launch competition were awed by the efforts of the participant teams in designing, building, and launching some VERY large custom built rockets at the Ohio University Airport. I was again honored by serving as the guest launch director using a launch system built in large part by my son, Thomas, a 2012 Russ College alumnus.

As SSP15 wound down I was asked, not always in earnest, if we would be willing to be the permanent home of SSP’s in the future. Normally, I hear “how can we arrange to never be stuck here again.” Our university and our college impressed them that much. You should all be proud.

Lest you think that all the accolades went, or will, come to me personally, I will simply repeat the words of the SSP15 Program Director, NASA’s John Connolly: “for many years to come the phrase ‘remember in Athens at SSP15 when...’ will be heard in the hallways of NASA headquarters and all of the places space professionals work and meet.”

5. National Academy of Engineering/Russ Prize

I serve on the selection committee for recipients of the Fritz J. and Dolores H. Russ Prize, the premier international prize for bioengineering achievements. In the year prior to the award, the selection committee meets twice in Washington, D.C. The Russ Prize is awarded by the National Academy of Engineering and is funded by gifts provided by our late friends Fritz and Dolores Russ. In 2014, I participated in two Prize selection committee meetings and in February 2015 I attended the Russ Prize Award Gala. I am extremely pleased to have been a member of the committee that selected the inventors of the modern cochlear implant and I look forward to considering the nominations for the 2017 award.

I am also pleased to report that I recently successfully negotiated a new Russ Prize agreement with the NAE that immortalizes a significant role for the Russ College in the prize selection process.

6. Ohio Aerospace Institute Board of Directors

In 2014, I designated by President McDavis as the Ohio University representative on the Board of Directors of the Ohio Aerospace Institute. I have been involved with OAI since its inception in the late 1980’s and I looked forward to using this post to advocate for the involvement of our faculty, staff, and students in future initiatives in the aerospace areas in which we in the Russ College have strengths; i.e., in avionics, advanced materials, control systems, and unmanned aerial vehicles.
However, it has become clear, that with the loss of state line item funding, that OAI has become almost exclusively a competitor for funding with Ohio’s research universities. I hope that, with the upcoming replacement of the OAI President, I will have the opportunity to re-focus OAI on its original purpose, which was to leverage Ohio’s university expertise to assist NASA Glenn and the Air Force Research Laboratories in their respective missions, and thereby redirecting their very significant research efforts internal to Ohio. We shall see.

VI. Travel

The following is a list of travel made or planned for professional and development (fundraising) purposes, in chronological order beginning in March 2015:

Calendar Year 2015

- Russ Prize Events (Washington, DC); February 23-25
- OSPE Board Meeting (Columbus); March 20
- CWRU Maker Summit OEDC (Cleveland); March 30
- OAI Board Meeting (Cleveland); April 24
- ORITE speech (Newark, OH); April 28
- General Abraham visit (Columbus); June 4
- Foundation Board (Columbus); June 5-6
- OSPE Installation as President and CPD Conference (Batavia, OH); June 11-13
- OSPE Board Meeting (Columbus); June 19
- Board of Trustees (Ironton); June 25-26
- OAI Board Meeting (Dayton); June 25
- Ohio Engineering Deans Council (Columbus); June 30
- OSPE Leadership Retreat (Lancaster); August 24
- Alumni Baseball Event (Cincinnati); August 27
- OSPE Certificate Ceremony (Ohio Statehouse); August 29
- IEEE Speech (Columbus); September 12
- BOV/Russ College Direct Reports Retreat (Rattlesnake Island); September 14-16
- Alumni Baseball Event (Cleveland); September 16
- OSPE Board Meetings (Columbus); September 18
- OSPE/EFO Joint Societies Meeting (Columbus); October 16
- OAI Board Meeting (Cleveland); October 30
- OSPE Fall CPD Conference (Columbus); November 5-6
- OSPE Board Meeting (Columbus); December 5
- Russ College BOV Meeting (Fort Myers); December 6-8
I am pleased to serve another year as Dean of the Russ College. We continue to meet significant challenges with even more significant success. I marvel, as always, at the team atmosphere and the shared purpose of our faculty, staff, students, and alumni.

It has become clear that our vision for the Russ College can be stated easily starting with create for the world, create for the future and, thus, create for good. Our vision, then, is to educate, or create, the globally-oriented, socially responsible and responsive, ethically motivated, technologically sophisticated, leaders of our future.

Thank you all for your efforts on behalf of the Russ College.
APPENDIX I

2013 Strategic Plan
The Russ Vision:  
The Russ College Strategic Plan

PURPOSE  
A general statement that differentiates the Russ College from other institutions and indicates our function and constituencies.

To educate “meta-engineers and -technologists,” (exceptionally well-prepared engineering and technology leaders of the future, who throughout their careers will be in demand as leaders by university, government and industry), create and expand engineering and technology knowledge, support the engineering and technology professions, and serve as a technical resource for public concerns.

VISION  
How things will look when we get where we want to be, ten or more years in the future.

To be a top-tier engineering and technology college (top 25) as measured by the demand for students to attend, demand from prospective faculty and staff to be employed, demand from the public for our knowledge and research, demand from employers for our graduates, and demand from benefactors to support the College’s values and vision.

Success will be measured according to the following goals, and the drivers that support them:

1. Maintaining undergraduate enrollment at a minimum of 2,100
2. Increasing the yield rate of the Russ College prospective entering class to 38 percent
3. Increasing the yield rate of prospective undergraduate students with ACT scores greater than or equal to 30, to 50 percent
4. Maintaining the six-month job placement rate for undergraduates at higher than 95 percent
5. Maintaining graduate enrollment at a minimum of 350 total, with a minimum of 100 doctoral students
6. Increasing the proportion of faculty interviewees from Tier I programs to 50 percent
7. Raising the level of sponsored research funding to $400,000 annually per research faculty member, on average
8. Increasing endowment value to $2 million per tenure-track faculty member

MISSION FUNDAMENTALS  
A specific statement that reveals our sustainable competitive advantages and the unique characteristics of what we do best.

Educational Activities:  
Provide a learner-centered, student-engaged education, producing graduates who understand the societal, economic, environmental, and social implications of their work, and who are poised to become leaders in university, government, and industry and contribute to improving the human condition.
**The Russ Vision:**
*The Russ College Strategic Plan*

**Research/Scholarship:**
Lead world-class, collaborative research and scholarship in energy and the environment, and air and ground transportation infrastructure; expand and deepen research in biomolecular diagnostics and therapeutics; and explore new areas of discovery aligned with Russ College expertise and of enduring significance.

**Service/Professional Activities:**
Contribute to the engineering and technology professions, serve as a technical resource on matters of concern to the public, and commercialize viable technologies developed in the Russ College.

**MISSION SUPPORTING PRIORITIES**

**Operational Efficiency:**
Maintain the cost of instruction and research at or below national benchmarks and responsibly steward public and private funding sources.

**Faculty/Staff Support:**
Recruit, retain, and enable faculty and staff in their pursuit of the mission fundamentals and be among the most professionally rewarding workplaces in higher education.

**Support of the Ohio University Dashboard:**
Ensure the alignment of the Russ Vision with Ohio University’s strategic and supporting priorities and maintain the Russ College’s reputation as a good university citizen.
APPENDIX II

State of the Russ College Briefing to the Board of Visitors

December 2014
State of the Russ College

Russ College Board of Visitors Meeting

December 6, 2015

Dennis Irwin, Ph.D., P.E.
Dean
Agenda

• Approval of April 2015 minutes
• Old business
• Announcements + updates
• The 5 Ds
• Dashboard
• New business
• Action items
Approval of April 2015 Minutes

• Electronic copy provided
Old Business
Action items from April 2015

• ACTION: Dean Irwin to consider presentation on Century Bond for spring 2016 meeting. STATUS: In process.
• ACTION: Dean Irwin to schedule presentation of life member resolution to General Abraham at his home, and to alert board. STATUS: Complete.
• ACTION: Dean Irwin to propose to EVPP Benoit that honorary degree be conferred early to General Abraham if awarded. STATUS: Complete.
• ACTION: Dean Irwin to schedule Russ College development update for December 2015. STATUS: Complete.
Announcements + Updates
Announcements

• General Abraham
  - Honorary degree
  - Services
• Alumni Association Charles J. and Claire O. Ping Recent Graduate Awards
  - Michael Logue, BSA ‘12, MBA ‘13
  - Alan Schaaf, BSCS ‘10
• Konneker Medal nomination
  - Joe Jachinowski, BSEE ‘79
• Upcoming dates:
  - Fall semester Commencement: December 12, 2015
  - Spring semester Commencement: April 29-30, 2016
    • OSPE speeches in Defiance, Toledo, Columbus, Canton, Akron
  - 2016 spring board meeting: April 21-23, 2016
Update: Aviation

• Former administrative structure:
  – Chair of the Department of Aviation
    • Baccalaureate curricula
    • Flight instruction, scheduling, maintenance

• New administrative structure:
  – Chair of the Department of Aviation
    • Baccalaureate curricula
  – Aviation Business Administrator
    • Flight instruction, scheduling, maintenance

• Political and personnel issues of restructuring
Update: Stocker Center Fire Protection

- Repair of original sprinkler system fully completed: May 2015
- Remaining work is to connect the fire pump to emergency generator power (not in original scope). Expected completion: under discussion
- Ongoing discussion with Campus Fire, a specialty fire safety firm, to prepare Stocker Center Emergency Action Plan. Expected completion: spring 2016
Update: Russ Research Center

- Strategic business plan and site plan
  - Development underway since June 2015
  - Initial site plan work indicated desirability of purchasing additional 29 contiguous acres
    - Purchase in process; terms agreed via letters of intent
    - Consultant on plans: Eva Klein Associates
    - Consultant on property: Kayne Law Group
  - Initial strategic program plan indicates “white spaces” in several Russ College areas (avionics, electrochemistry, water treatment)
    - Short course offerings
    - Executive and graduate level
Update: Research Building

• Continued positive response to Russ College plan to completely renovate West Union Street Office Center (WUSOC)
• Continued positive response to Russ College plan to completely renovate West Union Street Office Center (WUSOC)
• University undergoing a comprehensive campus master planning process. Russ College research space needs have played a prominent role in conversations
• Final campus master plan is expected to be presented to Board of Trustees in January 2016
• We anticipate proceeding with preliminary design after the campus master plan is approved
Update: International Space University

- Total visitors: 350
- 99 participants from 30 countries
- VIPs:
  - Charles Bolden (NASA Administrator), Chirag Parikh (White House National Security Council Director of Space Policy), Mikhail Marov (Russian Academy of Sciences), Jim Green (Director of NASA’s Planetary Sciences division)
  - Astronauts Harrison Schmitt, Jeff Hoffman, Suni Williams, Bob Thirsk, Paolo Nespoli, Soyeon Yi
Update: International Space University

• Russ College faculty participated in 1 of the 3 team projects (Kevin Crist, “Tracking Fracking”; and former Associate Dean Angie Bukley)
• ISU social media (#SSP15): 7,411 tweets from 1,301 contributors with 2.5M potential reach (unique users) 19.4M potential impressions
• 110+ OHIO media hits from San Francisco to The Netherlands
  – Average 2 articles/day over 9 weeks
  – 40+ original news stories, features, and press releases, with photos, by Russ College staff
• 20+ public events staffed and streamed live for global audience
Update: International Space University

- Jackie O’s partnership: “Rye of Jupiter”
- VIDEO: ISU SSP15 Rocket Launch: July 18
- Other videos available at www.youtube.com/channel/UC1-wWbG_hrAZHkxf29TLNYA
Update: Accreditation

- **ABET/EAC (engineering programs): Visit in fall 2016**
  - Critical for continued recruitment, university support, state funding
  - ABET training for faculty will be paid by the college for any interested
- **ABET/CAC (computer science): Visit in 2019**
- **ATMAE (engineering technology and management): Visit in 2010**
- **AQIP (Academic Quality Improvement Program): Visited November 2015**
  - Higher Learning Commission of the North Central Association of Colleges and Schools (Ohio University’s accreditor)
  - Nominally on a ten-year cycle
  - Preliminary results very positive
The 5 Ds
Russ College Purpose

• To educate “meta” engineers and technologists (exceptionally well-prepared engineering and technology leaders of the future, who throughout their careers will be in demand as leaders by university, government and industry), create and expand engineering and technology knowledge, support the engineering and technology professions, and serve as a technical resource for public concerns.

• In other words, to “create for good.”
Russ College Vision (the 5 “Ds”)

• To be a top-tier engineering and technology college (top 25) as measured by the:
  – Demand for students to attend
  – Demand from prospective faculty and staff to be employed
  – Demand from the public for our knowledge and research
  – Demand from employers for our graduates, and
  – Demand from benefactors to support the College’s values and vision.

• This vision means achieving the quality characteristics of a top 25 program while maintaining the character of Ohio University.
Demand from Students
Demand from Students

First-year undergraduate percent female

Fall of Calendar Year

% Female

3 Year Avg

2015 enrollment data preliminary
Demand from Students

First-year undergraduate percent minority

Fall of Calendar Year

2015 enrollment data preliminary
Demand from Students

First-year undergraduate enrollment

Fall of Calendar Year

Headcount

3 Year Avg

2015 enrollment data preliminary
Demand from Students
Total undergraduate enrollment

2015 enrollment data preliminary
Demand from Students
Graduate Enrollment, M.S.

Fall of Calendar Year

2015 enrollment data preliminary
Demand from Students

Graduate enrollment, Ph.D.

2015 enrollment data preliminary
Demand from Faculty
Demand from Faculty

Faculty quality

• Since 2011, the Russ College has lost 26 faculty to retirement, relocations, and tenure denials
  – Opportunity to hire very strategically
  – Hired mix of prestigious tenure-track faculty and well-credentialed “fundamentals” lecturers
• 16 successful tenure-track faculty searches in the last 2 years
  – 31 interviews
  – 16 candidates from top-40 graduate engineering programs (52%)
  – New hires from Columbia, Princeton, Texas A&M, Rensselaer Polytechnic Institute, and others
## Demand from Faculty

### New Faculty for 2015

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manuel Aros-Vera</td>
<td>ISE</td>
<td>Rensselaer Polytechnic Institute</td>
</tr>
<tr>
<td>Harsha Chenji</td>
<td>EECS (EE)</td>
<td>Texas A&amp;M University</td>
</tr>
<tr>
<td>John Curtis Cohenour</td>
<td>ETM</td>
<td>Ohio University</td>
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<tr>
<td>Amir Mohammad Farnoud</td>
<td>ChBE</td>
<td>The University of Iowa</td>
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<tr>
<td>Issam Khoury</td>
<td>Civil</td>
<td>Ohio University</td>
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<tr>
<td>Toufiq Reza</td>
<td>ME</td>
<td>University of Nevada Reno</td>
</tr>
<tr>
<td>Sumit Sharma</td>
<td>ChBE</td>
<td>Columbia University</td>
</tr>
<tr>
<td>James Gordon Stewart</td>
<td>EECS (CS)</td>
<td>Princeton University</td>
</tr>
<tr>
<td>Antonio Velazquez</td>
<td>Civil</td>
<td>Michigan Technological University</td>
</tr>
<tr>
<td>Jay Wilhelm</td>
<td>ME</td>
<td>West Virginia University</td>
</tr>
<tr>
<td>Yuqi You</td>
<td>ETM</td>
<td>Indiana State University</td>
</tr>
</tbody>
</table>
Demand from Faculty

Workload management to enable quality faculty recruiting

Full-Time Instructor Headcount by Category

Fall of Calendar Year
Demand for Research
Demand for Research

Highlighted projects

• Ohio Federal Military and Jobs Commission (OFMJC) Support
  – To find and organize collaborative research initiatives within the state university system in order to:
    • Align and support priority mission requirements at Wright-Patterson AFB and NASA Glenn
    • Grow our research talent base
    • Attract outside public and private investment
    • Retain and create new jobs in Ohio
  – $25M project funded by the state
  – Ohio University chosen to establish one of 6 “Centers of Excellence”
    • Center of Excellence for C2PNT: “Communications, Cyber, Positioning, Navigation, and Timing”
    • Two OHIO projects will be funded with $1M over 2 years
Demand for Research

CEEMP: Center for Electrochemical Engineering Manufacturing and Processes

- Pre-proposal by Russ Professor Botte to the National Science Foundation’s Engineering Research Center (ERC) program
  - Ohio University is lead institution, partnering with Georgia Tech, UC Santa Barbara and Case Western Reserve
  - Potential funding of $30M-$40M over 5 years
- Goal: To transform the chemical industry by integrating fundamental systems-level research in electrochemistry, workforce development, and innovation ecosystems
Demand for Research

Research funding

Russ College Research Funding

Fiscal Year

Russ College Research Funding

Awards

3 Year Avg - Awards
Demand from Employers
Demand from Employers

Exit survey results

- Exit survey for AY 14-15 graduates:
  - 291 undergraduate students received degrees
  - 86.9% of students responded
  - 94.9% of respondents had placements (jobs or grad school)
    - 77.1% with known jobs
    - 17.8% going to grad school
  - Top employers: Honda, Parker Hannifin, Dupont, Dominion, Nationwide, U.S. Army
Demand from Employers

Russ College career fairs

- Spring 2015
  - 36 employers (39% more than prior year)
  - 375 students registered (55% more than prior year)
- Fall 2015
  - 50 employers (100% more than prior year)
    - Full capacity, so additional employers were scheduled individually later
  - 606 students registered (105% more than prior year)
Demand from Benefactors
Demand from Benefactors

Russ College alumni + friends concentration

- Ranked with propensity score from 0-100
- Map shows number of alumni + friends with propensity score \( \geq 95 \) in concentrated areas
Demand from Benefactors

Visits

• Visits since 2013
  – Total number of visits: 622
  – Total number of first time visits: 117

• Targeted Areas
  – Ohio
  – Michigan
  – DC Metro
  – Atlanta, Georgia
  – North and South Carolina
  – Southern California and Arizona
  – Northern California and Washington
  – Houston and Dallas, Texas
  – Chicago, Illinois
  – Indianapolis, Indiana
  – New York and New Jersey
Demand from Benefactors

Spending allocation

Endowment Spending Allocation

Fiscal Year


$0.0 M $1.0 M $2.0 M $3.0 M $4.0 M $5.0 M $6.0 M $7.0 M $8.0 M
Dashboard
Strategic Plan: Dashboard (A)

Increase undergraduate enrollment to 2,100 by 2020 and then maintain

Goal increases to 2,100 over 5 years

Maintain the six-month job placement rate for undergraduates at higher than 95 percent

Increase the yield rate of prospective undergraduate students with ACT scores of 30 and above to 50 percent

Goal increases to 560 over 8 years

Increase MS enrollment to 560 (235 resident and 325 online)
Strategic Plan: Dashboard (B)

Increase PhD enrollment to 180

Maintain the number of faculty interviewees from top 40 ranked programs at 50%

Increase level of sponsored research funding to $400,000 annually per research faculty member

Increase endowment value to $2M per tenure track faculty member
New Business + Action Items
New Business

• Membership: The term of membership is three years. Members may be re-nominated, with no term limits.
  – Members with terms expiring spring 2015: Bauer, Yoder
  – Proposed potential 18th member: Jake Sigal
• Distinguished Graduates
Action Items

• To be determined as a result of meeting
Create for Good.