MINUTES OF THE MEETING OF
THE BOARD OF TRUSTEES OF OHIO UNIVERSITY

Friday, April 11, 2003
Ohio University, Athens Campus
THE OHIO UNIVERSITY BOARD OF TRUSTEES
MINUTES OF April 11, 2003 MEETING

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On a motion by Chairman Brunner, and a second by Mr. Browning and on a roll call vote the Ohio University Trustees resolved to hold an executive session to consider personnel and matters regarding workforce management under Section 121.22(G)(1), real estate matters under Section 121.22(G)(2), and litigation or threat thereof under Section 121.22(G)(3), of the Ohio Revised Code on this 11 day of April 2003.

**Personnel**

Trustees discussed possible individuals for election to the two National Trustee positions and asked Board Administration Chairman Walter to contact those identified to determine their interest in serving.

Discussion was held regarding the desirability and outcomes of a possible retirement incentive program.

**Real Estate**

No real estate issues were considered.

**Litigation**

Matters of litigation were not discussed.
I. ROLL CALL

Eight members were present — Chairman Gordon F. Brunner, Patricia A. Ackerman, R. Gregory Browning, C. Daniel DeLawder, M. Marnette Perry, Larry L. Schey, C. David Snyder, and Robert D. Walter. This constituted a quorum. Trustee M. Lee Ong was out of the country with her husband who is serving as United States Ambassador to Norway.

Student Trustees Barry Spurlock and Tara Stuckey attended, as did President Robert Glidden, Secretary Alan H. Geiger, and David Wilhelm, chairman of the Ohio University Alumni Board of Directors, who sits by invitation of the Board.

This was the last formal meeting for retiring Trustees Gordon F. Brunner and Barry Spurlock.

II. APPROVAL OF THE MINUTES OF THE MEETING

Of February 14, 2003
(Previously distributed)

Dr. Ackerman moved approval of the previously distributed minutes. Mr. DeLawder seconded the motion. All agreed.

III. COMMUNICATIONS, PETITIONS, AND MEMORIALS

Secretary Geiger stated there were no communications, petitions, or memorials.

IV. ANNOUNCEMENTS

President Glidden congratulated Trustee David Snyder and his wife, Michelle, on the recent birth of twins, John Charles Snyder and Grace Walters Snyder. The President presented, on behalf of the University, bobcat gifts for the new babies.

V. REPORTS

President Robert Glidden provided Trustees with an update of University and state budgeting and implications for tuition charges. He thanked Student Senate President Katherine Smith and Provost Stephen Kopp for helping with testimony before the House Finance Education Subcommittee. He also thanked those utilizing the “Capwiz” website to contact House members on matters critical to higher education funding. He noted our earlier concerns about support for graduate funding and overall funding for higher education had been lessened by those contacting House members. President Glidden reported he hoped his testimony and that of others helped moved us to current funding recommendations which still, however, leave us 2.9% below ending FY 2003 funding levels.
VI. UNFINISHED BUSINESS

Secretary Geiger reported no unfinished business.

VII. NEW BUSINESS
President Glidden stated the University was in the process of solving the current $6 million shortfall and a projected revenue shortfall of more than $5 million next fiscal year. He stated this was being done against state revenues’ shortfall, increased costs of utilities, and health care, and lower return on investments. As a part of the discussion the President utilized a draft copy of revenue and expenditure guidelines intended to help balance the University’s budget over the next few years. A copy of the draft document was distributed at the meeting and is included with the official minutes.

President Glidden thanked the Provost, Vice Presidents and others for their efforts in bringing budget recommendations together in the document.

Following the President’s report the Trustees considered two resolutions.

The first resolution presented by President Glidden proposed the increase in 2003/2004 Summer Instructional Fees. The possible 9.5% increase was more than he and others wanted, but given funding uncertainty he felt he had little choice but to seek the increase in order to maintain quality.
Mr. Browning moved approval of the resolution. Mr. Snyder seconded the motion and all voted aye.

2003/2004 SUMMER INSTRUCTIONAL AND GENERAL FEES

RESOLUTION 2003 - 1865

WHEREAS, the Ohio University 2003/2004 Current Funds Budget planning contains plans for program enhancements as well as fixed and mandated cost increases, and

WHEREAS, appropriate pre-planning has been accomplished, resulting in a requirement of a possible nine and one half percent (9.5%) increase in Athens Campus and Regional Campuses Summer Quarter instructional and general fees for the 2003/2004 coming year, and

NOW, THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees adopts a schedule of fees effective Summer Quarter 2003, including a tuition increase up to nine and one half percent (9.5%) for the Athens Campus general programs and for the College of Osteopathic Medicine and Regional Higher Education. The exact amount of the possible increase will be determined by the President in consultation with the Budget, Finance, Physical Plant and Audit Committee.

It is found and determined that all formal actions of this Board of Trustees concerning and in relation to the adoption of this resolution were adopted in open meeting of this Board of Trustees’ and that all deliberations of this Board of Trustees that resulted in such formal action, were in meetings open to the public in compliance with the law, including Section 121.22 of the Ohio Revised Code.

This resolution shall take effect immediately upon its adoption.
The second resolution was presented by President Glidden following earlier discussions in Executive Session.

Following these discussions, the original motion was amended on a motion by Mr. Schey, with a second by Mr. Browning, with all approving adding a provision requiring the President and his designee to prepare reports to determine effectiveness of the retirement incentive plan.
On a motion by Mr. Browning, and a second by Mr. DeLawder, all voted aye on the amended resolution.

OHIO UNIVERSITY EARLY RETIREMENT INCENTIVE PLAN FOR EMPLOYEES COVERED BY THE OHIO PUBLIC EMPLOYEES RETIREMENT SYSTEM (OPERS)

RESOLUTION 2003-1866

WHEREAS, Section 145.297 of the Ohio Revised Code enables institutions whose employees are covered by the Ohio Public Employees Retirement System (OPERS) to establish retirement incentive plans for employees who are members of OPERS; and

WHEREAS, Ohio University intends to adopt such a retirement incentive plan to provide more flexibility in its long-term human resource planning; and

WHEREAS, adoption of such a retirement incentive plan will also provide recognition and support for persons who have given many years of distinguished service to the University; now, therefore,

BE IT RESOLVED that effective May 1, 2003 and continuing through June 30, 2004, the University will purchase service credit for eligible OPERS members electing to retire under this plan, and further that the amount of service credit purchased shall not exceed two years of the individual's total service credit in OPERS as of the date of eligible OPERS member elects to retire under this plan; and

BE IT FURTHER RESOLVED that the maximum number of eligible members under this plan will be one hundred (100%) of the employees of the University who are employed at one of its six campuses and are members of OPERS as of May 1, 2003.

BE IT FURTHER RESOLVED that those individuals who are eligible and approved for participation in this plan must retire within ninety days of notification that additional service credit has been credited by OPERS; and no more than one plan shall be in effect at one time; and

BE IT FURTHER RESOLVED that in the event of any disputes arising under this plan, resolution shall be by use of established internal complaint/grievance procedures currently available to the affected employees; and

BE IT FURTHER RESOLVED that the President of the University or his designee is authorized to promulgate policy and procedure and to offer incentives necessary to put into effect the foregoing plan.

BE IT FURTHER RESOLVED that the President or his designee is authorized and requested to prepare and report monitoring of the monetary and operational effectiveness of this retirement incentive plan and to provide these reports to the Board.
OPEN MEETINGS. This Board finds and determines that all formal actions of the this Board relating to the enactment of this Resolution were taken in an open meting of this Board, and that all deliberations of this Board and of any of its committees that resulted in those formal actions were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

Adopted: April 11, 2003

Certified by:  Dr. Alan H. Geiger
Secretary to the Board of the Ohio University Trustees
Committee Chairman DeLawder reported his committee received reports from Vice President Siemer on the Treasurer's Report and Statewide Bench-Marking. Copies of both reports are included in the official minutes.

Mr. DeLawder briefly reviewed resolutions considered earlier by his committee and moved their approval by consensus. Mr. Browning seconded the motion and all agreed.

Assignment of External Audit Firm – Resolution 2003 – 1867
Bid and Award of Construction Contract for Putnam Hall Rehabilitation – Resolution 2003 – 1868
Bid and Award of Construction Contract for Avionics Research Facility – Resolution 2003 – 1869
Bid and Award of Construction Contract for Burson House Renovation and Addition – Resolution 2003 – 1870
Approval to Hire Consultant for Proctorville Planning and Site Improvements – Resolution 2003 – 1871
Approval to Hire Consultant for Library Annex, Phase II – 1872
DATE: April 2, 2003

TO: Members of the Ohio University Board of Trustees

FROM: Dick Siemer

RE: Treasurer’s Report to the Budget, Finance, Physical Plant and Audit Committee

Please find attached the following information and reports:

- An executive management report presenting the university’s current and prior year budgets vis-à-vis actual experience (preceded by a précis of columnar information)
- A five year comparison of carry forward balances sorted by FY 02 year-end balances
- Senate Bill 6 report information

At the meeting I will make a brief presentation from a handout booklet to highlight the information presented herein. I would welcome your call or e-mail if you would like to see additional information or analysis presented at the meeting.

Cc: Secretary of the Board
# Executive Management Report

## Column Headings Definitions

**Budget - Column A**
Represents the current Fiscal Year 2002-2003 budget.

**Budget — Column B**
Represents 8 months of the current year budget in Column A. Formula: Column A divided by 12 multiplied by 8 months, except where otherwise noted.

**Actuals — Column C**
Represents the actual revenue and expenses incurred for the current fiscal year through February 2003.

**Percent of 8 Month Budget — Column D**
Represents the percent of the 8 month budget which has been recognized (revenue) or spent (expense). Amounts over 100 indicate recognition of revenue or expense above the 8 month budget. Amounts below 100 indicate recognition of revenue or expense below the 8 month budget. Formula: Column C divided by Column B multiplied by 100.

**8 Month Budget to Actuals - Favorable / (Unfavorable) — Column E**
Represents the variance of the 8 month budget to the 8 month actuals for the current year. Formula for resources: Column C minus Column B. Formula for expenditures: Column B minus Column C.

**Actuals as a Percent of Budget — Column F**
Represents current year actuals expressed as a percent of current year budget. Formula: Column C divided by Column A multiplied by 100.

**$ Change in Budget over Prior Year - Increase / (Decrease) — Column G**
Represents the dollar change in the current Fiscal Year 2002-2003 budget as compared to the prior year 2001-2002 budget. Formula: Column A minus Column H.

**Budget — Column H**
Represents the prior Fiscal Year 2001-2002 budget.

**Budget — Column I**
Represents 8 months of the prior year budget in Column H. Formula: Column H divided by 12 multiplied by 8 months, except where otherwise noted.

**Actuals — Column J**
Represents the actual revenue and expenses incurred for the prior fiscal year through February 2002.

**Percent of 8 Month Budget — Column K**
Represents the percent of the 8 month budget which has been recognized (revenue) or spent (expense). Amounts over 100 indicate recognition of revenue or expense above the 8 month budget. Amounts below 100 indicate recognition of revenue or expense below the 8 month budget. Formula: Column J divided by Column I multiplied by 100.

**8 Month Budget to Actuals - Favorable / (Unfavorable) — Column L**
Represents the variance of the 8 month budget to the 8 month actuals for the prior year. Formula for resources: Column J minus Column I. Formula for expenditures: Column I minus Column J.

**Actuals as a Percent of Budget — Column M**
Represents prior year actuals expressed as a percent of prior year budget. Formula: Column J divided by Column H multiplied by 100.
<table>
<thead>
<tr>
<th>(A) Current Year</th>
<th>(B) Prior Year</th>
<th>(C) Change in Budget over Prior Year</th>
<th>(D) Actuals</th>
<th>(E) Percent of Prior Budget</th>
<th>(F) Current Year - Percent of Actuals Favorable (Unfavorable)</th>
<th>(G) Percent of Actuals Favorable (Unfavorable)</th>
<th>(H) Total Resources in Current Year</th>
<th>(I) Total Resources in Prior Year</th>
<th>(J) Change in Total Resources (Decrease)</th>
<th>(K) Total Resources as a Percent of Budget</th>
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<td>RESOURCES</td>
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<td>130,930,930</td>
<td>92,930,930</td>
<td>28,000,000</td>
<td>103.38</td>
<td>3,150,000</td>
<td>(2,974,555)</td>
<td>68.92</td>
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<td>1,012,720</td>
<td>4,003,000</td>
<td>80.07</td>
<td>3,750,000</td>
<td>2,993,000</td>
<td>75,720,000</td>
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<td>7,486,458</td>
<td>13,362,101</td>
<td>2,875,643</td>
<td>1,971,051</td>
<td>61,771</td>
<td>(1,222,350)</td>
<td>41.18</td>
<td>8,400,000</td>
<td>6,638,000</td>
<td>1,762,000</td>
<td>105.18</td>
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<td>6,368,000</td>
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<td>100.00</td>
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<td>112,615,725</td>
<td>228,964,839</td>
<td>38,464,000</td>
<td>38,464,000</td>
<td>58.14</td>
<td>390,431,410</td>
<td>277,815,685</td>
<td>112,615,725</td>
<td>58.14</td>
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**EXPERDIENCES**

| (A) Current Year | (B) Prior Year | (C) Change in Budget over Prior Year | (D) Actuals | (E) Percent of Prior Budget | (F) Current Year - Percent of Actuals Favorable (Unfavorable) | (G) Percent of Actuals Favorable (Unfavorable) | (H) Total Resources in Current Year | (I) Total Resources in Prior Year | (J) Change in Total Resources (Decrease) | (K) Total Resources as a Percent of Budget |
|------------------|---------------|--------------------------------------|-------------|---------------------------|-------------------------------------------------|------------------------------------------|                                      |                                 |                                  |                                       |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |

**BUDGET UNIT**

| (A) Current Year | (B) Prior Year | (C) Change in Budget over Prior Year | (D) Actuals | (E) Percent of Prior Budget | (F) Current Year - Percent of Actuals Favorable (Unfavorable) | (G) Percent of Actuals Favorable (Unfavorable) | (H) Total Resources in Current Year | (I) Total Resources in Prior Year | (J) Change in Total Resources (Decrease) | (K) Total Resources as a Percent of Budget |
|------------------|---------------|--------------------------------------|-------------|---------------------------|-------------------------------------------------|------------------------------------------|                                      |                                 |                                  |                                       |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |

**Academic Programs**

| (A) Current Year | (B) Prior Year | (C) Change in Budget over Prior Year | (D) Actuals | (E) Percent of Prior Budget | (F) Current Year - Percent of Actuals Favorable (Unfavorable) | (G) Percent of Actuals Favorable (Unfavorable) | (H) Total Resources in Current Year | (I) Total Resources in Prior Year | (J) Change in Total Resources (Decrease) | (K) Total Resources as a Percent of Budget |
|------------------|---------------|--------------------------------------|-------------|---------------------------|-------------------------------------------------|------------------------------------------|                                      |                                 |                                  |                                       |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |
| 5,032,933        | 4,032,933     | 1,000,000                            | 1,000,000   | 499,000                  | 499,000                                          | 499,000                                  | 5,032,933                           | 4,032,933                       | 1,000,000                        | 72.13                                 |

**Prepared by:** VP for Finance/Budget 4/20/2000 12:30 PM
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<td>Arts and Sciences</td>
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<td>2,621,985</td>
<td>178.94%</td>
<td>3,404,239</td>
<td>5,028,069</td>
<td>47.73%</td>
<td>8,033,511</td>
<td>9.38%</td>
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<td>3,284,421</td>
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<td>4,943,524</td>
<td>4,819,659</td>
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<td>3,568,368</td>
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<td>2,074,866</td>
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<td>1,307,327</td>
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<td>1,392,398</td>
<td>1,417,308</td>
<td>1.76%</td>
<td>2,090,303</td>
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<td>819,597</td>
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<td>1,192,947</td>
<td>1,568,133</td>
<td>29.77%</td>
<td>1,951,728</td>
<td>23.49%</td>
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<td>882,798</td>
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<td>1,586,133</td>
<td>23.13%</td>
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<td>23.49%</td>
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<td>Health and Human Services</td>
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<td>1,399,857</td>
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<td>730,936</td>
<td>3.44%</td>
<td>1,050,281</td>
<td>952,063</td>
<td>-9.35%</td>
<td>1,003,841</td>
<td>5.44%</td>
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<td>82,360</td>
<td>-67.49%</td>
<td>394,829</td>
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<td>87.59%</td>
<td>958,596</td>
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<td>858,782</td>
<td>958,596</td>
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<td>958,596</td>
<td>12.09%</td>
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<td>517,028</td>
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<td>587,782</td>
<td>685,689</td>
<td>17.09%</td>
<td>685,689</td>
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<td>Summer Sessions</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
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<td>128,852</td>
<td>128.40%</td>
<td>388,168</td>
<td>324,413</td>
<td>-19.23%</td>
<td>347,744</td>
<td>-10.52%</td>
</tr>
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<td>Lifelong Learning</td>
<td>3,986</td>
<td>220,940</td>
<td>5442.90%</td>
<td>365,755</td>
<td>276,193</td>
<td>-25.94%</td>
<td>478,169</td>
<td>38.02%</td>
</tr>
<tr>
<td>University College</td>
<td>99,644</td>
<td>195,237</td>
<td>95.93%</td>
<td>218,321</td>
<td>301,535</td>
<td>36.80%</td>
<td>352,133</td>
<td>18.63%</td>
</tr>
<tr>
<td>VP Student Affairs</td>
<td>208,794</td>
<td>206,819</td>
<td>0.97%</td>
<td>206,819</td>
<td>303,404</td>
<td>47.84%</td>
<td>312,255</td>
<td>2.92%</td>
</tr>
<tr>
<td>President</td>
<td>252,095</td>
<td>206,819</td>
<td>-15.26%</td>
<td>206,819</td>
<td>303,404</td>
<td>47.84%</td>
<td>312,255</td>
<td>2.92%</td>
</tr>
<tr>
<td>VP Advancement</td>
<td>332,095</td>
<td>263,307</td>
<td>-21.79%</td>
<td>206,819</td>
<td>303,404</td>
<td>47.84%</td>
<td>312,255</td>
<td>2.92%</td>
</tr>
<tr>
<td>International Studies</td>
<td>15,900</td>
<td>101,446</td>
<td>476.64%</td>
<td>234,447</td>
<td>285,429</td>
<td>22.39%</td>
<td>285,429</td>
<td>22.39%</td>
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<td>23,195</td>
<td>-63.45%</td>
<td>23,195</td>
<td>17,224</td>
<td>-25.74%</td>
<td>27,934</td>
<td>62.18%</td>
</tr>
<tr>
<td>Honors Tutorial</td>
<td>28,068</td>
<td>19,399</td>
<td>-30.89%</td>
<td>23,195</td>
<td>17,224</td>
<td>-25.74%</td>
<td>27,934</td>
<td>62.18%</td>
</tr>
<tr>
<td>Bicentennial Activities</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>VP Finance</td>
<td>278,937</td>
<td>173,381</td>
<td>-37.84%</td>
<td>173,381</td>
<td>119,280</td>
<td>-25.44%</td>
<td>120,000</td>
<td>-25.44%</td>
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<tr>
<td>Administrative Senate</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>20,000</td>
<td>0.00%</td>
</tr>
<tr>
<td>Classified Senate</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>47,169</td>
<td>2.88%</td>
</tr>
<tr>
<td>Enterprise Project</td>
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<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>47,169</td>
<td>2.88%</td>
</tr>
<tr>
<td>Miscellaneous</td>
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<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Planning Unit</td>
<td>15,744,209</td>
<td>16,288,588</td>
<td>3.46%</td>
<td>22,838,371</td>
<td>28,404,068</td>
<td>24.98%</td>
<td>28,404,068</td>
<td>9.38%</td>
</tr>
</tbody>
</table>

| University Budget Reserve | 4,381,462 | 5,564,105 | 27.57% | 4,452,780 | 2,949,259 | -33.77% | 3,082,985 | 4.82% |
| COM Research Incentive | 0 | 0 | 0.00% | 191,733 | 218,385 | 14.00% | 229,876 | 5.28% |
| RHE Research Incentive | 0 | 0 | 0.00% | 85,538 | 193,922 | 127.29% | 285,524 | 47.42% |
| COM | 3,272,228 | 1,710,179 | -47.74% | 1,051,430 | 3,148,975 | 207.72% | 4,051,375 | 27.36% |
| RHE | 2,856,850 | 1,710,179 | -47.74% | 1,051,430 | 3,148,975 | 207.72% | 4,051,375 | 27.36% |
| COM | 187,370 | 185,870 | 0.80% | 101,347 | 193,922 | 91.72% | 285,524 | 47.42% |
| RHE | 835,723 | 800,768 | 4.37% | 1,014,375 | 3,148,975 | 207.72% | 4,051,375 | 27.36% |
| Total Allocations | 29,409,485 | 29,558,188 | 0.51% | 34,703,610 | 43,199,255 | 25.18% | 43,199,255 | 10.31% |

Prepared by: VP for Finance/Budget 4/2/2003 10:11 AM
Senate Bill 6 of the 122nd General Assembly was enacted into law in 1997. It is designed to increase financial accountability of state colleges and universities by using a standard set of measures with which to monitor the fiscal health of campuses. Using the year-end audited financial statements submitted by each public institution, the Board of Regents annually applies these standards to monitor individual campus finances. In addition, Senate Bill 6 requires state colleges and universities to submit quarterly financial reports to the Board of Regents within 30 days after the end of each fiscal quarter.

Ratio Analysis Methodology

In order to meet the legislative intent of Senate Bill 6, the Board of Regents computes three ratios from which four scores are generated. The original methodology for computing the ratios was modified to recognize the new reporting format required by GASB statements 34 and 35, which became effective in FY 2002. The data and methodology used to conduct the ratio analysis for FY 2002 and thereafter are as follows:

- **Expendable net assets**: The sum of unrestricted net assets and restricted expendable net assets.
- **Plant debt**: Total long-term debt (including the current portion thereof), including but not limited to bonds payable, notes payable, and capital lease obligations.
- **Total Revenues**: Total operating revenues, plus total non-operating revenues, plus capital appropriations, capital grants and gifts, and additions to permanent endowments.
- **Total operating expenses**: Total operating expenses, plus interest on long-term debt.
- **Total non-operating expenses**: All expenses reported as non-operating with the exception of interest expenses.
- **Change in total net assets**: Total revenues (operating and non-operating), less total expenses (operating and non-operating).

The methodology for calculating the three ratios is as follows:

- **Viability ratio**: Expendable net assets divided by plant debt. (Note: if plant debt is zero, then the viability ratio is not calculated and a viability score of 5 is automatically assigned.)
- **Primary reserve ratio**: Expendable net assets divided by operating expenses.
- **Net Income Ratio**: Change in total net assets divided by total revenues.

### Assignment of Scores

Based on the calculations described above, each ratio is assigned a score ranging from zero to five according to the criteria listed in the table below. A score of 5 indicates the highest degree of fiscal strength in each category.

<table>
<thead>
<tr>
<th>Ratio Scores</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viability Ratio</td>
<td>&lt; 0</td>
<td>0 to .29</td>
<td>.30 to .59</td>
<td>.6 to .99</td>
<td>1.0 to 2.5</td>
<td>&gt; 2.5 or N/A</td>
</tr>
<tr>
<td>Primary Reserve Ratio</td>
<td>&lt; -.1</td>
<td>-1 to .049</td>
<td>.05 to .099</td>
<td>.10 to .249</td>
<td>.25 to .49</td>
<td>.5 or greater</td>
</tr>
<tr>
<td>Net Income Ratio</td>
<td>&lt; -.05</td>
<td>- .05 to 0</td>
<td>0 to .009</td>
<td>.01 to .029</td>
<td>.03 to .049</td>
<td>.05 or greater</td>
</tr>
</tbody>
</table>

Based on these scores, a summary score termed the composite score is determined, which is the primary indicator of fiscal health. The composite score equals the sum of the assigned viability score
primary indicator of fiscal health. The composite score equals the sum of the assigned viability score multiplied by 30%, the assigned primary reserve score multiplied by 50%, and the assigned net income score multiplied by 20%.

**NOTE:** A composite score of or less than 1.75 for two consecutive years would result in an institution being placed on fiscal watch. The highest composite score possible is 5.00.

**Quarterly Financial Reports**

State colleges and universities are required to submit quarterly financial reports (unaudited) to the Board of Regents within 30 days after the end of each fiscal quarter. Pursuant to Senate Bill 6, a campus's failure to comply with these reporting guidelines requires the Board of Regents to withhold that campus's monthly subsidy payment until its quarterly report is received. Deadlines for the quarterly reports are shown in the table below.

The quarterly report consists of two parts:

- **Report of Financial Actions:** Consists of six yes/no questions to be answered by the campus fiscal officer. The questions are designed to uncover the presence of serious cash flow problems and to provide early warning of significant problems with the current year budget. This part also includes a certification form that requires the signature of the campus fiscal officer attesting to the accuracy of the quarterly report.
- **Statement of Current Funds Revenues, Expenditures, and Other Changes:** A comparison of revenues to expenditures and transfers for the period of July 1 through the end of a given quarter within the fiscal year. Data are unaudited and regarded as being subject to subsequent revisions and adjustments.
# FY 2002 Fiscal Watch Analysis

## Draft Institutional Ratios and Scores

<table>
<thead>
<tr>
<th>Institution</th>
<th>Composite Score</th>
<th>Viability Ratio</th>
<th>Score</th>
<th>Net Income Ratio</th>
<th>Score</th>
<th>Primary Reserve Ratio</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Universities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bowling Green</td>
<td>4.20</td>
<td>1.144</td>
<td>4.00</td>
<td>0.121</td>
<td>5.00</td>
<td>0.338</td>
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<td>Central State</td>
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<td>0.099</td>
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<td>0.108</td>
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<td>0.057</td>
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<td>0.028</td>
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<td>0.131</td>
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</tr>
<tr>
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<td>(0.046)</td>
<td>1.00</td>
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<td>---</td>
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<td>4.00</td>
<td>0.191</td>
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</tr>
</tbody>
</table>

* Denotes campuses that have not complied with the GASB 34/35 reporting format; ratios and scores are computed using the previous methodology.

NOTE: Pursuant to the rules established by Senate Bill 6 (122nd Gen. Assembly), a composite score of or below 1.75 for two consecutive years would trigger a fiscal watch.
## Senate Bill 6 Analysis
### Institutional Ratios And Scores

<table>
<thead>
<tr>
<th>Universities</th>
<th>Bowling Green</th>
<th>Central State (2)</th>
<th>Cleveland State</th>
<th>Kent State</th>
<th>MACOT</th>
<th>Miami Univ</th>
<th>Nuecom</th>
<th>Ohio State</th>
<th>Shawnee State</th>
<th>Univ Akron</th>
<th>Univ Cincinnati</th>
<th>Univ Toledo</th>
<th>Wright State</th>
<th>Youngstown St</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Composite Score</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1998</td>
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<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.30</td>
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<td>1999</td>
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<td>2002</td>
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</tbody>
</table>

| **Proxy Viability Score** |               |                   |                 |            |       |            |        |            |              |            |                |             |              |               |
| 1998                  | 1.445         | 0.280             | 1.791           | 0.785      | 18.445| 1.885      | N.A.   | 2.472      | 1.027        | 3.346     | 1.540          | 0.871       | 0.460        | 3.239         |
| 1999                  | 1.986         | 0.057             | 1.645           | 1.002      | 13.136| 2.564      | N.A.   | 2.364      | 1.211        | 4.169     | 0.910          | 0.850       | 0.441        | 2.985         |
| 2000                  | 2.338         | 0.565             | 1.495           | 0.856      | 17.905| 2.867      | N.A.   | 2.008      | 1.031        | 4.541     | 0.632          | 0.820       | 0.574        | 3.843         |
| 2001                  | 1.007         | 0.948             | 2.313           | 0.372      | 38.007| 3.445      | 17.558 | 1.908      | 0.924        | 4.527     | 0.426          | 0.510       | 0.421        | 4.876         |
| 2002                  | 1.166         | 1.365             | 4.115           | 0.423      | 7.912 | 3.015      | 3.726  | 1.505      | 0.816        | 4.622     | 0.203          | 0.528       | 0.580        | 6.090         |

| **Net Income Score** |               |                   |                 |            |       |            |        |            |              |            |                |             |              |               |
| 1998                  | 4.00          | 0.00              | 4.00            | 3.00       | 5.00  | 4.00       | N.A.   | 4.00       | 4.00         | 5.00      | 4.00           | 3.00        | 2.00         | 5.00          |
| 1999                  | 4.00          | 1.00              | 4.00            | 4.00       | 5.00  | 4.00       | N.A.   | 4.00       | 4.00         | 5.00      | 4.00           | 3.00        | 2.00         | 5.00          |
| 2000                  | 4.00          | 2.00              | 4.00            | 3.00       | 5.00  | 4.00       | N.A.   | 4.00       | 4.00         | 5.00      | 4.00           | 3.00        | 2.00         | 5.00          |
| 2001                  | 4.00          | 3.00              | 4.00            | 2.00       | 5.00  | 4.00       | 5.00   | 4.00       | 5.00         | 5.00      | 2.00           | 3.00        | 5.00         | 5.00          |
| 2002                  | 4.00          | 4.00              | 5.00            | 2.00       | 5.00  | 5.00       | 5.00   | 1.00       | 5.00         | 5.00      | 1.00           | 2.00        | 2.00         | 5.00          |

| **Primary Reserve Score** |               |                   |                 |            |       |            |        |            |              |            |                |             |              |               |
| 1998                  | 3.00          | 1.00              | 3.00            | 3.00       | 4.00  | 4.00       | 4.00   | 4.00       | 4.00         | 3.00      | 5.00           | 3.00        | 3.00         | 2.00          |
| 1999                  | 4.00          | 1.00              | 3.00            | 3.00       | 4.00  | 4.00       | 4.00   | 4.00       | 4.00         | 3.00      | 5.00           | 3.00        | 3.00         | 2.00          |
| 2000                  | 4.00          | 2.00              | 3.00            | 3.00       | 4.00  | 4.00       | 4.00   | 4.00       | 4.00         | 3.00      | 4.00           | 4.00        | 3.00         | 3.00          |
| 2001                  | 4.00          | 2.00              | 3.00            | 3.00       | 4.00  | 4.00       | 4.00   | 4.00       | 4.00         | 3.00      | 4.00           | 3.00        | 4.00         | 3.00          |
| 2002                  | 4.00          | 3.00              | 3.00            | 3.00       | 4.00  | 4.00       | 4.00   | 4.00       | 4.00         | 3.00      | 4.00           | 3.00        | 4.00         | 3.00          |

Prepared by VP Finance/Budget on 04/01/03
DATE: April 2, 2003

TO: Members of the Ohio University Board of Trustees

FROM: Dick Siemer

RE: Update on State-Wide Benchmarking

I have expanded the one-page analysis from the January Board meeting to include the other state residential universities excluding Ohio State and UC. We have also pulled together a working group to analyze the information and to begin to draw conclusions. The reason this is now becoming possible in a way it wasn’t before relates mainly to the implementation of the business model reporting with GASB 34/35. The major accounting firms are just now in the process of collecting and publishing benchmark statistics in a way they have been doing for many years for private universities who operate under FASB. As a working position statement on benchmarking, we are undertaking this process:

- To evaluate whether financial results are compatible with the mission of the University
- To compare financial results among universities to identify areas where our operational efficiencies may be improved to better focus our resources on the University’s mission
- To analyze and understand whether superior financial results are driven by better business practices and/or processes, and
- To identify and transfer the knowledge of best practices from other universities and organizations

At the meeting I will make a brief presentation from a handout booklet to highlight the information presented herein. I would welcome your call or e-mail if you would like to see additional information or analysis presented at the meeting.

Cc: Secretary of the Board
## Comparative Ratios for Benchmarking

<table>
<thead>
<tr>
<th>Ratios</th>
<th>Value 2001</th>
<th>Value 2002</th>
<th>Median</th>
<th>Mean</th>
<th>Honor</th>
<th>Profit</th>
<th>Budget</th>
<th>Weight</th>
<th>Explanation</th>
<th>Interpretation</th>
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<tbody>
<tr>
<td><strong>Financial Statistics</strong></td>
<td></td>
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</tr>
<tr>
<td>Total Financial Resources</td>
<td>141,349,324</td>
<td>114,353,858</td>
<td>213,972,902</td>
<td>173,277,348</td>
<td>125,134,000</td>
<td>92,433,900</td>
<td>71,865,147</td>
<td>265,131,200</td>
<td>Restricted and unrestricted net assets (median include Foundation)</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Debt Outstanding</td>
<td>132,049,329</td>
<td>120,578,358</td>
<td>53,169,773</td>
<td>111,804,957</td>
<td>209,756,000</td>
<td>92,817,243</td>
<td>11,379,825</td>
<td>159,428,000</td>
<td>Current and long-term portion of capital leases, bonds &amp; notes payable</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Operating Revenue</td>
<td>218,279,572</td>
<td>224,621,100</td>
<td>240,839,153</td>
<td>217,333,112</td>
<td>263,083,000</td>
<td>173,555,155</td>
<td>145,770,816</td>
<td>240,407,000</td>
<td>Total operating revenue per GASP 34/66</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td><strong>Market Data</strong></td>
<td></td>
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<tr>
<td>Preliminary Headcount Fall 2001</td>
<td>27.73</td>
<td>29.257</td>
<td>20.516</td>
<td>24.783</td>
<td>34.576</td>
<td>20.278</td>
<td>15.850</td>
<td>17.804</td>
<td>Headcount enrolment</td>
<td>Descriptive statistics</td>
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<tr>
<td>Selectivity</td>
<td>75.23%</td>
<td>77.29%</td>
<td>58.19%</td>
<td>68.19%</td>
<td>58.19%</td>
<td>49.49%</td>
<td>44.90%</td>
<td>44.90%</td>
<td>Number of applications/Number of applications</td>
<td>Measures student demand</td>
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<tr>
<td>Matriculation</td>
<td>4.452</td>
<td>4.071</td>
<td>5.128</td>
<td>3.842</td>
<td>3.243</td>
<td>4.139</td>
<td>3.468</td>
<td>3.468</td>
<td>Number of students enrolling/Number of acceptances</td>
<td>Measures average tuition less actually received per student</td>
</tr>
<tr>
<td>Net tuition per student ($)</td>
<td>5.380</td>
<td>5.134</td>
<td>4.030</td>
<td>4.015</td>
<td>3.917</td>
<td>4.291</td>
<td>5.921</td>
<td>5.921</td>
<td>State applications/Headcount</td>
<td>Measures average state appropriation received per student</td>
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<tr>
<td>Educational expenses per student ($)</td>
<td>14.627</td>
<td>15.053</td>
<td>17.003</td>
<td>11.968</td>
<td>11.334</td>
<td>13.476</td>
<td>19.818</td>
<td>Measures average educational expenditure sources &amp; external sources</td>
<td></td>
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<tr>
<td><strong>Capital Ratio</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Unrestricted resources to debt (%)</td>
<td>13.74%</td>
<td>30.14%</td>
<td>238.31%</td>
<td>7.34%</td>
<td>34.50%</td>
<td>85.95%</td>
<td>46.05%</td>
<td>63.50%</td>
<td>Unrestricted net assets/Distress outstanding</td>
<td>Resource available from unrestricted expendable reserve excluding amount for long-term investment</td>
</tr>
<tr>
<td>Expendable resources to debt (%) (P/NA)</td>
<td>670.27%</td>
<td>51.33%</td>
<td>501.46%</td>
<td>20.31%</td>
<td>42.31%</td>
<td>114.37%</td>
<td>509.04%</td>
<td>118.30%</td>
<td>Restricted expendable plus unrestricted net assets/Distress outstanding</td>
<td>Resource available from expendable reserve</td>
</tr>
<tr>
<td>Total resources to debt (%)</td>
<td>107.27%</td>
<td>90.50%</td>
<td>401.32%</td>
<td>58.19%</td>
<td>42.35%</td>
<td>114.37%</td>
<td>820.82%</td>
<td>215.55%</td>
<td>Total resources expendable plus unrestricted net assets/Distress outstanding</td>
<td>Broad measure of resource to debt</td>
</tr>
<tr>
<td>Total resources to debt (%)</td>
<td>5,139</td>
<td>4,084</td>
<td>10,451</td>
<td>3,407</td>
<td>3,004</td>
<td>4,589</td>
<td>4,624</td>
<td>15,073</td>
<td>Restricted &amp; unrestricted net assets/Headcount</td>
<td>Measure of total debt burden on operating budget</td>
</tr>
<tr>
<td><strong>Balance Sheet Ratios</strong></td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted resources to operations (%)</td>
<td>13.74%</td>
<td>11.00%</td>
<td>37.95%</td>
<td>5.23%</td>
<td>27.77%</td>
<td>30.51%</td>
<td>21.83%</td>
<td>25.22%</td>
<td>Unrestricted net assets/Total operating expenses less scholarship</td>
<td>Buffer provided to operating budget by unrestricted responsible less long-term investment</td>
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<tr>
<td>Expendable resources to operations (%) (P/NA)</td>
<td>32.54%</td>
<td>24.97%</td>
<td>47.55%</td>
<td>14.40%</td>
<td>34.09%</td>
<td>38.59%</td>
<td>50.21%</td>
<td>44.29%</td>
<td>Restricted expendable plus unrestricted net assets/Total operating expenses less scholarship</td>
<td>Buffer provided to operating budget by total expendable reserve</td>
</tr>
<tr>
<td>Total resources to operations (%)</td>
<td>5,139</td>
<td>7,084</td>
<td>19,041</td>
<td>9,387</td>
<td>3,004</td>
<td>4,589</td>
<td>4,624</td>
<td>15,073</td>
<td>Restricted &amp; unrestricted net assets/Headcount</td>
<td>Measure of total debt burden on operating budget</td>
</tr>
<tr>
<td><strong>Operating Ratios</strong></td>
<td>-0.73%</td>
<td>-3.07%</td>
<td>-6.22%</td>
<td>-6.22%</td>
<td>-6.22%</td>
<td>3.48%</td>
<td>-0.87%</td>
<td>2.70%</td>
<td>Operating margin/Non-operating revenue/Operating revenue plus non-operating revenue</td>
<td>Compare operating surplus/deficit to aggregate annual operating revenue</td>
</tr>
<tr>
<td><strong>G &amp; I &amp; Investment Income</strong></td>
<td>0.07%</td>
<td>-0.99%</td>
<td>-1.81%</td>
<td>2.59%</td>
<td>5.59%</td>
<td>2.58%</td>
<td>0.64%</td>
<td>4.45%</td>
<td>Investment income/plus gifts &amp; contributions/Total expenditures less scholarship &amp; fellowship</td>
<td>Expenses funded by gifts &amp; investment income</td>
</tr>
<tr>
<td>Return on net assets (%) (P/NA)</td>
<td>0.32%</td>
<td>7.00%</td>
<td>3.54%</td>
<td>2.73%</td>
<td>2.73%</td>
<td>5.21%</td>
<td>5.21%</td>
<td>5.21%</td>
<td>Change in net assets/Beginning net assets</td>
<td>Growth of net assets</td>
</tr>
<tr>
<td><strong>Contribution Ratios</strong></td>
<td>34.33%</td>
<td>32.11%</td>
<td>22.79%</td>
<td>32.55%</td>
<td>25.21%</td>
<td>27.29%</td>
<td>25.21%</td>
<td>30.18%</td>
<td>State appropriations/Operating plus non-operating revenues</td>
<td>Share of state appropriation to total revenue</td>
</tr>
<tr>
<td>Net tuition &amp; fees</td>
<td>29.77%</td>
<td>31.73%</td>
<td>40.62%</td>
<td>30.51%</td>
<td>32.54%</td>
<td>33.53%</td>
<td>25.32%</td>
<td>25.32%</td>
<td>Net tuition &amp; fees/Operating plus non-operating revenues</td>
<td>Share of net tuition &amp; fees to total revenue</td>
</tr>
<tr>
<td>Auxiliary enterprices</td>
<td>12.18%</td>
<td>13.39%</td>
<td>20.74%</td>
<td>12.17%</td>
<td>18.31%</td>
<td>17.27%</td>
<td>5.44%</td>
<td>5.44%</td>
<td>Auxiliary enterprices/Operating plus non-operating revenues</td>
<td>Share of auxiliary revenues to total revenue</td>
</tr>
<tr>
<td>Grants &amp; contracts</td>
<td>15.55%</td>
<td>15.10%</td>
<td>18.09%</td>
<td>12.00%</td>
<td>12.00%</td>
<td>6.11%</td>
<td>21.95%</td>
<td>21.95%</td>
<td>Grants &amp; contracts/Operating plus non-operating revenues</td>
<td>Share of grants &amp; contracts to total revenue</td>
</tr>
<tr>
<td>Gifts &amp; pledges</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Gifts &amp; pledges/Operating plus non-operating revenues</td>
<td>Share of gifts &amp; pledges to total revenue</td>
</tr>
<tr>
<td>Investment income</td>
<td>0.81%</td>
<td>-0.67%</td>
<td>-1.71%</td>
<td>0.73%</td>
<td>3.21%</td>
<td>2.10%</td>
<td>0.57%</td>
<td>0.57%</td>
<td>Investment income/Operating plus non-operating revenues</td>
<td>Share of investment income to total revenue</td>
</tr>
<tr>
<td>Other</td>
<td>0.78%</td>
<td>10.64%</td>
<td>6.41%</td>
<td>8.45%</td>
<td>7.40%</td>
<td>11.59%</td>
<td>12.37%</td>
<td>Other/Operating plus non-operating revenues</td>
<td>Share of revenues not classes above to total revenue</td>
<td></td>
</tr>
</tbody>
</table>

Note: Excluding WIC

Source: Financial statements of respective Universities; Board of Regents for preliminary headcount (includes regional campuses)

Prepared by VP Finance/ Budget on 04/01/03
Appointment of External Auditor

RESOLUTION 2003 - 1867

WHEREAS, the Ohio Auditor of State has the statutory responsibility to perform the financial audits for Ohio state universities in accordance with Section 117.01 (D) and 117.09 ORC, and

WHEREAS, KPMG has been Ohio University’s appointed external auditor for the past ten (10) years, and in accordance with the Ohio Auditor of State’s rules and regulations KPMG needs to be replaced, and

WHEREAS, Ohio University in cooperation with the Ohio Auditor of State, has initiated a RFP for a new auditor, and the final responses are due April 17, 2003,

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby authorizes the President, Vice President for Finance and Treasurer, the Budget, Finance, Physical Plant and Audit Committee to review the responses to the RFP and consult with the Ohio Auditor of State to select a new auditor for Ohio University.
Date: April 2, 2003

To: The President and Board of Trustees

From: John F. Burns, Director, Office of Legal Affairs

Subject: Appointment of a New External Auditor

The Ohio Auditor of State has the responsibility for the selection of the firms for the external auditing responsibilities for state universities in accordance with Sections 117.01 (D) and 117.09 ORC.

In accordance with the Ohio Auditor of State's rules and regulations KPMG, our auditor for the past ten (10) years, must be replaced; and a RFP and "bidding" process has been initiated in conjunction with the Ohio State Auditor's Office to select a new auditor. The RFP included a pre-bid meeting held on April 3rd with an expected four (4) major auditing firms potentially responding to the bid, and the final responses will be submitted on April 17th.

Attached is a resolution authorizing the President and Vice President for Finance and Treasurer to consult with the Budget, Finance, Physical Plant and Audit Committee and the Ohio Auditor of the State to select and appoint a new external auditor for Ohio University for the next five (5) years.

JFB:vsp

Enclosure

cc: Dr. Alan H. Geiger, Secretary to the Board of Trustees
    Mr. Richard P. Siemer, Vice President for Finance and Treasurer
APPROVAL OF CONSTRUCTION DOCUMENTS
FOR THE
PUTNAM HALL REHABILITATION PROJECT

RESOLUTION 2003—1868

WHEREAS, the Ohio University Board of Trustees at their regular meeting of April 6, 2001 provided the authority to plan the development of the Putnam Hall Rehabilitation Project, and

WHEREAS, Ohio University did select the firm of KZF, Inc. as consulting architects for the project, and

WHEREAS, final plans and specifications have been prepared for the construction of the Putnam Hall Rehabilitation Project,

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve construction documents for this project.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees does hereby authorize the President or his designee to accept and recommend to Purchasing and Materials Management, award of construction contracts provided the total bids do not exceed funds available.
March 25, 2003

Dr. Robert Glidden
Office of the President
Cutler Hall 108

CAMPUS MAIL

Dear Bob:

John Kotowski and his staff, utilizing the resources of KZF, Inc. consulting architects, have worked with the Provost and staff from the College of Fine Arts School of Dance to complete plans for the rehabilitation of Putnam Hall. When completed, the building will provide a new home for the School of Dance and general classroom space.

John is seeking approval of plans and authorization to award a construction contract.

I recommend approval.

Sincerely,

Gary B. North
Vice President for Administration

xc: John Kotowski
Raymond Tymas-Jones
Stephen Kopp
TO: Dr. Gary B. North, Vice President for Administration

DATE: March 20, 2003

SUBJECT: APPROVAL OF CONSTRUCTION DOCUMENTS AND AWARD OF CONTRACTS FOR THE PUTNAM HALL REHABILITATION PROJECT

Amended Substitute House Bill Number 524 contains a $4,141,912 appropriation for the rehabilitation of Putnam Hall. Putnam Hall contains 34,400 gross square feet of space of which 21,769 square feet are net assignable. In December of 2000, the Child Development Center, which was housed in Putnam Hall, relocated to the newly renovated Horse Barn at the Ridges, thus vacating 7,428 net assignable square feet in Putnam Hall. At present, the School of Dance occupies 11,920 net assignable square feet in Putnam Hall and the Department of Theater occupies 2,421 net assignable square feet.

This rehabilitation project will involve building additions to Putnam Hall as well as rehabilitating the building spaces and the building systems. The main addition to the building consists of a multi-purpose space to be used as an instruction space and, during dance concert events, as the lobby to the existing performance space. The remaining additions to the building are to house the HVAC and electrical equipment needed for the rehabilitation. This project will provide central air-conditioning and will provide a complete fire suppression system. This project will also provide rehabilitation to the existing Dance and Theater spaces. Lastly, this project will create approximately 2,480 net square feet of general classroom space.
The anticipated project cost for this facility is $4,141,912 with the cost of construction estimated to be $3,091,741. Because the total budget for this project is over the $4,000,000 cap for local administration, the University will be administering this project with the State of Ohio Department of Administration Services State Architect’s Office.

The final plans and specifications are complete and bids are being sought. In order that I may proceed with construction of this facility, I am writing to seek your support to proceed. Towards that end, I have enclosed a resolution for consideration by the Board of Trustees at their regular April 2003 meeting that seeks approval of plans and specifications and the authority to award construction contracts.

If you have any questions or concerns regarding this item, please let me know. Thank you.

enclosure

pc: Dr. Stephen Kopp
Dr. Raymond Tymas-Jones

PutnamRehab.BOT.Appr.CD&Award Bid.Mar.20.2003
APPROVAL OF CONSTRUCTION DOCUMENTS FOR AVIONICS RESEARCH FACILITY

RESOLUTION 2003---1869

WHEREAS, the Ohio University College of Engineering, Avionics Engineering Center has identified a need for additional space for their research activities, and

WHEREAS, these research activities are most effectively accomplished at the Ohio University Bush Airport, and

WHEREAS, the recently completed airport runway extension, will provide additional aircraft capability and additional opportunities for research at the Airport, and

WHEREAS, Ohio University has secured funding for a new Avionics Research Facility through the 2003 Bond Issue, and

WHEREAS, Ohio University did select the firm of Schorr & Associates Architects, Ltd as the associate architect for the project, and

WHEREAS, final plans and specifications are being completed, and the University is preparing to advertise for construction contracts.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the plans and specifications for the Avionics Research Facility.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees does hereby authorize the advertisement for and receipt of bids for the Avionics Research Facility Project, and does empower the President or his designee to accept and recommend award of construction contracts, providing the total bids do not exceed available funds.
March 25, 2003

Dr. Robert Glidden
Office of the President
Cutler Hall 108

CAMPUS MAIL

Dear Bob:

John Kotowski and his staff, utilizing the resources of Schorr and Associates Architects, Ltd., have worked in consultation with Dr. James M. Rankin, Department Chair of Avionics Engineering in the Russ College of Engineering and Technology, to complete plans for the construction of a Research Space and Office Facility located at the University Airport in Albany, Ohio.

John is seeking approval of construction documents and requests authorization to bid the project and award a construction contract.

I recommend approval.

Sincerely,

Gary B. North
Vice President for Administration

xc: John Kotowski
    James Rankin
    Dennis Irwin
    Jack Bantle
INTEROFFICE MEMORANDUM

FROM: John K. Kotowski   voice: 3-2727/ fax: 3-4081  email: kotowski@ohio.edu

TO: Dr. Gary B. North, Vice President For Administration

DATE: March 24, 2003

SUBJECT: APPROVAL OF CONSTRUCTION DOCUMENTS FOR THE AVIONICS RESEARCH FACILITY

The Avionics Engineering Center currently utilizes a hangar facility at the airport for its research activities. Due to limited space in this building, most researchers in that department use offices in Stocker Center. In order to locate those researchers at a place more conducive to the successful completion of their research activities, and to better provide the spaces necessary for those activities, the Avionics Engineering Center would like to construct a new research facility on the Airport grounds. The Vice President for Research, in conjunction with the Avionics Engineering Center, has identified the funds necessary to plan the new facility. The University has approved the issuance of a bond to cover the cost of the construction of the building. This bond will be retired with funds generated by the Avionics Engineering Center through their outside consulting activities and various grant appropriations. This facility will be 10,350 square feet in area, and will contain offices and research spaces. Construction costs are anticipated to be $1,670,000, with total project costs of $2,200,000.

I have enclosed a resolution for consideration by the Board of Trustees at their regular meeting on April 11, 2003, which seeks approval of construction documents and award of construction contracts for the Avionics Research Facility. If I can be of further assistance or provide additional information regarding this matter, please let me know.

JIKK/dp/AVIONICSENGBLDGCON.GBN

enclosure

pc:  Mr. Richard Park Siemer
    Dr. Jerrel R. Mitchell
    Dr. Jack A. Bantle
    Dr. Dennis Irwin
    Dr. James M. Rankin
APPROVAL OF CONSTRUCTION DOCUMENTS FOR THE BURSON HOUSE ADDITION AND ALTERATIONS

RESOLUTION 2003 --- 1870

WHEREAS, the Ohio University Board of Trustees, at their regular meeting of December 11, 1998 provided the authority to plan the development of a number of projects, and

WHEREAS, one of the projects approved by the Trustees is the Burson House Addition and Rehabilitation Project, and

WHEREAS, House Bill 850 contained a basic renovation allocation in the amount of $225,000 for this project, and another $268,000 has been identified in Senate Bill 540 for this project, and

WHEREAS, Ohio University is receiving $850,000 as a gift from Mr. Yamada, and

WHEREAS, The International Studies Program has earmarked $180,000 for the project making a total of $1,523,000 available to renovate and expand Burson House, and

WHEREAS, the University did select Jerome Scott Architects, as the consulting architect for this project, and

WHEREAS, final plans and specifications have been prepared for advertisement on the addition and alteration of the Burson House.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve construction documents for this project.

BE IT FURTHER RESOLVED, that the Ohio University Board of Trustees does hereby empower the President or his designee to accept and recommend to Procurement Services the award of construction contracts; provided the total bids do not exceed funds available.

bursonconstr.res
March 25, 2003

Dr. Robert Glidden
Office of the President
Cutler Hall 108

CAMPUS MAIL

Dear Bob:

John Kotowski and his staff, utilizing the resources of Jerome Scott Architects from Worthington, Ohio, have worked in consultation with Dr. Joseph Rota, Associate Provost for International Programs, to complete plans for the rehabilitation and expansion of Burson House to provide expanded and improved space for International Programs.

John is seeking approval of construction documents and authorization to seek bids for the project.

I recommend approval.

Sincerely,

Gary B. North
Vice President for Administration

cc: John Kotowski
    Stephen Kopp
    Joseph Rota
INTEROFFICE MEMORANDUM

FROM: John K. Kotowski voice: 3-2727 / fax: 3-4081 email: kotowski@ohio.edu

TO: Dr. Gary B. North, Vice President for Administration

DATE: March 24, 2003

SUBJECT: APPROVAL OF CONSTRUCTION DOCUMENTS FOR BURSON HOUSE ADDITION AND ALTERATION

The Burson House Project involves the complete renovation of the existing building and the construction of an addition to the rear of the facility to better accommodate the Department of International Studies. The existing building contains about 5,000 square feet of space, while the proposed addition will be three stories and contain another 5,000 square feet. Once the project is complete, the facility will contain a reception area, conference rooms, staff offices, work rooms, resource space and student gathering and work areas. The building will be completely upgraded including new electric service and new heating and air conditioning systems. Also, the building will be completely accessible and the interior finishes will be updated.

The anticipated project cost for this facility is $1,055,000.00 with the cost of construction estimated to be $800,000.00. Funding will be from three sources. The State Capital improvement funding will provide $493,000, International Studies has earmarked $180,000 and the balance will come from a gift provided by Mr. Yamada.

In order that this project may proceed, I have enclosed a resolution for consideration by the Board of Trustees at their regular meeting of April 11, 2003. This resolution asks that construction documents be approved and that authorization to bid and award contracts; so long as funding is sufficient to cover the cost of the work, be given. If I can be of further assistance by providing additional information regarding this matter, please let me know.
RESOLUTION 2003 --- 1871

WHEREAS, the Ohio University Proctorville Center has a need for more classroom space to meet the program requirements in order to better serve the students in this part of Southern Ohio, and

WHEREAS, after a preliminary exercise in planning and programming it was determined that a facility containing approximately 15,000 square feet and costing approximately $3,200,000 is what is necessary to address this need, and

WHEREAS, the capital allocation for Fiscal Year 2003/2004 contains $141,474.00, and this is a portion of the funding to undertake the planning work, in the capital plan document for 2005/2006 there has been $647,950.00 identified and

WHEREAS, the Ohio University Southern Development Office and Ohio University Regional Higher Education have identified the remaining portion of the funding for both the planning and the future construction of a new Proctorville Center, and

WHEREAS, Ohio University has advertised for consultants, and received thirty four proposals of interest from consulting firms, and

WHEREAS, the office of Facilities Planning, in conjunction with the campus, interviewed five firms and selected RVC Architects, Inc. for the project.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby empower the President or his designee to accept and recommend to Procurement Services a contract to RVC Architects for architectural services.

BE IT FURTHER RESOLVED, that the Ohio University Board of Trustees does hereby authorize the preparation of construction plans and specifications for this project.
INTEROFFICE MEMORANDUM

FROM: John K. Kotowski voice: 3-2727 / fax: 3-4081 email: kotowski@ohio.edu

TO: Dr. Gary B. North, Vice President for Administration

DATE: March 24, 2003

SUBJECT: APPROVAL TO HIRE A CONSULTANT FOR THE PROCTORVILLE CENTER

Ohio University Proctorville Center is an extension, or satellite center, of the Southern Campus. Nearly thirty miles south of Ironton, the Proctorville location serves the residents of eastern Lawrence County, the Huntington W. VA. Area and southern parts of Gallia County in Southeastern Ohio. Classes were first offered in eastern Lawrence County in 1979 in the evenings via a mobile unit at the Lawrence County Fairgrounds in Proctorville. Between 1980 and 1990, the Southern Campus continued its evening courses at Fairland High School, Proctorville, OH. In 1990, as a response to Senate Bill 140, OUS opened a full service center for residents of eastern Lawrence County at the Chesapeake Community Center. For the first time in this area, students could choose to enroll in either day or evening courses. In addition, a full service office providing services in admissions, registration and financial aid was available. In 1992, OUS moved its Proctorville Center to its current location which is a rented annex of Proctorville’s Village Hall. Since moving to this site in 1992, the student body has increased from 141 to 273 students this past Winter Quarter. The need for a permanent facility is apparent as it also provides community education courses serving audiences ranging from elementary school children to senior citizens. In addition, it has been a training site for community organizations such as police and fire departments and local banks. Improved facilities will offer additional educational opportunities and increased business and community training.

This project involves the programming, design and development of construction documents for a new classroom facility. The building will house the Proctorville Center and will be approximately 15,000 square feet. The facility will include a reception area, classrooms, administrative offices, work rooms, storage/resource rooms, restrooms, student lounge and common areas. The building will be located on a 20 acre site which was donated to the campus. The site is less than a mile from the existing Proctorville location and will be convenient for students and community members. After a preliminary exercise in planning and programming, it has been determined that a facility containing approximately 15,000 square feet; costing approximately $3,200,000 will address the need.

Enclosed is a resolution for the approval of construction documents by the Board of Trustees at their regular meeting on April 11, 2003. If I can be of further assistance by providing additional information regarding this matter, please let me know.

PROCTORVILLECONS.GBN

enc:

pc: Dr. Stephen Kopp
    Dr. Dan Evans
    Dr. Charles Bird
March 25, 2003

Dr. Robert Glidden
Office of the President
Cutler Hall 108
CAMPUS MAIL

Dear Bob:

John Kotowski and his staff, retained RVC architects, Athens, Ohio, and will work in consultation with Dr. Daniel Evans, Dean of Southern Campus, to plan for construction of a new classroom facility located in Proctorville, Ohio. The new Proctorville Center will expand our service mission and provide more convenient educational access for residents of Southeastern Ohio and West Virginia.

John is seeking approval to complete planning documents.

I recommend approval.

Sincerely,

Gary B. North
Vice President for Administration

Cc: John Kotowski
    Dan Evans
    Charles Bird
APPROVAL TO HIRE A CONSULTANT FOR THE
LIBRARY ANNEX FACILITY-PHASE I ADDITION

RESOLUTION 2003---1872

WHEREAS, House Bill 675, contains an appropriation for the Southeast Library
Warehouse in the amount of $235,885 for the development of design and construction
documents for the Hwa-Wei Lee Center expansion, and

WHEREAS, these funds are being provided to add storage capacity, improve
access and provide improved flood protection at the facility, and

WHEREAS, the Ohio University has the support of the Ohio Board of Regents to
interview and select an Associate Architect to develop construction documents for the
addition to the existing Hwa-Wei Lee Library Annex Facility.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of
Trustees does authorize the President or his designee to interview and select a consultant
for the project, so long as procedures used to procure these services are in accordance
with those of the University and the State of Ohio, Office of the General Services
Administration Facility.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees
does, once the Associate Architect is selected and under contract, hereby authorize the
preparation of plans and specification for the Hwa-Wei Lee Library Annex Facility –
Phase I Addition.
March 25, 2003

Dr. Robert Glidden
Office of the President
Cutler Hall 108

CAMPUS MAIL

Dear Bob:

John Kotowski has secured State Capital Funds from the Ohio Board of Regents in the amount of $235,885 to support planning of an addition to the remote Library Storage Building. John is requesting approval to hire a consultant to develop plans and construction documents. Planning will be done in consultation with the Library staff and final plans will be submitted to the Board of Trustees for approval.

I recommend approval.

Sincerely,

[Signature]
Gary B. North
Vice President for Administration

GN:jt

xc: John Kotowski
    Julia Zimmerman
    Stephen Kopp
INTEROFFICE MEMORANDUM

FROM: John K. Kotowski voice: 3-2727 / fax: 3-4081 email: kotowski@ohio.edu

TO: Dr. Gary B. North, Vice President for Administration

DATE: March 24, 2003

SUBJECT: APPROVAL TO HIRE A CONSULTANT FOR THE LIBRARY ANNEX FACILITY-PHASE I ADDITION

The remote library facility, constructed in 1993, is reaching its capacity to hold books, magazines and other holdings. In recognition of this, the Ohio Board of Regents supports the expansion of the Southeastern Ohio Book Depository. In House Bill No. 675, the Board has provided $235,885 for the planning of a building addition to the Hwa-Wei Lee Center. These funds will be used to hire a consultant and develop construction documents for a 10,000 square feet addition. The construction phase of the project is estimated to cost $1,658,877, bringing the total for the facility expansion to $1,894,762.00. The addition to the existing facility will include a loading dock area, processing area and a high bay book storage room that is capable of maintaining precise environmental conditions. The building is located on Columbus Road within the one-hundred-year flood plain. In the previous renovation we built an earthen levee at the perimeter of the site. This project will add a mechanical floodgate to provide protection against possible floods.

Enclosed is a resolution for the approval to hire a consultant and develop construction documents at the Board of Trustees regular meeting on April 11, 2003. If I can be of further assistance by providing additional information regarding this matter, please let me know.

LibraryannexpI.GBN

enc:

pc: Dr. Stephen Kopp
    Dr. Gary Hunt
Committee Chairwoman Ackerman reported the committee received a verbal report from Provost Stephen Kopp of the establishment of a doctoral program in plant biology.

Chairwoman Ackerman stated the committee had discussed and reviewed matters before it. She moved with a second by Mr. Snyder to approve by consensus the following resolutions.

- Major and Degree Program Review – Resolution 2003 – 1873
- Faculty Fellowship Awards – Resolution 2003 – 1874
- Faculty/Administrative Emerit/Emerita Awards – Resolution 2003 – 1875
- Graduate Student Senate Constitution and By-Laws Revisions – Resolution 2003 – 1876
- Name Change for School of Interpersonal Communication – Resolution 2003 – 1877
- Regional Energy and Environmental Institute and Center for Air Quality – Resolution 2003 – 1878
- African American Studies Research and Service Institute – Resolution 2003 – 1879
- Appointment to Regional Coordinating Council for Zanesville Campus – Resolution 2003 – 1880
WHEREAS, the continuous review of academic programs is essential to the maintenance of quality within an educational institution, and

WHEREAS, Ohio University has had for many years a rigorous program of internal review, and

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees “shall during the 1981-83 biennium initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University accepts the 2001-2002 reviews for the following:

Department of Teacher Education
Department of Chemistry and Biochemistry
Women’s Studies Program
Please find attached three summaries of the seven-year academic program reviews completed during 2001-2002 by the University Curriculum Council. These reviews provide a useful self-examination of our programs.
Academic Assessment at Ohio University
Steps in the Program Review Process

Academic programs at Ohio University are reviewed in seven-year cycles. Program reviews are planned in conjunction with program accreditation if possible.

1. The University Curriculum Council (UCC), a statutory body established by the Faculty, maintains a program review schedule and notifies the provost, along with the appropriate deans and program chairs/directors, when programs are up for review.

2. The chair and faculty of the program complete a self-study using general guidelines set forth by the UCC.

3. The UCC appoints a Program Review Committee consisting of four to six members including a Graduate Council representative and one external reviewer from outside the University. A second external reviewer will be included if the program contains both undergraduate and graduate programs.

4. The external reviewer(s) completes his/her report and submits it to the committee chair. The chair provides copies to the dean and program chair/director. This report may be incorporated in or appended to the Academic Assessment Report.

5. A draft of the Academic Assessment Report is completed and sent to the dean and program chair/director for review and comments.

6. The UCC provides a copy of the final Academic Assessment Report to the provost.

7. The provost, dean, chair/director, program review chair, and the UCC chair meet to discuss the report.

8. The Provost's Office forwards the report to the President's Office for submission to and acceptance by the Board of Trustees.
Sample Timeline Beginning In Academic Year 2000-2001

The UCC Notifies Deans
September 15, 2000  Deans are notified of upcoming review(s)

Deans Initiate Self-Study in Units
October 15, 2000  Dean submits list of self-study members to UCC and the unit begins self-study
November 30, 2000  Dean submits lists of faculty nominees for the Unit Review Committee
December 15, 2000  UCC Chair, UCC-Review Committee Chair & GC Chair appoint Unit Review Committee
January, 2000  Department orientation and training
June 30, 2001  Unit Review committees to be appointed by UCC

Self-Study
October 15, 2000 – August 15, 2001  Self-study is due in UCC by August 15, 2001

Accreditation Review
If available, accredited units submit findings of the most recent external review along with self-study

Unit Review Committee
September 2000 – December 2001  Unit Review Committee schedules at least one meeting with the dean and begins reviewing the Self-Study
External reviewer makes a campus visit (programs that do not undergo accreditation)
Unit Review Committee meets with chairs/directors to establish schedule for sessions with faculty/student/alumni/advisory groups
Unit Review Committee meets with the parties listed above
Unit Review Committee reports its findings to chair/director and dean provides written comments.
Unit Review Committee completes its report and forwards it to GC

Graduate Council
January/February 2002  Unit Review Report reviewed by GC

University Curriculum Council
March/April 2002  Report reviewed by UCC

Provost
May 1, 2002  Provost reviews Academic Assessment Report
May 2002  Chairs may submit to Provost responses to concerns cited in the Academic Assess. Report

Board of Trustees
June 2002  Provost submits report to Board of Trustees
Table of Contents

1. Resolution

2. Spreadsheet Containing an Overview of Program Review Results

3. Department of Teacher Education Program Review

4. Department of Chemistry and Biochemistry Program Review

5. Women's Studies Program Review
### 2001 - 2002 Program Review Results

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<th>Adequacy of Resources</th>
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<tr>
<td>Department of Teacher Education</td>
<td>Meets Expectations</td>
<td>Meets Expectations</td>
<td>Falls to Meet Expectations</td>
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<td>Women's Studies Program</td>
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<td>Meets Expectations</td>
<td>Exceeds Expectations</td>
<td>Meets Expectations</td>
</tr>
</tbody>
</table>

* Affiliated faculty

** Core faculty (This rating reflects the inadequacy of the structure rather than the people involved.)
Academic Assessment Report-Cover Sheet

EVALUATION OF Department of Chemistry and Biochemistry.
(name of department, program, certificate, institute, etc.)

PROGRAM TYPE

- Undergraduate certificate
- Graduate certificate
- Associate degree

X Bachelor's degree
X Graduate degree
(MA, MS, and/or PhD)

Date last review was approved by Board of Trustees: May 1992

Unit Review Committee Members:

Gary Chleboun
Bob Colvin
Mike Prudich
Ed Yost
Melanie Cooper
J. Howard Hargis

Draft completed and sent to chair and dean:

Unit Review Committee Chair: [Signature] 1-14-02
(date)

Seen by and returned:

Program chair: [Signature] 4/26/02
(date)

Dean of college: [Signature] 2-21-02
(date)

Return draft and any and all comments to Unit Review Committee chair by:

Approved by UCC chair: [Signature] 11/12/02
(date)

* the word "DRAFT" must be stamped on each page of the review until it has been formally approved by the University Curriculum Council.
Undergraduate Executive Summary

EVALUATION OF Department of Chemistry and Biochemistry

DATE 1-14-02

Commendations

The incorporation of current pedagogies, including peer-led team learning and active learning, into the curriculum have had a marked effect on the success and retention of students in the lower level courses.

The Department of Chemistry has initiated a process by which the sections of the basic chemistry courses (Chemistry 151, 152, 121) share common schedules and syllabi insuring consistency in coverage and pace from section to section.

The forensic chemistry program at the undergraduate level is a valuable offering. The value of this program is recognized by the students as indicated by the fact that roughly half of the undergraduate chemistry majors are enrolled in the Forensic Chemistry program. There appears to be a significant demand across the nation for graduates from this program, and Ohio University is justly recognized for its undergraduate program in forensic chemistry. The sad and untimely death of one of the mainstays of the program leads to the necessity of at least replacing this one faculty member and the expansion of the program by an additional faculty member would be desirable.

Concerns

The relatively strong analytical program in the department provides valuable support for forensic chemistry, therefore faculty with this particular interest and expertise should be recruited.

Graduate teaching assistant positions must be maintained by increasing this budget line to keep up with the requirements imposed by the need to provide competitive stipends.

Add the remaining basic chemistry courses (Chemistry 122, 123, 153) and the organic sequence (Chemistry 305, 306, 307) to the list of courses whose sections share common schedules and syllabi.

Weaknesses

None identified
Graduate Executive Summary

EVALUATION OF Department of Chemistry and Biochemistry

DATE 1-14-02

Commendations

Upon review of the existing programs at the graduate level the forensics chemistry program stands out. This program has attracted many students and appears to be popular among the faculty. It clearly provides a niche program opportunity. It would be prudent to pursue expansion in this area to include a masters degree program in forensic chemistry. Current graduate students indicated that it was the opportunity to study forensic chemistry that attracted them to Ohio University.

Graduate student publication expectations, annual student seminars and required poster sessions assure a high level of intellectual interaction between faculty and students. The continuation and expansion of these activities is encouraged and supported.

Faculty scholarly activity and research has increased steadily and significantly over the review period. This is likely, in part, the result of the newer faculty and continued productivity of the senior faculty.

The number of students enrolled in the OU program has more than doubled over the last decade while in the same period, nationwide, graduate enrollment in chemistry declined. The department has been both creative and dedicated to the recruitment of students.

Concerns

It is highly recommended that the masters degree program in forensic chemistry be instituted as soon as possible as it is likely to draw a larger student base.

There is an immediate need for at least one faculty with expertise in forensic chemistry. With the development of the masters degree program in forensic chemistry, an additional faculty line will be necessary.

Weaknesses

None identified
Rating Sheet for Unit Review Committee

EVALUATION OF DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY  

(name of department, program, certificate, institute, etc.)

DATE JANUARY 2002

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<th>PROGRAM REVIEW</th>
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<td>Overall Evaluation</td>
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</table>
Academic Assessment Report - Cover Sheet

EVALUATION OF: The Department of Teacher Education

PROGRAM TYPE

- undergraduate certificate
- graduate certificate
- associate degree

- bachelor's degree
- graduate degree
- MEd, and/or PhD

Date last review was approved by Board of Trustees: 4/14/92

Unit Review Committee Members:

Doug Simpson. University of Louisville
Norman Garber. Hearing. Speech & Language Sciences
Roger Radcliff. Electrical Engineering

Anne Nardi. West Virginia University
Damian Nance. Geological Sciences
George Johanson. Educational Studies

Draft completed and sent to chair and dean:

Unit Review Committee Chair: Damie Nana (signature) 5/2/02 (date)

Seen by and returned:

Program Chair: Damie Nana (signature) 5/3/02 (date)
Dean of College: James L. Henry (signature) 5/13/02 (date)

Return draft and any and all comments to Unit Review Committee Chair by:

Approved by UCC Chair: Marjie A. Apple (signature)
Undergraduate Executive Summary

EVALUATION OF THE DEPARTMENT OF TEACHER EDUCATION

DATE: Spring 2002

Commendations

$ The department’s response to the major changes in its undergraduate curriculum and programmatic structure mandated by college reorganization and the new ODE licensure regulations.
$ The department’s acquisition of ODE (where it ranks third in the state for passage of the Praxis II tests) and NCATE accreditation for its revised program. The external reviewers viewed the Intervention Specialist program as especially successful.
$ The department’s success in balancing its faculty with respect to gender and increasing faculty diversity with respect to minorities.
$ The department’s excellence in teaching and strong commitment to service, advising, and outreach.

Concerns

$ The magnitude and variability of faculty advising loads, and consequent inconsistency in advising practices.
$ The formal availability of undergraduate research opportunities.
$ The open admissions policy of the branch campus programs.
$ The low level of minority student enrollment.

Weaknesses

$ The lack of a comprehensive internal mechanism for assessing undergraduate student learning outcomes and satisfaction beyond NCATE and ODE programmatic benchmarks and PRAXIS pass rate comparisons with institutions in Ohio.
$ The inadequacy of resources with respect to budget, support staff, and space.
Graduate Executive Summary

EVALUATION OF THE DEPARTMENT OF TEACHER EDUCATION

DATE: Spring 2002

Commendations

- The size and success of the department’s graduate student body.
- The department’s selection of comparative benchmark institutions and its identification of areas of program improvement.
- The successful competition for grants by some of the department’s non-research (Group II) faculty.
- The service of its faculty and their close attendance to outreach, school partnership, and collaborative programs that have influenced teacher preparation throughout the state.

Concerns

- The high instructional load of Group I faculty (particularly pre-tenure faculty) whose responsibilities also include research and publication.
- The department’s variable research productivity for a doctoral program and its over-dependence on too few faculty for its research mission.
- The department’s policy of accepting some graduate students with qualifications that are below its own admission requirements.
- The department’s over-dependence on international students at the doctoral level.

Weaknesses

- The criteria for graduate faculty status that, under current policy, do not require evidence of ongoing records of research activity.
- The lack of a comprehensive system for assessing M.Ed. student learning outcomes and satisfaction beyond NCATE and ODE programmatic benchmarks and PRAXIS pass rate comparisons with other Ohio institutions, and the absence of a comprehensive system for assessing Ph.D. student learning outcomes and satisfaction that includes comparative data from benchmark institutions.
- The inadequacy of resources with respect to budget, support staff, graduate stipends, and space.
Rating Sheet for Unit Review Committee

EVALUATION OF: Department of Teacher Education

DATE: October 17, 2002.

<table>
<thead>
<tr>
<th>PROGRAM REVIEW</th>
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<tbody>
<tr>
<td>undergraduate certificate</td>
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<tr>
<td>graduate certificate</td>
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<tr>
<td>associate degree</td>
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<tr>
<td><strong>Overall Evaluation</strong></td>
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</tbody>
</table>

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Academic Assessment Report-Cover Sheet

EVALUATION OF ____________________________
(name of department, program, certificate, institute, etc.)

PROGRAM TYPE

- Undergraduate certificate
- Graduate certificate
- Associate degree
- Bachelor's degree
- Graduate degree
- MA, MS, and/or PhD

Date last review was approved by Board of Trustees: ____________________________

Unit Review Committee Members: ____________________________

Norma Pecora
Paula Popovich
Ann Tickamyer
William Willan

Draft completed and sent to chair and dean: *

Unit Review Committee Chair: ____________________________ 3/25/02
(signature) (date)

Seen by and returned: ____________________________ 4/3/02

Program chair: ____________________________ (date)
(signature)

Dean of college: ____________________________ 4/29/02
(signature) (date)

Return draft and any and all comments to Unit Review Committee chair by ____________________________

Approved by UCC chair: ____________________________
(signature)

* the word "DRAFT" must be stamped on each page of the review until it has been formally approved by the University Curriculum Council.

APPROVED AS PRESENTED
UCC October 8, 2002
Undergraduate Certificate Executive Summary

EVALUATION OF WOMEN’S STUDIES

DATE Winter 2002

Commendations
- Courses are well conceived, systematic, and include the most recent and cutting-edge scholarship.
- Affiliated faculty members are among the best teachers and scholars on campus.
- The program attracts excellent students, including a high percentage of students from the Honors Tutorial College.
- Contributions to University diversity initiatives are exemplary.
- Recently developed guidelines for interdisciplinary appointments have formalized faculty relationships to both “home departments” and to Women’s Studies and have established that Women’s Studies will have a voice in evaluating the faculty member’s performance.

Concerns
- Advising lacks continuity.
- Affiliated faculty service to Women’s Studies may not be considered for annual evaluations, promotion, and tenure.
- Faculty development relies entirely on extra-programmatic sources.

Weaknesses
- The lack of core tenured and tenure-track faculty inhibits program development and creates high faculty turnover.
- The lack of stable curricular offerings prevents some students from achieving the certificate.
- The program lacks standardized and regular assessment procedures.

E. Recommendations

Recent evidence of increased University commitment to the program in the form of new faculty lines has combined with the new and strong senior leadership to create a sense of momentum and possibility. The program seems poised to become a participant in the national conversation on Women’s Studies. To that end, the Program Review Committee makes the following recommendations:

1. In order to fulfill its promise, the Women’s Studies program must continue to develop. The next logical step is the development of an intellectually vital and rigorous undergraduate major to be implemented in the fall of 2004.
2. A planning committee of at least three faculty members and the Director of Women’s Studies should be given four credit hours of release time during the fall
and/or winter quarters of the 2002-2003 academic year in order to develop a curriculum for the major. All resources necessary for this planning effort should be supplied to the committee.

3. In order to strengthen the curriculum and to establish greater predictability and consistency, more elective courses should be provided through formal agreements with departments in the College of Arts and Sciences and in other colleges, including Business, Health and Human Services, Engineering, Education, and Communication.

4. In order to encourage faculty participation, new guidelines for “Interdisciplinary Faculty Service” should be developed that recognize the contributions of affiliated faculty members to the Women’s Studies program during annual evaluation processes.

5. Graduate Teaching Assistants should be integrated into the delivery of WS 100 and the section size increased in order to expand the pool from which certificate students are drawn.

6. In order to insure the requisite control of necessary resources, as soon as the delivery of a major in Women’s Studies becomes viable (see #’s 1 & 2 above), planning should begin for the purpose of moving the program into a Women’s Studies department within the College of Arts and Sciences. The department should be established by the fall of 2005.

7. At least 5.0 FTE faculty lines in Women’s Studies need to be established by fall 2005 in order for the program to become a department.

8. While funding for this interdisciplinary program should be supplied primarily by the College of Arts and Sciences, because the Women’s Studies program benefits other colleges as well, supplemental funding should be drawn from those colleges.

9. The Women’s Studies Advisory Committee should consider clarifying the program’s focus, which is currently split between the foci of “women” and “gender,” in order to bring title and focus into congruence and establish a direction for signature scholarship.

10. By the spring of 2003, the Women’s Studies program should institute a systematic assessment program to include exit interviews of certificate students and surveys of graduates.
Graduate Certificate Executive Summary

EVALUATION OF WOMEN’S STUDIES

DATE Winter 2002

Commendations

• Courses are well conceived, systematic, and include the most recent and cutting-edge scholarship.
• Affiliated faculty members are among the best teachers and scholars on campus.
• Contributions to University diversity initiatives are exemplary.
• Recently developed guidelines for interdisciplinary appointments have formalized faculty relationships to both “home departments” and to Women’s Studies and have established that Women’s Studies will have a voice in evaluating the faculty member’s performance.

Concerns

• Affiliated faculty service to Women’s Studies may not be considered for annual evaluations, promotion, and tenure.
• Faculty development relies entirely on extra-programmatic sources.
• Opportunities for graduate teaching experience are limited.

Weaknesses

• The lack of core tenured and tenure-track faculty inhibits program development and creates high faculty turnover.
• The program lacks standardized and regular assessment procedures.

Recommendations

Recent evidence of increased University commitment to the program in the form of new faculty lines has combined with the new and strong senior leadership to create a sense of momentum and possibility. The program seems poised to become a participant in the national conversation on Women’s Studies. To that end, the Program Review Committee makes the following recommendations:

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Rating Sheet for Unit Review Committee

EVALUATION OF Women's Studies
(name of department, program, certificate, institute, etc.)

DATE 3/25/02

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<td></td>
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</tr>
<tr>
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<td></td>
</tr>
</tbody>
</table>

Overall Evaluation

* Affiliated faculty
** Core faculty (This rating reflects the inadequacy of the structure rather than the people involved.)
WHEREAS, the proposed University Faculty Fellowships on the attached lists have been reviewed in accordance with University policy and found to be meritorious.

NOW, THEREFORE, BE IT RESOLVED that the attached University Faculty Fellowships for 2003-2004 are approved.

BE IT FURTHER RESOLVED that the Provost can approve changes in the conditions of the fellowship but not the total number of Fellowships.
DATE: February 21, 2003

TO: Dr. Robert Glidden, President

FROM: Stephen Kopp, Provost

SUBJECT: Faculty Fellowship Leaves

I have read the attached Faculty Fellowship Leave requests. I recommend them to you for approval and signature.

The total number requested (34) is lower than the 6% limit established by the Trustees.

SK/ft
Attachments
## FACULTY FELLOWSHIP LEAVES
### 2003-2004

<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPARTMENT</th>
<th>LEAVE DATES</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mary Chamberlin</td>
<td>Biological Sciences</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research funded by the National Science Foundation with Dr. George Somero at Stanford's Hopkins Marine Station on biochemical adaptation to changes in environmental temperature.</td>
</tr>
<tr>
<td>Marilyn Atlas</td>
<td>English</td>
<td>Fall, Winter, Spring</td>
<td>To complete a book on the Chicago Renaissance, 1912-1922, tentatively titled <em>The Chicago Renaissance: Editors and Writers Together</em>, and to serve as guest editor for a special issue of <em>Midwestern Miscellany</em> focusing on Chicago writers.</td>
</tr>
<tr>
<td>Joseph McLaughlin</td>
<td>English</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research for a book manuscript, titled <em>A Thing of Shreds and Patches: Victorian Images of Japan</em>, which examines British representations of Japan in the half-century following the famous &quot;opening&quot; of the island nation in 1854.</td>
</tr>
<tr>
<td>Dean McWilliams</td>
<td>English</td>
<td>Fall</td>
<td>To study Paul Laurence Dunbar and Charles Chesnut in order to determine the literary and social forces that made possible their simultaneous emergence and to identify the permanent contributions of these pioneers to African American literary history.</td>
</tr>
<tr>
<td>Morgan Vis-Chiasson</td>
<td>Environ. &amp; Plant Biology</td>
<td>Winter, Spring</td>
<td>To conduct research activities in current NSF grant, to enhance future funding opportunities, to learn new techniques for staining and microscope techniques used for marine red algae and apply these to freshwater red algae, and to complete three manuscripts.</td>
</tr>
<tr>
<td>Mary Stoertz</td>
<td>Geological Sciences</td>
<td>Fall, Winter, Spring</td>
<td>To initiate field experiments and numerical modeling of coal refuse piles causing acid mine-drainage causes of aquatic impairment. Experiments will be conducted in OH, WV, PA, New South Wales, Australia, and Canada.</td>
</tr>
</tbody>
</table>

February 2003
## FACULTY FELLOWSHIP LEAVES
2003-2004

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<tr>
<td>Archil Gulisashvili</td>
<td>Mathematics</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research on the theory of propagators and their applications as well as on Mathematical theory of pricing financial derivatives, and to complete a monograph titled <em>Lecture Notes on Nonautonomous Kato Classes and Feynman-Kac Propagators</em>. The research will be conducted in Belgium, Spain, and the United States.</td>
</tr>
<tr>
<td>Surender Jain</td>
<td>Mathematics</td>
<td>Fall</td>
<td>To conduct research on CS Group Algebra and PCI Domains, that have only partial answers given by research in the field. The research will be conducted at UC Berkeley, Taiwan, France, and India.</td>
</tr>
<tr>
<td>Emilia Alonso Marks</td>
<td>Modern Languages</td>
<td>Spring</td>
<td>To conduct research on linguistic changes in the areas of pronunciation and the lexicon in order to describe the sociolinguistic factors that play a significant role in residents from the city moving into adjacent, outlying areas in Spain.</td>
</tr>
<tr>
<td>Herta Rodina</td>
<td>Modern Languages</td>
<td>Fall</td>
<td>To study current scholarship in literary pedagogy in order to improve teaching in two introductory French literature courses, FR 354 and FR 356, in order to enrich the classroom experience, increase student engagement, and improve learning.</td>
</tr>
<tr>
<td>Donald Borchert</td>
<td>Philosophy</td>
<td>Spring</td>
<td>To serve as editor in chief of the new 10 volume Second Edition of the <em>Encyclopedia of Philosophy</em>. The project will require review of hundreds of articles from contributing scholars and will be completed in August 2004.</td>
</tr>
<tr>
<td>Kenneth Hicks</td>
<td>Physics &amp; Astronomy</td>
<td>Fall, Winter, Spring</td>
<td>To collaborate with faculty at Osaka University in Japan on experiments in nuclear and particle physics. The research will produce publications about experiments being conducted at the SPring-8 facility, a state-of-the-art electron storage ring.</td>
</tr>
<tr>
<td>Alenna Opper</td>
<td>Physics &amp; Astronomy</td>
<td>Fall, Winter, Spring</td>
<td>To conduct an experiment at the Thomas Jefferson National Accelerator Facility that will either confirm the &quot;Standard Model of Elementary Particles and Forces&quot; or clearly deviate from its predictions and provide information for work on the design of a component of the particle detection system and the design of the electronic data acquisition system.</td>
</tr>
<tr>
<td>Joseph Shields</td>
<td>Physics &amp; Astronomy</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research which makes use of observations from the <em>Hubble</em> and <em>Chandra</em> observatories, and to develop new lines of research collaborations. The existing programs are directed at understanding the nature of galaxies with active nuclei powered by massive black holes. Research will be conducted in Germany, California, Massachusetts, and Arizona.</td>
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<tr>
<td>Larry Wilen</td>
<td>Physics &amp; Astronomy</td>
<td>Fall, Spring</td>
<td>To accelerate and broaden current research on ice core fabrics and textures to new ice cores from Siple Dome and Upstream C Antarctica and to write manuscripts and proposals based on this research.</td>
</tr>
<tr>
<td>Eugene Amnarell</td>
<td>Sociology and Anthropology</td>
<td>Fall, Winter, Spring</td>
<td>To conduct an ethnographic study of marine resource utilization in two South Sulawesi coastal communities to document how the reef and its resources are utilized by community members. This research will provide essential information for a larger collaborative project with faculty from Ohio University and Hasanuddin University.</td>
</tr>
<tr>
<td>Jieli Li</td>
<td>Sociology and Anthropology</td>
<td>Fall, Winter, Spring</td>
<td>To work on two book projects. One deals with how geopolitical changes affect the state territorial stability as well as the legitimacy of incumbent political regime and the second is a comparative analysis of social welfare systems in developing countries and how state policies affect development in terms of industrialization and modernization.</td>
</tr>
<tr>
<td>Ann Tickamyer</td>
<td>Sociology and Anthropology</td>
<td>Fall, Winter, Spring</td>
<td>To complete a book about gender and power in rural Javanese villages, and to begin another that is a comparative study of the development of social welfare functions in two Asian nations which are in the process of political and economic transition, also to complete publications, and begin a cultural study of barbeque in the U.S.</td>
</tr>
<tr>
<td>Yining Chen</td>
<td>Accountancy</td>
<td>Winter, Spring</td>
<td>To seek a visiting faculty position with researchers from other institutions or practitioners in the accounting profession in order to update teaching skills and curricular content. Also to design an assessment and management teaching case that uses the strategic systems lens approach to demonstrate the relative diagnostic power of alternative analytical procedures in error detection, pattern recognition, and hypothesis generation.</td>
</tr>
<tr>
<td>Manjulika Koshal</td>
<td>Management</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research and engage in professional development activities that involve <em>Women Executives and their Leadership Styles and Higher Education</em> resulting in a monograph or book. Also, to collaborate with faculty of Chubu University on several research projects. The activities will take place in the US, India, and Japan.</td>
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February 2003
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<tr>
<td>Dan Modaff</td>
<td>INCO</td>
<td>Fall</td>
<td>To investigate pre-colonial Native American life in the Sioux, in an attempt to inform contemporary organizational communication philosophies and practices. Research will be conducted at Pine Ridge, Rosebud, and Lake Traverse Indian Reservations in South Dakota as well as at the Institute for American Indian Studies and the South Dakota State Archives.</td>
</tr>
<tr>
<td>Marilyn Greenwald</td>
<td>Journalism</td>
<td>Winter, Spring</td>
<td>To conduct research and begin to write a biography of journalist, social critic, and animal-rights activist Cleveland Amory. Research will be conducted in New York, Boston and Texas.</td>
</tr>
<tr>
<td>Patrick Washburn</td>
<td>Journalism</td>
<td>Spring</td>
<td>To complete a book manuscript for Greenwood Press about war correspondents in the European theater in World War II. This book will be one of a fourteen-volume set published on war correspondence in American wars.</td>
</tr>
<tr>
<td>George Korn</td>
<td>Telecommunications</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research for and edit a book containing the best of Rev. Jesse Jackson's newspaper columns from the 1970s through today to serve as a visiting professor at John Brown University and to complete a documentary on dengue fever in collaboration with Dr. William Romoser.</td>
</tr>
<tr>
<td>Jenny Nelson</td>
<td>Telecommunications</td>
<td>Fall</td>
<td>To analyze the writings of women travelers to Morocco, from the 1920s through the 1980s. The research will lead to publications and extend professional expertise into international post-colonial studies.</td>
</tr>
<tr>
<td>Larry Nighswander</td>
<td>VISCOM</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research, write and edit a book on picture editing practices for publication. The proposed project will provide a resource for faculty and will address changes in the industry due to digital photography, computer programs, and electronic archiving.</td>
</tr>
<tr>
<td><strong>COLLEGE OF EDUCATION</strong></td>
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</tr>
<tr>
<td>W. Stephen Howard</td>
<td>Educational Studies</td>
<td>Fall, Winter</td>
<td>Conduct research with Ohio University/Institute for African Child partnerships at the University of the Western Cape, South Africa and the University of Maiduguri, Nigeria and to study community-indigenous leadership-children relationships in those settings.</td>
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<td>Sandra Turner</td>
<td>Educational Studies</td>
<td>Fall, Winter, Spring</td>
<td>To conduct research as a Fulbright Scholar in Ghana at the University of Winneba in order to examine the use of computers in secondary schools, challenges and barriers in using technology, and the attitudes and beliefs that teachers have towards technology.</td>
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<tr>
<td><strong>COLLEGE OF FINE ARTS</strong></td>
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</tr>
<tr>
<td>Robert Lazuka</td>
<td>School of Art</td>
<td>Fall, Winter</td>
<td>To conduct research in the area of the mystical landscape and to employ the media of photography, digital imaging, pintmaking, drawing and painting to complete major works from this investigation.</td>
</tr>
<tr>
<td>William Condee</td>
<td>Interdisciplinary Arts</td>
<td>Winter, Spring</td>
<td>To conduct research on the relationship between theatrical space and performance focusing on the relationship between the audience and the space from class, gender, and psychological perspectives. A second project will be to develop a course for the Southeast Asian Studies Program.</td>
</tr>
<tr>
<td>Donna Conaty</td>
<td>School of Music</td>
<td>Fall, Winter, Spring</td>
<td>To design and write a comprehensive oboe pedagogy manual that will be accessible through the Internet. This project has the potential to impact the teaching of music in the field of double reed instruments.</td>
</tr>
<tr>
<td><strong>REGIONAL HIGHER EDUCATION</strong></td>
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</tr>
<tr>
<td>Vicky Parker</td>
<td>Nursing</td>
<td>Fall</td>
<td>To conduct research on supportive care as adjunct management in the relief of pain in pediatric patients as follow-up research to two previous studies and will be combined for manuscript preparation and publication.</td>
</tr>
<tr>
<td>Ruth Hopkins Zajdel</td>
<td>Office Technology</td>
<td>Winter</td>
<td>To complete and defend an original research project (dissertation) leading to Ph.D. in Higher Education. The topic is hidden disabilities in higher education.</td>
</tr>
<tr>
<td>Michael Nern</td>
<td>English</td>
<td>Fall</td>
<td>To conduct research on teaching freshman composition from both a theoretical and practical perspective using online delivery and contact hours. The course will use online national newspapers as the textbook, BlackBoard 5 for 40 percent of the contact hours, and will provide weekly conferences with the professor. All course activities are designed to help students learn how to write research papers for submission to national journals.</td>
</tr>
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February 2003
FACULTY/ADMINISTRATIVE EMERITUS/EMERITA AWARDS
RESOLUTION 2003 -- 1875

WHEREAS, the following individuals have rendered dedicated and outstanding service to Ohio University, and

WHEREAS, their colleagues and supervisors have recommended action to recognize their service,

THEREFORE, BE IT RESOLVED that emeritus status be awarded to the following individuals upon their retirement:

COLLEGE OF ARTS AND SCIENCES

Lowell Gallaway, Distinguished Professor Emeritus of Economics
Rajindar Koshal, Professor Emeritus of Economics
John P. Mitchell, Professor Emeritus of Environmental and Plant Biology
Irwin A. Ungar, Professor Emeritus of Environmental and Plant Biology
Klaus Eldridge, Associate Professor Emeritus of Mathematics
Hari Shankar, Professor Emeritus of Mathematics
Larry E. Snyder, Professor Emeritus of Mathematics
Shih-liang Wen, Professor Emeritus of Mathematics
Miriam Clubok, Associate Professor Emerita of Social Work

COLLEGE OF BUSINESS

Tim Hartman, Associate Professor Emeritus of Marketing
Kahandas Nandola, Professor Emeritus of Marketing

COLLEGE OF EDUCATION

Larry Jageman, Professor Emeritus of Teacher Education
Sondra Rebottini, Associate Professor Emerita of Teacher Education

RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY

Glenn Hazen, Professor Emeritus of Civil Engineering
William Reeves, Professor Emeritus of Industrial Technology

COLLEGE OF FINE ARTS

Daniel S. Williams, Professor Emeritus of Art
COLLEGE OF HEALTH AND HUMAN SERVICES

C. Richard Dean, Assistant Professor Emeritus of Hearing, Speech and Language Sciences
Donald Fucci, Professor Emeritus of Hearing, Speech and Language Sciences

REGIONAL HIGHER EDUCATION

Eastern

Michael McTeague, Assistant Professor Emeritus of History

Zanesville

Melissa Bixler, Associate Professor Emerita of Health Education

ADMINISTRATIVE-Athens Campus

Ted Kohan, Associate Vice President Emeritus for Administration
James "Jimmy" Matthews, Director Emeritus of Environmental Health and Safety
Joseph Berman, Dean Emeritus of Honors Tutorial College
William "Bill" Jones, Registrar Emeritus
Paul Witkowski, Associate Director Emeritus of the Telecommunications Center
Patricia Hamilton Gyi, Director Emerita of OU-COM Equity Programs
DATE: February 19, 2003
TO: Robert Glidden, President
FROM: Stephen J. Kopp, Provost
SUBJECT: Recommendations for Emeritus Status

I am pleased to recommend the following individuals for emeritus status. They have rendered dedicated service to Ohio University in a variety of departments and disciplines.

Attachment
WHEREAS, the Ohio University Graduate Student Senate has revised that body’s Constitution and Bylaws, and

WHEREAS, said revisions have been passed unanimously by the Ohio University Graduate Student Senate at that body’s March 13, 2003 general meeting, and

WHEREAS, said revisions represent the culmination of an intensive two-year review process of those governing documents, and

WHEREAS, said revisions have been endorsed by the Associate Provost for Graduate Studies and approved by the Provost.

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University accepts and approves the revised Ohio University Graduate Student Senate Constitution and Bylaws.
Date: March 28, 2003
To: Robert Glidden, President
From: Stephen Kopp, Provost
Subject: Ohio University Graduate Student Senate Constitution and Bylaws Revision

Please find attached the Ohio University Graduate Student Senate revised Constitution and Bylaws.

These revisions have been unanimously passed by Graduate Student Senate, endorsed by the Associate Provost for Graduate Studies and have received my approval.
To: Dr. Stephen Kopp, Provost  
Cc: Dr. Raymie McKerrow, Interim Associate Provost for Graduate Studies  
From: Michael Willits, President, Ohio University Graduate Student Senate  
Date: March 21, 2003  
RE: GSS Constitution & Bylaws Revisions

Dear Dr. Kopp,

The Ohio University Graduate Student Senate is pleased to present its revised Constitution and Bylaws, passed unanimously at the March 13, 2003 general meeting for your review. The enclosed revisions represent the culmination of an intensive two-year review process of our governing documents.

Important changes include:

- Addition of College Senator positions to compliment the existing departmental representation model. The primary responsibilities of College Senators will be aid in coordinating communications among graduate departments, serve as the primary recruiters for Department Representatives, and serve as the representatives for their respective Colleges, the Center for International Studies, and the IIP.
- Creation of Commissions, headed by appointed Senators, representing the following constituencies within the graduate student community: Lesbian, Gay, Bisexual, and Transgendered students; Women; African Americans; International students; and Professional and Minority graduate students.
- Revised titles and responsibilities of Executive Officers and Staff to better reflect actual duties and broaden distribution of powers.

We look forward to your approval of the included revisions. A letter from your office confirming your approval, along with all revisions will then be sent to Dr. Alan Geiger by April 1st for presentation to the Board of Trustees during their April meeting. Thank you in advance for your assistance and please contact us with any questions.

Regards,

Michael D. D. Willits  
President  
Ohio University Graduate Student Senate  

ENCL: Final GSS Constitution and Bylaws  
GSS Constitution and Bylaws with revisions
CONSTITUTION & BYLAWS

Ratified by the Graduate Student Senate on March 13, 2003

Pending Approval by the Board of Trustees
CONSTITUTION

PREAMBLE
We, the graduate students of Ohio University of the Athens campus, hereby set forth to form a representative graduate student senate to participate in the formulation and application of both university and community policy, and with the goal of enhancing the quality of life and education of all graduate students, hereby establish the Ohio University Graduate Student Senate.

ARTICLE I: NAME
SECTION A: NAME
1. The official name of the organization shall be the Ohio University Graduate Student Senate (GSS), hereafter referred to as GSS.

ARTICLE II: PURPOSE
SECTION A: GENERAL
1. Act as the official representative body of graduate students enrolled at Ohio University.
2. Exercise its right to have input on all decisions and actions that will affect the welfare of the graduate student body.
3. Inform the graduate student body of issues relevant to its welfare.
4. Receive student complaints, investigate student problems, concerns, work toward their resolution, and present the representative voice of the graduate student body's perspective, opinion and recommend actions it feels are appropriate to the University, the community and other governing bodies.
5. Provide academic and administrative programs, opportunities, and community activities for the University, the community and for the graduate student body in particular.
6. Provide a forum in which the graduate student body may present, discuss, and set upon issues related to its role in the academic and non-academic aspects of the University and the community.
7. Work with the Ohio University Student Senate on common issues, concerns, and activities.

ARTICLE III: POWERS & DUTIES
SECTION A: GENERAL DUTIES
1. Establish working relationships with Ohio University, the City of Athens, state and national communities.
2. Be responsible for gathering graduate student opinion and formulating policy.
3. Represent graduate students in matters pertaining directly to the individual graduate degree granting programs.
4. Conduct GSS elections in accordance and collaboration with the Student Senate.
5. Appoint graduate student representatives to University Committees to ensure graduate student input on all matters concerning the University.
6. Create Standing and Special Commissions and Committees and determine the structure and rules for said Commissions and Committees.
7. Establish Bylaws and Policies and Procedures consistent with the Constitution by which the GSS shall function.
9. Establish rules of conduct and standards for its Executive Officers, Senators, College Council Chairs, Commissions, Committees, and Supporting Staff.
10. Try all cases of disciplinary action for its members.

ARTICLE IV: MEMBERSHIP
SECTION A: ELIGIBILITY
1. All full and part-time graduate students from the Ohio University, Athens campus currently enrolled in an official graduate degree-granting program and in good academic standing shall be eligible to serve on the GSS.

SECTION B: OHIO UNIVERSITY STATEMENT OF TOLERANCE
1. The GSS supports and shall abide by Ohio University's Statement of Tolerance, which states:

"Ohio University is committed to equal opportunity for all people and is pledged to take direct and affirmative action to achieve the goal of equal opportunity. We are bound morally, with and pursuant to this statement; Ohio University will not tolerate racism, sexism, homophobia, harassment, bigotry or other forms of violations of human rights. Such actions are inconsistent with and undermine the values, which we hold essential to our institutional mission. All faculty, staff, and students of Ohio University must take this opportunity to reaffirm our commitment to nondiscrimination, to equality of opportunity and treatment, and to a leadership role in achieving equality and diversity."
ARTICLE V: EXECUTIVE BRANCH

SECTION A: EXECUTIVES, GENERAL
1. The elected Executive Officers of the GSS shall be President, Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, and Vice President for Communications.
2. There shall be Executive Staff appointed to aid in the internal operation and administration of the GSS.

ARTICLE VI: LEGISLATIVE BRANCH

SECTION A: SENATORS, GENERAL
1. There shall be Department Representatives selected to represent the specific interests of graduate students within individual departments.
2. There shall be Senators elected to represent the general interests of graduate students within each College, the Center for International Studies, and the Individual Interdisciplinary Program (IIP).
3. There shall be Senators appointed to represent the interests of specific constituencies within the graduate student population.

ARTICLE VII: COMMITTEE BRANCH

SECTION A: COMMISSIONS & COMMITTEES, GENERAL
1. The GSS shall establish and dissolve various Commissions to represent the interests of specific constituencies within the graduate student population, and to address specific areas of concern to the graduate student population.
2. The GSS shall establish and dissolve various Committees to aid in internal operations and administration of the GSS.

ARTICLE VIII: ADVISOR

SECTION A: GENERAL
1. The GSS shall be advised by a full-time member of the Ohio University faculty, administration, or staff in accordance with the guidelines established by the Ohio University Office of Student Activities (OSA).

ARTICLE IX: MEETINGS OF THE SENATE

SECTION A: FREQUENCY OF MEETINGS
1. There shall be at least one general meeting scheduled each month, except June, July, August, and December.

ARTICLE X: AMENDMENTS TO THE CONSTITUTION

SECTION A: REVIEW AND AMENDMENTS
1. The GSS shall examine and reaffirm this Constitution every five years, beginning in the 2005-2006 academic year.
2. Amendments to this Constitution shall be initiated by the GSS or by petition of at least 100 graduate students on the Ohio University, Athens campus.
3. Proposed amendments shall be presented via resolution and posted for public review at least four days prior to the meeting at which they are to be considered.
4. Proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS.

SECTION B: RATIFICATION
1. At the next scheduled meeting following adoption of amendments, this Constitution shall be ratified by a concurrence of two-thirds of the total voting membership of the GSS.
2. Upon ratification, this Constitution shall be presented to the Ohio University Board of Trustees for approval. Upon approval by the Board of Trustees, this Constitution shall be effective.
BYLAWS

ARTICLE I: EXECUTIVES

SECTION A: COMPOSITION
1. Minimum eligibility for Executive Officers and Staff shall be determined by Article IV of the Constitution. In addition:
   2. No Executive Officers or Staff may simultaneously hold Senator or Department Representative positions.
   3. Executive Officers and Staff, excluding the President, may serve as Chairs of Special and Standing Committees and Special Commissions as needed.
   4. No Executive Officers or Staff may serve as Commissioners for Standing Commissions.

SECTION B: EXECUTIVE OFFICERS, ELECTED
1. Executive Officers of the GSS shall refer to the elected positions of President, Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, and Vice President for Communications.

SECTION C: EXECUTIVE STAFF, APPOINTED
1. Executive Staff shall refer to the positions appointed by the Executive Council as needed to aid in the internal operation and administration of the GSS.
2. Executive Staff shall include:
   a. Parliamentarian
   b. Secretary
   c. Additional Staff positions may be created by the Executive Council as needed.

SECTION D: EXECUTIVE COUNCIL
1. The Executive Council shall hold the Executive powers and responsibilities of the GSS.
2. The Executive Council shall consist of all Executive Officers and the Parliamentarian.

SECTION E: GENERAL DUTIES
1. All Executive Officers and Staff shall establish and maintain regular office hours in accordance with GSS Policies & Procedures.
2. All Executive Officers and Staff as appropriate shall attend all general meetings of the GSS.

SECTION F: EXECUTIVE OFFICER DUTIES
1. The President (Chair) shall:
   a. Oversee the effective and efficient functioning of the GSS as well as the enforcement of the GSS Constitution, Bylaws, and Policies & Procedures.
   b. Serve as the official spokesperson of the GSS.
   c. Preside over general meetings of the GSS.
   d. Carry out and report on all presidential actions in accordance with the Constitution and Bylaws and as directed by the GSS.
   e. Establish and dissolve Special Commissions and Committees in accordance with the Constitution and Bylaws.
   f. Oversee the appointment of GSS representatives to appropriate University Standing Committees.
   g. Attend meetings of the Committee on Committees, Graduate Council, Ohio University Board of Trustees, Council of Student Leaders, University Planning and Action Committee, and other meetings pertaining to graduate life at Ohio University as necessary.
   h. Serve ex officio on all award recognition and research grant funding committees.
   i. Assist the Secretary in creating the GSS general meeting agenda.
   j. Perform additional duties inherent with the office of President as directed by the Executive Council and the GSS body.
2. The Vice President for Committees and Legislative Affairs (VPCLA) shall:
   a. Coordinate and preside over all Executive Council meetings.
   b. Oversee all activities of the Legislative Branch, including but not limited to coordination of Department Senator recruitment, training of all Senators and Department Representatives in collaboration with the VP for Communications, and filling of vacancies.
   c. Oversee all activities of the Committee Branch, including but not limited to coordination of all GSS Standing and Special Commissions and Committees, training of all Chairs in collaboration with the VP for Communications, and filling of vacancies.
   d. Ensure that all members of the Legislative and Committees Branches are informed of the GSS Constitution, Bylaws, and Policies & Procedures.
e. Perform additional duties inherent with the office of VPCLA as directed by the Executive Council and the GSS body.

3. The Vice President for Administration and Finance (VPAF) shall:
   a. Oversee all financial matters of the GSS and provide reports at all GSS Executive Council and General Meetings in accordance with GSS Policies & Procedures.
   b. Coordinate with the Finance and Budget Committee the drafting and submission of a yearly budget proposal in accordance with GSS Policies & Procedures.
   c. Perform an annual audit all GSS funds by the seventh week of Spring quarter in accordance with GSS Policies & Procedures.
   d. Train members of the GSS in budgetary matters in accordance with the GSS Policies & Procedures.
   e. Coordinate the management of the GSS Office and oversee all Executive Staff, excluding the Parliamentarian.
   f. Solicit funds when needed from the Student Activities Commission (SAC) of the Student Senate and/or other sources for the operation of the GSS.
   g. Serve ex officio on the Finance and Budget Committee, Policies & Procedures Committee, and other Commissions or Committees as needed.
   h. Assist the Parliamentarian in the duties of that office.
   i. Perform additional duties inherent with the office of VPAF as directed by the Executive Council and the GSS body.

4. The Vice President for Communications (VPC) shall:
   a. Oversee the coordination of all official communications of the GSS including but not limited to printed and electronic media, the GSS Website, GSS eNews, and GSS Listserv.
   b. Serve as Chair of the Communications Committee.
   c. Assist in the VPCLA and VPAF in training activities as needed.
   d. Assist the VPCLA, VPAF, and Executive Staff in coordinating communications as needed.
   e. Ensure University offices and related organizations have updated GSS contact information.
   f. Perform additional duties inherent with the office of VPC as directed by the Executive Council and the GSS body.

SECTION G: EXECUTIVE STAFF DUTIES

1. The Secretary shall:
   a. Record and distribute accurate minutes, resolutions, and agendas of each GSS general meeting and make these records available to the public in accordance with GSS Policies & Procedures.
   b. Make all necessary arrangements and reservations for general meetings and announce the time, location, and agenda of meetings to all members of the GSS.
   c. Maintain records of all correspondence.
   d. Keep a record of attendance at general meetings and conduct roll call votes.
   e. Perform additional duties inherent with the office of Secretary as directed by the Executive Council and the GSS body.

2. The Parliamentarian shall:
   a. Ensure that all GSS general meetings are conducted using proper Parliamentary Procedure in accordance with the Constitution and Bylaws of the GSS.
   b. Provide interpretation of the Constitution, Bylaws, and Parliamentary Procedure as necessary during GSS general meetings.
   c. Train members of the GSS in proper Parliamentary Procedures.
   d. Determine whether a quorum is present.
   e. Perform additional duties inherent with the office of Parliamentarian as directed by the Executive Council and the GSS body.

SECTION H: VOTING

1. All members of the Executive Council outlined in Section D shall have one vote during Executive Council meetings.
2. All members of the Executive Council, except for the President, shall have one vote during general meetings of the GSS. When presiding over a general meeting, the President shall vote only in the case of a tie.
3. No member of the Executive Council shall have more than one vote for any reason.

SECTION I: TERMS OF OFFICE

1. Executive Officers shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Executive Officers elected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.
2. Executive Staff shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Executive Staff appointed to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.

SECTION J: CANDIDACY
1. Minimum eligibility shall be determined by Article IV of the Constitution. In addition:
2. Individuals seeking candidacy for Executive Officer and Staff positions shall follow the application guidelines outlined in the GSS Policies and Procedures.
3. Individuals seeking candidacy for Executive Officer positions shall also abide by applicable operations, rules, and regulations outlined in the Ohio University Election Board Code of the Ohio University Student Senate.
4. Individuals shall not seek candidacy for more than one Executive Officer position on the GSS during any given election.
5. All Executive Officers and Staff in good standing may seek re-election/re-appointment at the end of their respective terms.

SECTION K: ELECTIONS AND APPOINTMENTS
1. Executive Officers
   a. Candidates shall be elected during general elections in the Spring quarter via a plurality of voting graduate students.
   b. Candidates shall follow in accordance with Bylaws, Section G and all applicable rules outlined in Chapter 100: Elections of the Student Senate Rules and Procedures.
2. Executive Staff
   a. Candidates shall be appointed by a majority of the Executive Council at the first regular meeting of the GSS following elections in the Spring quarter.

SECTION L: VACANCIES
1. In the case of a vacancy in any Executive Officer position
   a. If there is a vacancy in the office of President, the position shall be filled in the following order: Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, Vice President for Communications.
      i. If no Vice President is available or able to fill the vacancy, a Senator or Department Representative shall be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the office of President.
      ii. If no Senator or Department Representative is available or able to fill the vacancy, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
      iii. A candidate shall then be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the office of President.
   b. If there is a vacancy in any office(s) of Vice President, a Senator or Department Representative shall be elected by a plurality of ballots cast by the voting membership of the GSS to fill each Vice President position and immediately assume the responsibilities of the respective office of Vice President.
      i. If no Senator or Department Representative is available or able to fill the vacancy, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
      ii. A candidate shall then be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the respective office of Vice President.
2. In the case of a vacancy in any Executive Staff position
   a. The Executive Council shall first seek an appropriate candidate from within the GSS.
      i. If an appropriate candidate is not available from within the GSS, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
   b. A candidate shall then be appointed by a majority of the Executive Council and immediately assume the responsibilities of the Staff position to which they have been appointed.

ARTICLE II: REPRESENTATION
SECTION A: DEPARTMENT REPRESENTATIVES
1. There shall be one seat (referred to as "Representative for...") for each graduate department.
2. All changes to the distribution of Department Representatives shall be determined in accordance with Bylaws, Section J.
SECTION B: SENATORS, ELECTED
1. There shall be one elected Senator seat (referred to as "Senator for...") each College, the Center for International Studies, and the Individual Interdisciplinary Program (IIP).
2. All changes to the distribution of elected Senator seats shall be determined in accordance with Bylaws, Section J.

SECTION C: SENATORS, APPOINTED
1. There shall be appointed Senators (referred to as "Commissioners for...") to serve as Commissioners for
   a. The Commission for Black Graduate Student Affairs.
   b. The Commission for International Graduate Student Affairs.
   c. The Commission for Lesbian, Gay, Bisexual, and Transgender (LGBT) Graduate Student Affairs.
   d. The Commission for Professional Graduate Student Affairs.
   e. The Commission for Women’s Graduate Student Affairs.
2. All changes in the distribution of Commissions and appointed Senator seats shall be determined in accordance with Bylaws, Section J.

SECTION D: GENERAL DUTIES
1. All Senators and Department Representatives shall
   a. Ensure open and timely communication of interests, concerns, and needs of their constituents with the GSS and among their fellow Senators and Department Representatives.
   b. Act in accordance with the Constitution, Bylaws, and the GSS Policies and Procedures.
   c. Attend all general meetings of the GSS.
   d. Attend all committee and commission meetings to which they have been assigned.
2. Department Representatives shall
   a. Serve as the representatives for their departments.
   b. Serve on at least one GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.
3. Elected Senators shall
   a. Serve as the Senators for their respective Colleges, the Center for International Studies, and the IIP.
   b. Coordinate communications among their departments and serve as the primary recruiters for Department Representatives beginning in the fall quarter of each academic year as outlined in the GSS Policies and Procedures.
   c. Serve on at least one GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.
4. Appointed Senators serving as Commissioners shall
   a. Serve as the Commissioners for their respective Commissions.
   b. Serve on at least one other GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.

SECTION E: VOTING
1. No Senator or Department Representative shall have more than one vote for any reason.

SECTION F: TERMS OF OFFICE
1. Department Representatives shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS in the Fall quarter. Department Representatives selected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS in the Fall quarter.
2. Elected Senators shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Senators elected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.
3. Appointed Senators shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS in the Fall quarter. Appointed Senators selected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS in the Fall quarter.

SECTION G: CANDIDACY
1. Minimum eligibility shall be determined by Article IV of the Constitution. In addition:
2. All individuals seeking candidacy shall follow the application guidelines outlined in the GSS Policies and Procedures.
3. Individuals seeking candidacy for elected Senator positions shall be enrolled in a graduate degree granting program offered by a department from within the College, the Center for International Studies, or the IIP for which they are a candidate.
4. Individuals seeking candidacy for Department Representative positions shall be enrolled in a graduate degree granting program offered by the department for which they are a candidate.
5. Individuals shall not seek candidacy for more than one voting position on the GSS during any given election.
6. All elected Senators and Department Representatives in good standing may seek re-election/re-appointment at the end of their respective terms.

SECTION H: ELECTIONS AND APPOINTMENTS
1. Department Representatives
   a. Candidates shall be selected within the first three weeks of Fall quarter in accordance with Bylaws, Section G.
   b. Each department shall select its Representative via an intradepartmental election as outlined in the GSS Policies & Procedures. Each department is responsible for sending confirmation of representation to their respective elected Senator for submission to the GSS.
   c. Elected Senators shall submit via resolution all candidates for Department Representatives from within their respective College, the Center for International Studies, or IIP. Upon concurrence of a majority of voting members, candidates shall be confirmed as Department Representatives.

2. Elected Senators
   a. Candidates shall be selected during general elections in the Spring quarter via a plurality of graduate students from within each candidate’s respective College, the Center for International Studies, or the IIP.
   b. Candidates shall follow in accordance with Bylaws, Section G and all applicable rules outlined in Chapter 100: Elections of the Student Senate Rules and Procedures.

3. Appointed Senators serving as Commissioners
   a. Candidates shall be selected beginning in the first week of Fall quarter.
   b. The Executive Council shall submit via resolution all candidates for Commissioners. Upon concurrence of a majority of voting members, the candidate shall be confirmed as a Commissioner.

SECTION I: VACANCIES
1. In the case of a vacancy in any Department Representative position
   a. The Executive Council shall send, via the appropriate elected Senator, official notification to the department within ten days of the vacancy. The Senator shall seek an appropriate candidate to fill the vacancy in accordance with Bylaws, Section G.
   b. The Senator shall then submit via resolution a candidate for Department Representative. Upon concurrence of a majority of voting members, the candidate shall be confirmed as a Department Representative.
2. In the case of a vacancy in any elected Senator position
   a. The Executive Council shall send official notification to the respective College, Center for International Studies, or IIP within ten days of the vacancy and seek an appropriate candidate in accordance with Bylaws, Section G.
   b. The Executive Council shall then submit via resolution a candidate for Senator. Upon concurrence of a majority of voting members, the candidate shall be confirmed as Senator.
   c. If there is more than one candidate for an elected Senator vacancy, then an election shall be held and the candidate receiving a plurality of the votes shall be confirmed as Senator.
3. In the case of a vacancy in any appointed Senator position who is Commissioner for a Commission
   a. The Executive Council shall first seek an appropriate candidate from within the Commission.
   b. If an appropriate candidate is not available from within the Commission, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Section G.
   c. The Executive Council shall then submit via resolution a candidate for Commissioner. Upon concurrence of a majority of voting members, the candidate shall be confirmed as Commissioner.

SECTION J: REPRESENTATION REVIEW
1. At the beginning of each Spring quarter, the Executive Council shall review and adjust when necessary the distribution of Department Representative and Senator seats upon review of the most recent official listing of colleges, departments, and graduate degree-granting programs provided by Ohio University.
2. At the beginning of each Spring quarter, the Executive Council shall review and adjust when necessary the distribution of Commissions and appointed Senator seats to ensure adequate representation of specific constituencies within the graduate student population.
3. Upon review, the Executive Council shall submit any recommended changes as amendments to the Bylaws in accordance with Bylaws, Article VII.
ARTICLE III: ADVISOR

SECTION A: ELIGIBILITY
1. The Advisor to the GSS shall be the Associate Provost for Graduate Studies.

SECTION B: GENERAL DUTIES
1. The GSS Advisor shall:
   a. Assume a responsible position in the eyes of Ohio University and the local, state, and federal legal system.
   b. Provide final approval for all financial transactions and off-campus activities.
   c. Serve as a co-signer for financial obligations, which are assumed by the GSS as required by agencies outside of Ohio University.
   d. Sign legal instruments in financial transactions as the duly authorized representative of the organization, as necessary.

ARTICLE IV: COMMITTEES

SECTION A: COMPOSITION
1. Minimum eligibility for all members of GSS Commissions and Committees and Ohio University Standing Committees shall be determined by Article IV of the Constitution. In addition:
2. Special GSS Commissions established to address specific areas of concern to the graduate student population shall be chaired by any voting members of the GSS (referred to as "Chairs of...").
3. Standing GSS Commissions established to represent the interests of specific constituencies within the graduate student population shall be chaired only by appointed Senators of the GSS (referred to as "Commissioners for...").
4. Special and Standing GSS Committees established to aid in internal operations and administration of the GSS shall be chaired by any voting members of the GSS (referred to as "Chairs of...").

SECTION B: SPECIAL GSS COMMISSIONS & COMMITTEES, FORMATION
1. A Special Commission or Committee may be temporarily established by the President upon consultation with the Executive Council or by direction of the GSS and be dissolved upon completion of its assigned duty or at the last meeting of the GSS in the same academic year, whichever comes first.
2. A Special Commission shall temporarily exist only for addressing a specific area of concern to the graduate student population.
3. A Special Committee shall temporarily exist only for addressing a specific internal or administrative need.
4. Members of Special Commissions or Committees shall be appointed by the President upon consultation with the Executive Council or by direction of the GSS.
5. Appointments shall be made first from existing members of the GSS. Remaining positions shall be filled by sending official notification to the entire graduate student population within ten days of establishment.
6. The Chair shall be the first individual appointed to the Special Commission.

SECTION C: STANDING GSS COMMISSIONS & COMMITTEES, FORMATION
1. A Standing Commission or Committee may be established via resolution following the demonstrated and continued need of that Commission or Committee. The resolution must include the purpose, responsibilities, and eligible membership of the Standing Commission or Committee.
2. A Standing Commission shall exist to represent the interests of specific constituencies within the graduate student population, or to address specific areas of concern to the graduate student population.
3. A Standing Committee shall exist to aid in internal operations and administration of the GSS.
4. Members of the Standing Commission shall be outlined in the resolution or solicited in accordance with Bylaws, Article II, Section I.
5. Members of the Standing Committee shall be outlined in the resolution, or appointed by the President upon consultation with the Executive Council or by direction of the GSS.
6. The formation of a Standing Commission or Committee shall be considered an amendment to the Bylaws and established upon concurrence of two-thirds of the total voting membership of the GSS in accordance with Bylaws, Article VIII.
7. A Standing Commission or Committee shall be dissolved upon concurrence of two-thirds of the total voting membership of the GSS.

SECTION D: VACANCIES
1. In the case of a vacancy in any GSS Committee or Special Commission, the President shall fill the position via appointment upon consultation with the Executive Council or by direction of the GSS.
2. Vacancy of a Chair position shall be filled via appointment of an existing member of the Committee. If an appropriate candidate is not available from within the Committee, or if the vacancy is a member position of the Committee or Special Commission, an appointment shall be made first from existing members of the GSS.
SECTION E: COMMISSION & COMMITTEE PROCEDURES
1. All Commissions shall represent the interests of specific constituencies within the graduate student population, or address specific areas of concern to the graduate student population.
2. All Committees shall aid in internal operations and administration of the GSS.
3. All Commissions and Committees shall present to the GSS and Executive Council a meeting schedule for each quarter as outlined in the GSS Policies & Procedures.
4. All Commissions and Committees shall present a written and verbal report to the GSS and Executive Council at least once a month during the Fall, Winter, and Spring Quarters as outlined in the GSS Policies & Procedures.

ARTICLE V: MEETINGS
SECTION A: FREQUENCY
1. The date, time, and location of general meetings for each quarter shall be determined by the GSS Executive Council in accordance with the Constitution at least two weeks prior to the beginning of the quarter.
2. Open summer quarter and winter intersession Executive Council meetings shall be held at the discretion of the Executive Council.
3. Special meetings shall be convened at the discretion of the Executive Council or via petition of a majority of the total voting membership of the GSS.

SECTION B: NOTIFICATION
1. Notification shall be distributed at least four days prior to each general and special meeting in accordance with the GSS Policies & Procedures.

SECTION C: RIGHTS OF PERSONS ATTENDING
1. All general and special meetings shall open to the public, except when a concurrence of two-thirds of voting members of the GSS in attendance vote to enter into Executive Session for the explicit purpose of discussing personnel matters or matters involving litigation or potential litigation. The President or President pro tempore may allow selected individuals to remain present.
2. Only voting Executive Officers, Senators, or Department Representatives or their respective proxies may address the GSS during consideration of legislation.
3. The President or President pro tempore shall recognize and allow non-voting individuals in attendance to speak during a designated time in the agenda.

SECTION D: ATTENDANCE
1. Attendance at scheduled general meetings is mandatory for all voting Executive Officers, Senators, and Department Representatives. Failure to answer during roll call shall be considered an absence for that meeting unless a suitable proxy has been secured or the absence has been approved prior to the meeting. Attendance at scheduled Executive Council meetings is mandatory for voting Executive Officers.
2. Voting members shall send written notification of their absence to the Vice President for Commissions & Legislative Affairs in advance and designate a suitable proxy in accordance with the GSS Policies & Procedures.
3. No voting Executive Officer, Senator, or Department Representative shall have more than one unexcused absence per quarter from scheduled Executive Council meetings or scheduled general meetings. In the event of a second unexcused absence, the individual shall be subject to disciplinary action as outlined in Article VII of the Bylaws.

SECTION E: PROXIES
1. A voting Executive Officer, Senator, or Department Representative may designate a full or part-time graduate student from the Ohio University, Athens campus; who is a member of the individual’s College, Department, Center, or IPP; a member of the appointed Executive Staff; or a member of the individual's commission or committee to serve as a proxy.
2. An individual serving as a proxy shall have the same rights and privileges afforded to the voting member during a general or special meeting of the GSS. All actions and statements made by the proxy are the responsibility of the voting member for whom the individual is serving as proxy.
3. Proxies must be in attendance at the general or special meeting to vote on behalf of the voting member. Voting by written proxy shall be prohibited.
SECTION F: QUORUM
1. A quorum of the total voting membership of the GSS shall be in attendance at any general or special meeting in order to transact official business of the GSS.
2. Quorum shall be half of the voting Executive Officers and Senators and ten Department Representatives.
3. Quorum shall be determined by calling the roll at the beginning of each general or special meeting.

SECTION G: RULES OF ORDER
1. Meetings of the GSS shall be conducted in accordance with parliamentary procedure as outlined in the current edition of Robert's Rules of Order Newly Revised as applicable and consistent with the GSS Constitution, Bylaws, and Policies and Procedures.

SECTION H: AGENDA
2. The agenda for general and special meetings shall be proposed prior to the meeting by the President upon consultation with the Executive Council and in accordance with GSS Policies & Procedures.
3. Individuals wishing to have items placed on the agenda shall make such a request of the President prior to the meeting being called to order.
4. The agenda shall be adopted upon concurrence of a majority of voting members in attendance.

SECTION I: REPORTS
5. Reports shall be presented during each general meeting by the voting Executive Officers, Commissioners, Committee Chairs, and the Advisor or their respective proxies in accordance with GSS Policies & Procedures.
6. College Senators and Department Representatives may, but are not required to present reports during general meetings in accordance with GSS Policies & Procedures.
7. All reports shall be submitted to the Secretary in writing in accordance with GSS Policies & Procedures.

SECTION J: MINUTES
1. An official record shall be kept of all proceedings during general and special meetings in accordance with GSS Policies & Procedures.
2. All minutes shall be adopted at the next general meeting upon concurrence of a majority of voting members in attendance.

SECTION K: LEGISLATION
1. All proposed legislation and amendments shall be presented in the form of a resolution in accordance with GSS Policies & Procedures.
2. Resolutions must be posted for public review at least 24 hours prior to the meeting at which they are to be considered, except as required in the case of Constitution, Bylaws, or Policies & Procedures amendments.
3. Resolutions shall be adopted upon concurrence of a majority of voting members in attendance, except as required in the case of Constitution, Bylaws, or Policies & Procedures amendments.

ARTICLE VI: DISCIPLINARY ACTION
SECTION A: CONDITIONS FOR DISCIPLINARY ACTION
1. Any member of the GSS shall be subject to disciplinary action for:
   a. Continued, gross, or willful neglect of duties.
   b. Unauthorized expenditures, signing checks, or misuse of funds.
   c. Misrepresentation of the position of the GSS and/or Ohio University.

SECTION B: DISCIPLINARY PROCEDURES
1. Any full or part-time graduate student or member of the GSS shall have the right to bring an accusation in written form to the attention of any voting Executive Officer, Senator, or Department Representative in accordance with GSS Policies & Procedures.
2. The individual presented with the written accusation shall bring the accusation to the Executive Council or designated Special Committee, which shall review and determine merit of the accusation.
3. Accusations found to have merit shall be presented along with recommended sanction(s) via resolution by the Executive Council or designated Special Committee during a general or special meeting.
4. At the next general or special meeting following presentation of the resolution, the Executive Council or designated Special Committee shall issue official judgment and implement the recommended sanction(s) provided in the resolution upon concurrence of two-thirds of voting members in attendance.
SECTION C: SANCTIONS

1. The Executive Council or designated Special Committee shall propose sanctions including, but not limited to:
SECTION C: SANCTIONS
1. The Executive Council or designated Special Committee shall propose sanctions including, but not limited to:
2. Revocation of voting privileges.
3. Removal from commission and/or committee membership.
4. Removal from the GSS.
5. Referral to Ohio University Judiciaries.

ARTICLE VII: AMENDMENTS TO THE BYLAWS
SECTION A: REVIEW AND AMENDMENTS
1. The GSS shall examine and reaffirm the Bylaws every two years.
2. Proposed amendments to the Bylaws shall be initiated by the GSS.
3. Proposed amendments shall be presented via resolution and posted for public review at least four days prior to the meeting at which they are to be considered.
4. Proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS and become effective immediately following adjournment of the meeting at which they were adopted, unless otherwise specified.
CONSTITUTION

PREAMBLE

We, the graduate students of Ohio University of the Athens campus, hereby set forth to form a representative graduate student senate to participate in the formulation and application of both university and community policy, and with the goal of enhancing the quality of life and education of all graduate students, hereby establish the Ohio University Graduate Student Senate.

ARTICLE I: NAME

SECTION A: NAME

The official name of the organization shall be the Ohio University Graduate Student Senate (GSS), hereafter referred to as GSS.

ARTICLE II: PURPOSE

SECTION A: GENERAL

1. Act as the official representative body of graduate students enrolled at Ohio University.
2. Exercise its right to have input on all decisions and actions that will affect the welfare of the graduate student body.
3. Inform the graduate student body of issues relevant to its welfare.
4. Receive student complaints, investigate student problems, concerns, work toward their resolution, and present the representative voice of the graduate student body's perspective, opinion and recommend actions it feels are appropriate to the University, the community and other governing bodies.
5. Provide academic and administrative programs, opportunities, and community activities for the University, the community and for the graduate student body in particular.
6. Provide a forum in which the graduate student body may present, discuss, and set upon issues related to its role in the academic and non-academic aspects of the University and the community.
7. Work with the Ohio University Student Senate on common issues, concerns, and activities.

ARTICLE III: POWERS & DUTIES

SECTION A: GENERAL DUTIES

1. Establish working relationships with Ohio University, the City of Athens, state and national communities.
2. Be responsible for gathering graduate student opinion and formulating policy.
3. Represent graduate students in matters pertaining directly to the individual graduate degree granting programs.
4. Conduct GSS elections in accordance and collaboration with the Student Senate.
5. Appoint graduate student representatives to University Committees to ensure graduate student input on all matters concerning the University.
6. Create Standing and Special Commissions and Committees and determine the structure and rules for said Commissions and Committees.
7. Establish Bylaws and Policies and Procedures consistent with the Constitution by which the GSS shall function.
9. Establish rules of conduct and standards for its Executive Officers, Senators, College Council Chairs, Commissions, Committees, and Supporting Staff.
10. Try all cases of disciplinary action for its members.

ARTICLE IV: MEMBERSHIP

SECTION A: MEMBERSHIP

1. The membership of the GSS shall be composed of Ohio University graduate students from the Athens main campus currently enrolled as full-time students in an official University recognized graduate program.
2. Members shall be recognized as elected and appointed Executive Officials, Staff, Senators, College Council Chairs, Chairs of Commissions, and Directors of Committees.
3. All members of the GSS must remain in good academic standing with the University and their respective Graduate Programs.

SECTION A: ELIGIBILITY

1. All full and part-time graduate students from the Ohio University, Athens campus currently enrolled in an official graduate degree-granting program and in good academic standing shall be eligible to serve on the GSS.

ARTICLE V: OHIO UNIVERSITY STATEMENT OF TOLERANCE

1. The Ohio University Graduate Student Senate supports and shall abide by Ohio University's Statement of Tolerance, which states: "Ohio University is committed to equal opportunity for all people and is pledged to take direct and affirmative action to achieve the goal of equal opportunity. We are bound morally, with and pursuant to this statement, Ohio University will not tolerate racism, sexism, homophobia, harassment, bigotry or other forms of violations of human rights. Such actions are inconsistent with and undermine the values which we hold essential to our institutional mission. All faculty, staff, and students of Ohio University must take this opportunity to reaffirm our commitment to nondiscrimination, to equality of opportunity and treatment, and to a leadership role in achieving equality and diversity."
SECTION B: OHIO UNIVERSITY STATEMENT OF TOLERANCE
1. The GSS supports and shall abide by Ohio University's Statement of Tolerance, which states:

"Ohio University is committed to equal opportunity for all people and is pledged to take direct and affirmative action to achieve the goal of equal opportunity. We are bound morally, with and pursuant to this statement; Ohio University will not tolerate racism, sexism, homophobia, harassment, bigotry or other forms of violations of human rights. Such actions are inconsistent with and undermine the values which we hold essential to our institutional mission. All faculty, staff, and students of Ohio University must take this opportunity to reaffirm our commitment to nondiscrimination, to equality of opportunity and treatment, and to a leadership role in achieving equality and diversity."

ARTICLE V: EXECUTIVE BRANCH
SECTION A: COMPOSITION
1. The Executive Branch shall be composed of:
   a. Elected Officials - President, Vice-President, Treasurer, and Secretary.
   b. Appointed Officials - Parliamentarian and the Student Senate Liaison.
   c. Staff as necessary to the efficient functioning and administration of the GSS.
2. The Executive Council shall be composed of all elected and appointed officials of the Executive Branch as well as all Commission Chairs and Directors of Committees.

ARTICLE V: EXECUTIVE BRANCH
SECTION A: EXECUTIVES, GENERAL
1. The elected Executive Officers of the GSS shall be President, Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, and Vice President for Communications.
2. There shall be Executive Staff appointed to aid in the internal operation and administration of the GSS.

SECTION B: RESPONSIBILITIES
1. Members of the Executive Branch shall attend all GSS meetings and operate in accordance with the rules set forth in the Constitution, Bylaws, and policies and procedures of the GSS.
2. Members of the Executive Council shall attend all Executive Council meetings.

SECTION C: OFFICER DUTIES
1. The President shall:
   a. Oversee the effective and efficient functioning of the GSS as well as the enforcement of the GSS Constitution, Bylaws, and Policies and Procedures.
   b. Speak on behalf of the GSS regarding decisions and opinions of the GSS.
   c. Preside over meetings of the GSS.
   d. Carry out and report on all presidential actions in accordance with the Constitution and Bylaws or as directed by the GSS.
   e. Create Special Commissions and Committees as necessary in accordance with the Constitution and Bylaws.
   f. Appoint Executive positions in accordance with the Constitution and Bylaws.
   g. Appoint GSS representatives to appropriate University and Graduate Committees.
   h. Attend the meetings of the Graduate Council, Ohio University Board of Trustees, and other meetings pertaining to graduate life at Ohio University as necessary.
   i. Serve ex officio on the John Hook Memorial Research Grant Committee.
   j. Advise the secretary on creating the GSS meeting agenda.
   k. Perform additional duties inherent with the President role as directed by the Executive Council or the GSS body.
2. The Vice-President shall:
   a. Assume the office of President in the event that the President resigns, is removed from office, or is unable to fulfill the duties of the office of the President.
   b. Serve as chair during all Executive Council meetings.
   c. Coordinate and direct the activities of all Standing and Special Commissions and Committees.
   d. Coordinate the selection of the Outstanding Graduate Faculty and Student Awards recipients and communicate those to the GSS and other appropriate bodies.
   e. Perform additional duties inherent with the Vice-President role as directed by the Executive Council or the GSS body.
3. The Treasurer shall:
   a. Keep account of all financial records under the control of the GSS and report all business to the GSS body at regular meetings.
   b. Coordinate the drafting and review of yearly budget proposals and submit for approval by the GSS by the second meeting of the Spring quarter.
   c. Solicit funds when needed from the Student Activities Commission (SAC) of the Student Senate and/or other sources for the operation of the GSS.
   d. Audit all GSS funds at the end of the fiscal year and submit an annual audit report stating all funds and disbursements made by GSS. This report shall be given to the advisor and to the members of the GSS.
   e. Ensure members of the GSS are educated on budgetary processes and procedures.
ARTICLE VI: LEGISLATIVE BRANCH

SECTION A: COMPOSITION
1. Each official, University-recognized graduate program shall have one Senator on the GSS.
2. Graduate Programs shall have the opportunity to petition the GSS if there is a question as to the status of the Graduate Program and its eligibility for a Senate seat.
3. Each College shall have a College Council composed of the Senator from each Graduate Program within that College.
4. A College Council Chair shall chair each College Council.

SECTION B: GENERAL DUTIES
1. Each Senator shall represent the interests, concerns, and needs of the graduate students in their respective departments/programs.
2. Each Senator shall ensure open and timely communication of activities, services, and important information of the GSS to the students in their respective departments/programs.
3. Each Senator shall operate in accordance with the Constitution, Bylaws, and policies and procedures of the GSS.
4. Each College Council shall function as a forum for open and meaningful sharing of interests, concerns, and needs among the Senators within each College.
5. Each College Council Chair shall coordinate communication with and among the Senators within their respective College Councils.
6. Each College Council Chair shall act as a liaison for the GSS to the College Council to communicate activities, services, and important information of the GSS in an open and timely manner.

SECTION C: RESPONSIBILITIES
1. Members of the Legislative Branch shall attend all GSS meetings and operate in accordance with the rules set forth in the Constitution, Bylaws, and policies and procedures of the GSS.

SECTION D: VOTING
1. Each individual member of the Legislative Branch shall have one vote during GSS meetings.
2. In the case an Executive Officer also holds another position on GSS, he or she shall have only one vote.

ARTICLE VI: LEGISLATIVE BRANCH

SECTION A: SENATORS, GENERAL
1. There shall be Department Representatives selected to represent the specific interests of graduate students within individual departments.
2. There shall be Senators elected to represent the general interests of graduate students within each College, the Center for International Studies, and the Individual Interdisciplinary Program (IIP).
3. There shall be Senators appointed to represent the interests of specific constituencies within the graduate student population.
ARTICLE VII: COMMITTEE BRANCH

SECTION A: COMMISSIONS & COMMITTEES, GENERAL
1. The GSS shall establish and dissolve various Commissions to represent the interests of specific constituencies within the graduate student population, and to address specific areas of concern to the graduate student population.
2. The GSS shall establish and dissolve various Committees to aid in internal operations and administration of the GSS.

SECTION B: RESPONSIBILITIES
1. Members of the Committee Branch shall attend all GSS meetings and operate in accordance with the rules set forth in the Constitution, Bylaws, and policies and procedures of the GSS.
2. Members of the Committee Branch shall attend all meetings of their respective Commissions and Committees.

SECTION C: VOTING
1. Each individual member of the Committee Branch shall have one vote during GSS meetings, excluding members of Commissions and Committees not recognized as members of the GSS.
2. All Commission and Committee members shall have one vote within their respective Commission or Committee.

ARTICLE VIII: ADVISOR

SECTION A: GENERAL
1. The qualifications and duties of the GSS Advisor shall follow guidelines established by the Ohio University Office of Student Activities (OSA).

ARTICLE VIII: ADVISOR

SECTION A: GENERAL
1. The GSS shall be advised by a full-time member of the Ohio University faculty, administration, or staff in accordance with the guidelines established by the Ohio University Office of Student Activities (OSA).

SECTION C: GENERAL DUTIES
1. Assume a responsible position in the eyes of Ohio University and the local, state, and federal legal system.
2. Provide final approval for all financial transactions and off-campus activities.
3. Serve as co-signer for financial obligations, which are assumed by the GSS as required by agencies outside of Ohio University.
4. Sign legal instruments in financial transactions as the duly authorized representative of the organization, as necessary.

ARTICLE IX: MEETINGS OF THE SENATE

SECTION A: FREQUENCY OF MEETINGS
1. The GSS shall hold regular meetings and convene special meetings as necessary to transact the business of the GSS.
2. A minimum of four general membership meetings shall be held each academic quarter, excluding summer quarter.

ARTICLE X: AMENDMENTS

SECTION A: GENERAL
1. The GSS shall examine and reaffirm this Constitution every five years.
2. Amendments to the Constitution shall be proposed via resolution a minimum of three days prior to the next general meeting of the GSS.
3. Amendments to the Constitution shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS.
ARTICLE X: AMENDMENTS TO THE CONSTITUTION

SECTION A: REVIEW AND AMENDMENTS
1. The GSS shall examine and reaffirm this Constitution every five years, beginning in the 2005-2006 academic year.
2. Amendments to this Constitution shall be initiated by the GSS or by petition of at least 100 graduate students on the Ohio University, Athens campus.
3. Proposed amendments shall be presented via resolution and posted for public review at least four days prior to the meeting at which they are to be considered.
4. Proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS.

SECTION B: RATIFICATION
1. At the next scheduled meeting following adoption of amendments, this Constitution shall be ratified by a concurrence of two-thirds of the total voting membership of the GSS.
2. Upon ratification, this Constitution shall be presented to the Ohio University Board of Trustees for approval. Upon approval by the Board of Trustees, this Constitution shall be effective.
ARTICLE I: SELECTION OF OFFICERS

SECTION A: ELIGIBILITY
1. Elected Officials:
   a. Any graduate student in good academic standing and from the Athens main campus may serve as an elected or appointed official of the GSS.
   b. Elected officials may not serve in any other position of the GSS.
2. Appointed Officials:
   a. Any graduate student in good academic standing and from the Athens main campus can serve as an appointed official of the GSS.
   b. Any non-elected member of the GSS may also serve in an appointed position.

SECTION B: SELECTION OF OFFICIALS
1. Elected Officials:
   a. The positions of President, Vice President, Treasurer, and Secretary shall be filled in accordance with the Ohio University Election Board Code of Operations, Rules, and Regulations as outlined in the Ohio University Student Senate Rules and Procedures.
2. Appointed Officials:
   a. The positions of Parliamentarian and Student Senate Liaison shall be appointed by the President upon consultation with the Executive Council.

SECTION C: VACANCY
1. In the case of a vacancy in the office of the President due to resignation, removal, or inability to serve, the Vice President shall immediately assume the duties and responsibilities of the office.
2. In the case of a vacancy in the office of the Vice President, Treasurer, or Secretary due to resignation, removal, or inability to serve, the Executive Council shall arrange for a replacement to be elected within 30 days via plurality of ballots cast by the GSS during a regular meeting (or special meeting, if desired).

ARTICLE I: EXECUTIVES

SECTION A: COMPOSITION
1. Minimum eligibility for Executive Officers and Staff shall be determined by Article IV of the Constitution. In addition:
   a. No Executive Officers or Staff may simultaneously hold Senator or Department Representative positions.
   b. Executive Officers and Staff, excluding the President, may serve as Chairs of Special and Standing Committees and Special Commissions as needed.
   c. No Executive Officers or Staff may serve as Commissioners for Standing Commissions.

SECTION B: EXECUTIVE OFFICERS, ELECTED
1. Executive Officers of the GSS shall refer to the elected positions of President, Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, and Vice President for Communications.

SECTION C: EXECUTIVE STAFF, APPOINTED
1. Executive Staff shall refer to the positions appointed by the Executive Council as needed to aid in the internal operation and administration of the GSS.
2. Executive Staff shall include:
   a. Parliamentarian
   b. Secretary
3. Additional Staff positions may be created by the Executive Council as needed.

SECTION D: EXECUTIVE COUNCIL
1. The Executive Council shall hold the Executive powers and responsibilities of the GSS.
2. The Executive Council shall consist of all Executive Officers and the Parliamentarian.

SECTION E: GENERAL DUTIES
1. All Executive Officers and Staff shall establish and maintain regular office hours in accordance with GSS Policies & Procedures.
2. All Executive Officers and Staff as appropriate shall attend all general meetings of the GSS.
SECTION F: EXECUTIVE OFFICER DUTIES

1. The President (Chair) shall:
   a. Oversee the effective and efficient functioning of the GSS as well as the enforcement of the GSS Constitution, Bylaws, and Policies & Procedures.
   b. Serve as the official spokesperson of the GSS.
   c. Preside over general meetings of the GSS.
   d. Carry out and report on all presidential actions in accordance with the Constitution and Bylaws and as directed by the GSS.
   e. Establish and dissolve Special Commissions and Committees in accordance with the Constitution and Bylaws.
   f. Oversee the appointment of GSS representatives to appropriate University Standing Committees.
   g. Attend meetings of the Committee on Committees, Graduate Council, Ohio University Board of Trustees, Council of Student Leaders, University Planning and Action Committee, and other meetings pertaining to graduate life at Ohio University as necessary.
   h. Serve ex officio on all award recognition and research grant funding committees.
   i. Assist the Secretary in creating the GSS general meeting agenda.
   j. Perform additional duties inherent with the office of President as directed by the Executive Council and the GSS body.

2. The Vice President for Committees and Legislative Affairs (VPCLA) shall:
   a. Coordinate and preside over all Executive Council meetings.
   b. Oversee all activities of the Legislative Branch, including but not limited to coordination of Department Senator recruitment, training of all Senators and Department Representatives in collaboration with the VP for Communications, and filling of vacancies.
   c. Oversee all activities of the Committee Branch, including but not limited to coordination of all GSS Standing and Special Commissions and Committees, training of all Chairs in collaboration with the VP for Communications, and filling of vacancies.
   d. Ensure that all members of the Legislative and Committees Branches are informed of the GSS Constitution, Bylaws, and Policies & Procedures.
   e. Perform additional duties inherent with the office of VPCLA as directed by the Executive Council and the GSS body.

3. The Vice President for Administration and Finance (VPAF) shall:
   a. Oversee all financial matters of the GSS and provide reports at all GSS Executive Council and General Meetings in accordance with GSS Policies & Procedures.
   b. Coordinate with the Finance and Budget Committee the drafting and submission of a yearly budget proposal in accordance with GSS Policies & Procedures.
   c. Perform an annual audit all GSS funds by the seventh week of Spring quarter in accordance with GSS Policies & Procedures.
   d. Train members of the GSS in budgetary matters in accordance with the GSS Policies & Procedures.
   e. Coordinate the management of the GSS Office and oversee all Executive Staff, excluding the Parliamentarian.
   f. Solicit funds when needed from the Student Activities Commission (SAC) of the Student Senate and/or other sources for the operation of the GSS.
   g. Serve ex officio on the Finance and Budget Committee, Policies & Procedures Committee, and other Commissions or Committees as needed.
   h. Assist the Parliamentarian in the duties of that office.
   i. Perform additional duties inherent with the office of VPAF as directed by the Executive Council and the GSS body.

4. The Vice President for Communications (VPC) shall:
   a. Oversee the coordination of all official communications of the GSS including but not limited to printed and electronic media, the GSS Website, GSS eNews, and GSS Listserv.
   b. Serve as Chair of the Communications Committee.
   c. Assist in the VPCLA and VPAF in training activities as needed.
   d. Assist the VPCLA, VPAF, and Executive Staff in coordinating communications as needed.
   e. Ensure University offices and related organizations have updated GSS contact information.
   f. Perform additional duties inherent with the office of VPC as directed by the Executive Council and the GSS body.
SECTION G: EXECUTIVE STAFF DUTIES
1. The Secretary shall:
   a. Record and distribute accurate minutes, resolutions, and agendas of each GSS general meeting and make these records available to the public in accordance with GSS Policies & Procedures.
   b. Make all necessary arrangements and reservations for general meetings and announce the time, location, and agenda of meetings to all members of the GSS.
   c. Maintain records of all correspondence.
   d. Keep a record of attendance at general meetings and conduct roll call votes.
   e. Perform additional duties inherent with the office of Secretary as directed by the Executive Council and the GSS body.
2. The Parliamentarian shall:
   a. Ensure that all GSS general meetings are conducted using proper Parliamentary Procedure in accordance with the Constitution and Bylaws of the GSS.
   b. Provide interpretation of the Constitution, Bylaws, and Parliamentary Procedure as necessary during GSS general meetings.
   c. Train members of the GSS in proper Parliamentary Procedures.
   d. Determine whether a quorum is present.
   e. Perform additional duties inherent with the office of Parliamentarian as directed by the Executive Council and the GSS body.

SECTION H: VOTING
1. All members of the Executive Council outlined in Section D shall have one vote during Executive Council meetings.
2. All members of the Executive Council, except for the President, shall have one vote during general meetings of the GSS. When presiding over a general meeting, the President shall vote only in the case of a tie.
3. No member of the Executive Council shall have more than one vote for any reason.

SECTION I: TERMS OF OFFICE
1. Executive Officers shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Executive Officers elected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.
2. Executive Staff shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Executive Staff appointed to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.

SECTION J: CANDIDACY
1. Minimum eligibility shall be determined by Article IV of the Constitution. In addition:
2. Individuals seeking candidacy for Executive Officer and Staff positions shall follow the application guidelines outlined in the GSS Policies and Procedures.
3. Individuals seeking candidacy for Executive Officer positions shall also abide by applicable operations, rules, and regulations outlined in the Ohio University Election Board Code of the Ohio University Student Senate.
4. Individuals shall not seek candidacy for more than one Executive Officer position on the GSS during any given election.
5. All Executive Officers and Staff in good standing may seek re-election/re-appointment at the end of their respective terms.

SECTION K: ELECTIONS AND APPOINTMENTS
1. Executive Officers
   a. Candidates shall be elected during general elections in the Spring quarter via a plurality of voting graduate students.
   b. Candidates shall follow in accordance with Bylaws, Section G and all applicable rules outlined in Chapter 100: Elections of the Student Senate Rules and Procedures.
2. Executive Staff
   a. Candidates shall be appointed by a majority of the Executive Council at the first regular meeting of the GSS following elections in the Spring quarter.
SECTION I: VACANCIES

1. In the case of a vacancy in any Executive Officer position
   a. If there is a vacancy in the office of President, the position shall be filled in the following order: Vice President for Committees and Legislative Affairs, Vice President for Administration and Finance, Vice President for Communications.
      i. If no Vice President is available or able to fill the vacancy, a Senator or Department Representative shall be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the office of President.
      ii. If no Senator or Department Representative is available or able to fill the vacancy, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
      iii. A candidate shall then be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the office of President.
   b. If there is a vacancy in any office(s) of Vice President, a Senator or Department Representative shall be elected by a plurality of ballots cast by the voting membership of the GSS to fill each Vice President position and immediately assume the responsibilities of the respective office of Vice President.
      i. If no Senator or Department Representative is available or able to fill the vacancy, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
      ii. A candidate shall then be elected by a plurality of ballots cast by the voting membership of the GSS to become President and immediately assume the responsibilities of the respective office of Vice President.

2. In the case of a vacancy in any Executive Staff position
   a. The Executive Council shall first seek an appropriate candidate from within the GSS.
   b. If an appropriate candidate is not available from within the GSS, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Article I, Section G.
   c. A candidate shall then be appointed by a majority of the Executive Council and immediately assume the responsibilities of the Staff position to which they have been appointed.

ARTICLE II: SELECTION OF SENATORS

SECTION A: ELIGIBILITY
1. Any graduate student in good academic standing and from the Athens main campus may serve as a Senator.
2. Any non-elected official of the GSS may serve as a Senator and/or College Council Chair.

SECTION B: SENATORS
1. Each Senator candidate shall be selected by their Graduate Department/Program via means of the Departments'/Programs' choosing (e.g., popular election by the graduate students currently enrolled in the department/program or via appointment by Department/Graduate Chair).
2. The Secretary, upon consultation with the Executive Council, shall send notification of Senator position vacancies to all recognized Graduate Department/Graduate Chairs for the upcoming academic year, beginning by the end of the spring quarter and continuing through the subsequent fall quarter or until all positions have been filled.
3. Notification in writing of the Senator selections shall be sent from each Department/Program to the Secretary of the GSS.
4. Upon consultation with the Executive Council, the Secretary shall present, via resolution, all Senator candidates for ratification by the GSS.

SECTION C: COLLEGE COUNCIL CHAIRS
1. The Senators from within their College Council shall elect each College Council Chair via popular vote.
2. Upon consultation with the Executive Council, the Secretary shall present, via resolution, all College Council Chair candidates for ratification by the GSS.
3. Should a College Council consist of two or fewer Senators, then the President shall appoint the College Council Chair upon consultation with the Executive Council.
4. Each College Council Chair may continue to serve as Senator for their respective Department/Program. Should the College Council Chair choose to relinquish the role of Senator, the Secretary, upon consultation with the Executive Council, shall notify the appropriate Department/Graduate Chair within ten days of the vacancy in accordance with Article II, Section 2 of the Bylaws.
ARTICLE II: REPRESENTATION

SECTION A: DEPARTMENT REPRESENTATIVES
1. There shall be one seat (referred to as "Representative for...") for each graduate department.
2. All changes to the distribution of Department Representatives shall be determined in accordance with Bylaws, Section J.

SECTION B: SENATORS, ELECTED
1. There shall be one elected Senator seat (referred to as "Senator for...") each College, the Center for International Studies, and the Individual Interdisciplinary Program (IIP).
2. All changes to the distribution of elected Senator seats shall be determined in accordance with Bylaws, Section J.

SECTION C: SENATORS, APPOINTED
1. There shall be appointed Senators (referred to as "Commissioners for...") to serve as Commissioners for:
   a. The Commission for Black Graduate Student Affairs.
   b. The Commission for International Graduate Student Affairs.
   c. The Commission for Lesbian, Gay, Bisexual, and Transgender (LGBT) Graduate Student Affairs.
   d. The Commission for Professional Graduate Student Affairs.
   e. The Commission for Women's Graduate Student Affairs.
2. All changes in the distribution of Commissions and appointed Senator seats shall be determined in accordance with Bylaws, Section J.

SECTION D: GENERAL DUTIES
1. All Senators and Department Representatives shall
   a. Ensure open and timely communication of interests, concerns, and needs of their constituents with the GSS and among their fellow Senators and Department Representatives.
   b. Act in accordance with the Constitution, Bylaws, and the GSS Policies and Procedures.
   c. Attend all general meetings of the GSS.
   d. Attend all committee and commission meetings to which they have been assigned.
2. Department Representatives shall
   a. Serve as the representatives for their departments.
   b. Serve on at least one GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.
3. Elected Senators shall
   a. Serve as the Senators for their respective Colleges, the Center for International Studies, and the IIP.
   b. Coordinate communications among their departments and serve as the primary recruiters for Department Representatives beginning in the fall quarter of each academic year as outlined in the GSS Policies and Procedures.
   c. Serve on at least one GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.
4. Appointed Senators serving as Commissioners shall
   a. Serve as the Commissioners for their respective Commissions.
   b. Serve on at least one other GSS commission or committee, and/or Ohio University standing committee as determined by the Executive Council.
SECTION E: VOTING
1. No Senator or Department Representative shall have more than one vote for any reason.

SECTION F: TERMS OF OFFICE
1. Department Representatives shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS in the Fall quarter. Department Representatives selected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS in the Fall quarter.
2. Elected Senators shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS following elections in the Spring quarter. Senators elected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS following elections in the Spring quarter.
3. Appointed Senators shall serve on the GSS for a period of one academic year, beginning and ending at the first regular meeting of the GSS in the Fall quarter. Appointed Senators selected to fill a vacancy at any time during the academic year shall serve for the remainder of the term, ending at the first regular meeting of the GSS in the Fall quarter.

SECTION G: CANDIDACY
1. Minimum eligibility shall be determined by Article IV of the Constitution. In addition:
2. All individuals seeking candidacy shall follow the application guidelines outlined in the GSS Policies and Procedures.
3. Individuals seeking candidacy for elected Senator positions shall be enrolled in a graduate degree granting program offered by a department from within the College, the Center for International Studies, or the IIP for which they are a candidate.
4. Individuals seeking candidacy for Department Representative positions shall be enrolled in a graduate degree granting program offered by the department for which they are a candidate.
5. Individuals shall not seek candidacy for more than one voting position on the GSS during any given election.
6. All elected Senators and Department Representatives in good standing may seek re-election/re-appointment at the end of their respective terms.

SECTION H: ELECTIONS AND APPOINTMENTS
1. Department Representatives
   a. Candidates shall be selected within the first three weeks of Fall quarter in accordance with Bylaws, Section G.
   b. Each department shall select its Representative via an intradepartmental election as outlined in the GSS Policies & Procedures. Each department is responsible for sending confirmation of representation to their respective elected Senator for submission to the GSS.
   c. Elected Senators shall submit via resolution all candidates for Department Representatives from within their respective College, the Center for International Studies, or IIP. Upon concurrence of a majority of voting members, candidates shall be confirmed as Department Representatives.
2. Elected Senators
   a. Candidates shall be selected during general elections in the Spring quarter via a plurality of graduate students from within each candidate's respective College, the Center for International Studies, or the IIP.
   b. Candidates shall follow in accordance with Bylaws, Section G and all applicable rules outlined in Chapter 100: Elections of the Student Senate Rules and Procedures.
3. Appointed Senators serving as Commissioners
   a. Candidates shall be selected beginning in the first week of Fall quarter.
   b. The Executive Council shall submit via resolution all candidates for Commissioners. Upon concurrence of a majority of voting members, candidates shall be confirmed as Commissioners.

SECTION I: VACANCIES
1. In the case of a vacancy in any Department Representative position
   a. The Executive Council shall send, via the appropriate elected Senator, official notification to the department within ten days of the vacancy. The Senator shall seek an appropriate candidate to fill the vacancy in accordance with Bylaws, Section G.
b. The Senator shall then submit via resolution a candidate for Department Representative. Upon concurrence of a majority of voting members, the candidate shall be confirmed as a Department Representative.

2. In the case of a vacancy in any elected Senator position
   a. The Executive Council shall send official notification to the respective College, Center for International Studies, or IIP within ten days of the vacancy and seek an appropriate candidate in accordance with Bylaws, Section G.
   b. The Executive Council shall then submit via resolution a candidate for Senator. Upon concurrence of a majority of voting members, the candidate shall be confirmed as Senator.
   c. If there is more than one candidate for an elected Senator vacancy, then an election shall be held and the candidate receiving a plurality of the votes shall be confirmed as Senator.

3. In the case of a vacancy in any appointed Senator position who is Commissioner for a Commission
   a. The Executive Council shall first seek an appropriate candidate from within the Commission.
   b. If an appropriate candidate is not available from within the Commission, the Executive Council shall send official notification to the entire graduate student population within ten days of the vacancy and seek appropriate candidates in accordance with Bylaws, Section G.
   c. The Executive Council shall then submit via resolution a candidate for Commissioner. Upon concurrence of a majority of voting members, the candidate shall be confirmed as Commissioner.

SECTION J: REPRESENTATION REVIEW

1. At the beginning of each Spring quarter, the Executive Council shall review and adjust when necessary the distribution of Department Representative and Senator seats upon review of the most recent official listing of colleges, departments, and graduate degree-granting programs provided by Ohio University.

2. At the beginning of each Spring quarter, the Executive Council shall review and adjust when necessary the distribution of Commissions and appointed Senator seats to ensure adequate representation of specific constituencies within the graduate student population.

3. Upon review, the Executive Council shall submit any recommended changes as amendments to the Bylaws in accordance with Bylaws, Article VII.

ARTICLE III: SELECTION OF ADVISOR

SECTION A: GENERAL
1. The qualifications and duties of the GSS Advisor shall follow guidelines established by the Ohio University Office of Student Activities (OSA).

SECTION B: ELIGIBILITY
1. The GSS Advisor shall be a full-time member of the Ohio University faculty, administration, or staff as guidelines established by the Ohio University Office of Student Activities (OSA).

ARTICLE IV: COMMITTEES

SECTION A: ELIGIBILITY
1. Any graduate student in good academic standing and from the Athens main campus may serve as a member of a GSS Commission or Committee.
2. Any non-elected official of the GSS may serve as a member of a GSS Commission or Committee.
ARTICLE IV: COMMITTEES

SECTION A: COMPOSITION

1. Minimum eligibility for all members of GSS Commissions and Committees and Ohio University Standing Committees shall be determined by Article IV of the Constitution. In addition:

2. Special GSS Commissions established to address specific areas of concern to the graduate student population shall be chaired by any voting members of the GSS (referred to as "Chairs of...").

3. Standing GSS Commissions established to represent the interests of specific constituencies within the graduate student population shall be chaired only by appointed Senators of the GSS (referred to as "Commissioners for...").

4. Special and Standing GSS Committees established to aid in internal operations and administration of the GSS shall be chaired by any voting members of the GSS (referred to as "Chairs of...").

SECTION B: FORMATION OF COMMISSIONS AND COMMITTEES

1. A Special Commission or Committee may be temporarily established by the President upon consultation with the Executive Council or by direction of the GSS and be dissolved upon completion of its assigned duty or at the last meeting of the GSS in the same academic year, whichever comes first.

a. A Special Commission shall temporarily exist only for addressing a specific area of concern to the graduate student population.

b. A Special Committee shall temporarily exist only for addressing a specific internal or administrative need.

2. Members of Special Commissions or Committees shall be appointed by the President upon consultation with the Executive Council or by direction of the GSS.

a. Appointments shall be made first from existing members of the GSS. Remaining positions shall be filled by sending official notification to the entire graduate student population within ten days of establishment.

b. The Chair shall be the first individual appointed to the Special Commission.

SECTION C: STANDING GSS COMMISSIONS & COMMITTEES, FORMATION

1. A Standing Commission or Committee may be temporarily established by the President upon consultation with the Executive Council or by direction of the GSS and be dissolved upon completion of its assigned duty or at the last meeting of the GSS in the same academic year, whichever comes first.

a. A Standing Commission shall exist to represent the interests of specific constituencies within the graduate student population, or to address specific areas of concern to the graduate student population.

b. A Standing Committee shall exist to aid in internal operations and administration of the GSS.

2. Members of Special Commissions or Committees shall be appointed by the President upon consultation with the Executive Council or by direction of the GSS.

a. Appointments shall be made first from existing members of the GSS. Remaining positions shall be filled by sending official notification to the entire graduate student population within ten days of establishment.

b. The Chair shall be the first individual appointed to the Special Commission.

3. Members of the Standing Committee shall be outlined in the resolution or solicited in accordance with Bylaws, Article II, Section I.

4. The formation of a Standing Commission or Committee shall be considered an amendment to the Bylaws and established upon concurrence of two-thirds of the total voting membership of the GSS in accordance with Bylaws, Article VIII.
5. A Standing Commission or Committee shall be dissolved upon concurrence of two-thirds of the total voting membership of the GSS.

SECTION D: VACANCIES
1. In the case of a vacancy in any GSS Committee or Special Commission, the President shall fill the position via appointment upon consultation with the Executive Council or by direction of the GSS.
   a. Vacancy of a Chair position shall be filled via appointment of an existing member of the Committee. If an appropriate candidate is not available from within the Committee, or if the vacancy is a member position of the Committee or Special Commission, an appointment shall be made first from existing members of the GSS. Remaining positions shall be filled by sending official notification to the entire graduate student population within ten days of the vacancy.
2. In the case of a vacancy in any GSS Standing Commission, candidates shall be solicited in accordance with Bylaws, Article II, Section I.

SECTION E: COMMISSION & COMMITTEE PROCEDURES
1. All Commissions shall represent the interests of specific constituencies within the graduate student population, or address specific areas of concern to the graduate student population.
2. All Committees shall aid in internal operations and administration of the GSS.
3. All Commissions and Committees shall present to the GSS and Executive Council a meeting schedule for each quarter as outlined in the GSS Policies & Procedures.
4. All Commissions and Committees shall present a written and verbal report to the GSS and Executive Council at least once a month during the Fall, Winter and Spring Quarters as outlined in the GSS Policies & Procedures.

ARTICLE V: RULES OF ORDER
SECTION A: GENERAL
1. The GSS shall be governed by parliamentary procedure as outlined in the current edition of Robert’s Rules of Order Newly Revised as applicable and consistent with the GSS Constitution, Bylaws, and Policies and Procedures.

ARTICLE VI: MEETINGS
SECTION A: FREQUENCY
1. The frequency of regular meetings shall be determined by the GSS Executive Council.
2. Open summer quarter meetings shall be held at the discretion of the Executive Council.
3. Special meetings shall be convened at the discretion of the Executive Council.

SECTION B: NOTIFICATION
1. Written notification of each regular and special meeting shall be sent to each member of the GSS at least four business days prior to said meeting.
2. Notification shall include date, time, and location; meeting agenda; minutes from the last meeting; and any proposed resolutions subject for discussion.

SECTION B: QUORUM
1. In order to vote and transact official GSS business, quorum shall be defined as a minimum of eight voting members representing a minimum of five graduate programs in attendance at any GSS meeting.
2. Quorum shall be determined by calling the Roll at the beginning of each GSS meeting.
SECTION C: RIGHTS OF PERSONS ATTENDING
1. All general and special meetings shall open to the public, except when a concurrence of two-thirds of voting members of the GSS in attendance vote to enter into Executive Session for the explicit purpose of discussing personnel matters or matters involving litigation or potential litigation. The President or President pro tempore may allow selected individuals to remain present.
2. Only voting Executive Officers, Senators, or Department Representatives or their respective proxies may address the GSS during consideration of legislation.
3. The President or President pro tempore shall recognize and allow non-voting individuals in attendance to speak during a designated time in the agenda.

SECTION D: ATTENDANCE
1. Each member of the GSS shall attend all regular meetings of the GSS.
2. No voting member shall have more than one unexcused absence per quarter from regular GSS meetings. In the event of a second unexcused absence, the individual shall be subject to disciplinary action as outlined in Article VII of the Bylaws.

SECTION E: PROXIES
1. Members of the GSS shall notify the Secretary of their absence in advance and designate a proxy in the event they are unable to attend a regular GSS meeting.
2. Proxies shall be full-time graduate students and preferably from the same degree granting program.
3. Each senator shall have a maximum of two proxies per quarter before being subject to disciplinary action as outlined in Article VII of the Bylaws.

SECTION F: QUORUM
1. A quorum of the total voting membership of the GSS shall be in attendance at any general or special meeting in order to transact official business of the GSS.
2. Quorum shall be half of the voting Executive Officers and Senators and ten Department Representatives.
3. Quorum shall be determined by calling the roll at the beginning of each general or special meeting.

SECTION G: RULES OF ORDER
1. Meetings of the GSS shall be conducted in accordance with parliamentary procedure as outlined in the current edition of Robert's Rules of Order Newly Revised as applicable and consistent with the GSS Constitution, Bylaws, and Policies and Procedures.
SECTION H: AGENDA
1. The agenda for general and special meetings shall be proposed prior to the meeting by the President upon consultation with the Executive Council and in accordance with GSS Policies & Procedures.
2. Individuals wishing to have items placed on the agenda shall make such a request of the President prior to the meeting being called to order.
3. The agenda shall be adopted upon concurrence of a majority of voting members in attendance.

SECTION I: REPORTS
1. Reports shall be presented during each general meeting by the voting Executive Officers, Commissioners, Committee Chairs, and the Advisor or their respective proxies in accordance with GSS Policies & Procedures.
2. College Senators and Department Representatives may, but are not required to present reports during general meetings in accordance with GSS Policies & Procedures.
3. All reports shall be submitted to the Secretary in writing in accordance with GSS Policies & Procedures.

SECTION J: MINUTES
1. An official record shall be kept of all proceedings during general and special meetings in accordance with GSS Policies & Procedures.
2. All minutes shall be adopted at the next general meeting upon concurrence of a majority of voting members in attendance.

SECTION K: LEGISLATION
1. All proposed legislation and amendments shall be presented in the form of a resolution in accordance with GSS Policies & Procedures.
2. Resolutions must be posted for public review at least 24 hours prior to the meeting at which they are to be considered, except as required in the case of Constitution, Bylaws, or Policies & Procedures amendments.
3. Resolutions shall be adopted upon concurrence of a majority of voting members in attendance, except as required in the case of Constitution, Bylaws, or Policies & Procedures amendments.

ARTICLE VI: DISCIPLINARY ACTION
SECTION A: GENERAL
1. Any member of the GSS shall be subject to disciplinary action for:
   a. Continued, gross, or willful neglect of duties.
   b. Unauthorized expenditures, signing checks, or misuse of funds.
   c. Misrepresentation of the position of the Ohio University GSS and/or its policies.

ARTICLE VI: DISCIPLINARY ACTION
SECTION A: CONDITIONS FOR DISCIPLINARY ACTION
1. Any member of the GSS shall be subject to disciplinary action for:
   a. Continued, gross, or willful neglect of duties.
   b. Unauthorized expenditures, signing checks, or misuse of funds.
   c. Misrepresentation of the position of the GSS and/or Ohio University.

SECTION B: PROCEDURES
1. Any full or part-time graduate student or member of the GSS shall have the right to bring an accusation in written form to the attention of any Senator, College Council Chair, or Executive Officer of the GSS.
2. The Senator, College Council Chair, or Executive Officer shall bring the accusation to the Executive Council or designated Special Committee, which shall review and determine merit of the accusation.
3. Accusations found to have merit shall be presented via resolution during the next regularly scheduled GSS meeting.
4. Recommended sanction(s) shall be outlined in the resolution.
5. The Executive Council or designated Special Committee shall issue judgment at the following regularly scheduled GSS meeting with the concurrence of two-thirds vote of a quorum of the voting membership.

SECTION B: DISCIPLINARY PROCEDURES
1. Any full or part-time graduate student or member of the GSS shall have the right to bring an accusation in written form to the attention of any voting Executive Officer, Senator, or Department Representative in accordance with GSS Policies & Procedures.
2. The individual presented with the written accusation shall bring the accusation to the Executive Council or designated Special Committee, which shall review and determine merit of the accusation.
3. Accusations found to have merit shall be presented along with recommended sanction(s) via
resolution by the Executive Council or designated Special Committee during a general or special meeting.

4. At the next general or special meeting following presentation of the resolution, the Executive Council or designated Special Committee shall issue official judgment and implement the recommended sanction(s) provided in the resolution upon concurrence of two-thirds of voting members in attendance.

SECTION C: SANCTIONS
1. The Executive Council or designated Special Committee shall propose sanctions including, but not limited to:
   a. Revocation of voting privileges.
   b. Removal from commission and/or committee membership.
   c. Removal from the GSS.

SECTION C: SANCTIONS
1. The Executive Council or designated Special Committee shall propose sanctions including, but not limited to:
   a. Revocation of voting privileges.
   b. Removal from commission and/or committee membership.
   c. Removal from the GSS.
   d. Referral to Ohio University Judiciaries.

ARTICLE VIII: AMENDMENTS
SECTION A: GENERAL
1. Amendments to the Bylaws shall be proposed via resolution a minimum of three days prior to the next general meeting of the GSS.
2. Amendments to the Bylaws shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS.

ARTICLE VII: AMENDMENTS TO THE BYLAWS
SECTION A: REVIEW AND AMENDMENTS
1. The GSS shall examine and reaffirm the Bylaws every two years.
2. Proposed amendments to the Bylaws shall be initiated by the GSS.
3. Proposed amendments shall be presented via resolution and posted for public review at least four days prior to the meeting at which they are to be considered.
4. Proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS and become effective immediately following adjournment of the meeting at which they were adopted, unless otherwise specified.
NAME CHANGE FOR THE
SCHOOL OF INTERPERSONAL COMMUNICATION

RESOLUTION 2003 — 1877

WHEREAS, the faculty in the School of Interpersonal Communication feel that the current name fails to cover the scope of the curriculum and research interests of the school, and

WHEREAS, the proposed name change would also bring the school in line with similar competing programs around the country; and

WHEREAS, the current school designation does not adequately recognize the breadth of faculty and their professional activities; and

WHEREAS, the faculty have thoroughly discussed the desirability of a change of name for the school and the dean of the College of Communication supports this recommendation.

NOW, THEREFORE BE IT RESOLVED, that the School of Interpersonal Communication be changed to the School of Communication Studies.
DATE: March 11, 2003

TO: Robert Glidden, President

FROM: Stephen Kopp, Provost

SUBJECT: Name Change

The dean of the College of Communication and the faculty of the School of Interpersonal Communication are requesting a change in name from the School of Interpersonal Communication to the School of Communication Studies.

It seems to me that the rationale presented by the dean of the College of Communication is sound and that the name change is in the best interests of the college. I therefore concur with the name change and recommend that it be approved.

SK/jt
DATE: February 26, 2003

TO: Barbara Reeves, Associate Provost, Cutler 311

FROM: Dyan Chubb, Secretary, University Curriculum Council

RE: School of Interpersonal Communication/INCO, Name/MCF Change, to: School of Communication Studies/COMS

Enclosed please find two copies of the above captioned proposal, which was presented by the Programs Committee and unanimously approved by the University Curriculum Council (recording only one Nay vote) on Tuesday, February 11. These copies are being forwarded to you for implementation of this school/MCF name change.

Encl.

cc Kathy A. Krendl, Dean, College of Communication
Greg Shepherd, Dir., School of Interpersonal Communication
Patricia Westfall, Chair, Communication Curriculum Committee

coms.apd
Ohio University

College of Communication
Curriculum Committee

November 7, 2002

Request for Departmental Name Change

Current Name: School of Interpersonal Communication

Proposed Name: School of Communication Studies (COMS)

Reason for Change: As explained in the letters of support from the directors of all the schools and departments in the college, the current name does not cover the scope of the curriculum and research interests of the School's faculty. The proposed name would also bring the School in line with similar competing programs around the country.

The name does not intrude on the curricular or scholarly interests of other units in the College as the attached letters attest.

Recommend Approval:

[Signatures and dates]

Patricia Wootfall
Chair, Communication Curriculum Committee

[Signatures and dates]

Kathy McMillan
Dean, College of Communication

[Signatures and dates]

Kue-Wippa
Chair, UCC Programs/Committee

[Signatures and dates]

Margaret A. Cappel
Chair, University Curriculum Council

Provost
October 7, 2002

TO: Margaret Appel
FROM: Kathy A. Krendl
RE: Name change for the School of Interpersonal Communication

This memorandum is to affirm my support for the proposed name change for the School of Interpersonal Communication to become the School of Communication Studies within the College of Communication. As Professor Greg Shepherd, director of the School, explained in his attached memo, the current name does not accurately reflect either the curriculum of the program or the research interests of the faculty. Recent curriculum reviews of both the undergraduate and graduate programs have resulted in more clearly focused areas of emphasis and have also reinforced the difficulties of the current name. The effort to refocus the graduate program was in direct response to the Presidential Mission Statement charge to provide distinctiveness in graduate education. This review process resulted in three areas of emphasis -- organizational and interpersonal communication, health communication, and rhetoric and public culture. It is clear from these emphases that interpersonal communication represents only a small segment of graduate study in the program.

In addition, as Director Shepherd points out in his memo, many of the peer institutions with whom we compete for students and faculty have adopted the name of Communication Studies. Communication Studies has become the designation of choice for programs similar to ours. For these reasons and following careful deliberation, the faculty have proposed the name change, and I am writing to support their proposal.

A list of other Colleges of Communication that include Communication Studies programs within their units follows:

<table>
<thead>
<tr>
<th>Institution</th>
<th>College Name</th>
<th>School/Department Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Texas</td>
<td>Communication</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>Communication</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>Communication Arts and Sciences</td>
<td>Communication Studies</td>
</tr>
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<td>University of Alabama</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>Kent State University</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
</tr>
</tbody>
</table>
To:  Margret Appel, University Curriculum Council  
From:  Greg Shepherd, Director, School of Interpersonal Communication  
Re:  Name change for the School  
Date:  October 4, 2002  

I write to ask your endorsement of a name change for the School of Interpersonal Communication. Faculty in the school have long felt that the name "Interpersonal Communication" fails to capture the teaching and research that take place in the school, and we are increasingly hampered in representing ourselves to others—e.g., in recruiting faculty and students—by an idiosyncratic name.

We have recently undertaken a major review and revision of our undergraduate program and have settled upon three major tracks: organizational communication; health communication; public advocacy. We are currently undergoing a similar overhaul of our graduate program, and there too we have decided to focus on three areas of excellence: organizational and interpersonal communication; health communication; rhetoric and public culture. Obviously, few of our collective interests are connected to the current school name.

The vast majority of academic units around the country that are configured by interests similar to those of our school are now called departments or schools of "Communication Studies." Over the past number of decades this has become the disciplinary label of choice for units who affiliate with the largest scholarly association for the study of communication (the National Communication Association). We are the only school in the country called "Interpersonal Communication" and one of an increasingly small number of Ph.D. granting programs not called "Communication Studies."

For these reasons, and after careful deliberation, the faculty of the school have voted overwhelmingly in favor of becoming the "School of Communication Studies" (COMS for short, we hope). Having been recently recruited from outside the institution to direct the school, I can assure you that this change is necessary to maintaining the reputational integrity of our various programs.
Date: 10/28/02

To: Margret Appel, University Curriculum Council

From: Larry Nighswander

Re: School of Interpersonal Communication proposed name change

Dear Margret:

I am writing to inform your committee that the faculty of the School of Visual Communication reviewed the request from the School of Interpersonal Communication concerning their desire to change their name to the School of Communication Studies and have no objection to that change.

The proposal was discussed at a faculty meeting and a formal vote was taken with no dissenting votes cast.

I hope this information will be of assistance as the proposal makes it way through your committee.

Best regards,

Larry Nighswander
Director, School of Visual Communication

cc: Greg Shepherd, Director, School of Interpersonal Communication
Kathy Krendl, Dean, College of Communication
October 31, 2000

Professor Margret Appel
Chair, University Curriculum Committee

Professor Appel,

I am writing to express my personal approval of the change of name of the School of Interpersonal Communication to that of Communication Studies.

I am well aware of the fact that this name change is part of a clearly established national trend. Many universities have converted interpersonal or speech or rhetoric or similarly named programs to Communication Studies. "Comm Studies" is now a commonly used label that is understood to mean exactly what our School of Interpersonal Communication currently does.

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Several of the faculty members in Scripps have expressed reservations about giving another unit the seemingly comprehensive title of Communication Studies. Most faculty here appear to have no objections to it. I do not think it is a problem, especially because we already have a College of Communication as the umbrella under which all the five schools operate. Our school will still be part of the larger field of "communication," but I perceive no confusion about where "journalism" stands in relation to our academic discipline or the college or another school called Communication Studies. Our journalism faculty members refer to themselves in reference to journalism, or occasionally mass communication, but I have very seldom heard any self-identification in terms of communication as such.

One of the attractions for me at Ohio University has been the fact that the field of communication is organized here the way I have long felt it should be at universities but seldom is. We have five strong units within a larger College of Communication. I have
published in journals and books that contain in their titles the words journalism, communication, mass communication, culture, sociology, society, socio-cultural, popular culture, television, media, development, intercultural relations, and similar categorical references. I would be the last to make any exclusive claim on any of these words. In terms of generally organizing the field of communication, I find the distinct schools within the College of Communication at Ohio University to be very usefully identified and distinguished. Those distinctions will not be damaged — in fact, I believe they may be enhanced — by having one school named Communication Studies.

If those in what has been called Interpersonal Communication find the title of Communication Studies more appropriate, I certainly have no objection to it and actually judge that the new title better identifies what they do within the larger field of communication nationally.

If I can be of any further assistance, please do not hesitate to ask.

Michael Real
Director, E. W. Scripps School of Journalism
Margret Appel  
Chairperson  
University Curriculum Council

October 28, 2002

RE: Proposed Name Change for the School of Interpersonal Communication

Dear Dr. Appel:

The purpose of this letter is to offer an opinion on the referenced name change application. The McClure School of Communication Systems Management deals with the technology, policy, and strategic management issues related to voice and data networks.

Our discipline is so different from that of the School of Interpersonal Communication, that I must leave the judgment of how well the proposed change describes their discipline to others. However, we do not object in principle to academic units changing names to reflect evolving terminology in their disciplines.

As for our School, I see no disciplinary overlap in the proposed name change. As such, I have no objection to the proposed name change.

Sincerely,

Andrew F. Snow  
Director and Associate Professor
To: Margret Appel, University Curriculum Council  
From: Karen E. Riggs, Director, School of Telecommunications  
Date: Oct. 29, 2002  
Subject: School of Interpersonal Communications Name Change  
Cc: Kathy A. Krendl, Dean, College of Communication  
Greg Shepherd, Director, School of Interpersonal Communication

I heartily endorse the School of Interpersonal Communication’s request to change its name to the School of Communication Studies. As the Director of the School of Telecommunications in the College of Communication, I am convinced that this is a needed change. Changing InCo’s name to “Communication Studies” will put the school in line with similar departments and schools across the country, and thus better represent the make-up of our college as a whole and its offerings.

The unit’s current name, which signifies only a small part of what the school does, is misleading. It is akin to labeling the Economics Department the MacroEconomics Department, or the School of Dance the School of Ballet. People who do not know what goes on within InCo might make the quick and mistaken assumption that InCo’s primary mission is the study of rhetoric, which is far from the case.

I am well satisfied that the name change proposed (“communication studies”) would be in the best interest of both the School of Interpersonal Communication and the College of Communication.

Thank you.
Ohio University

College of Communication
Curriculum Committee

November 7, 2002

Request for Departmental Name Change

Current Name: School of Interpersonal Communication

Proposed Name: School of Communication Studies (COMS)

Reason for Change: As explained in the letters of support from the directors of all the schools and departments in the college, the current name does not cover the scope of the curriculum and research interests of the School's faculty. The proposed name would also bring the School in line with similar competing programs around the country.

The name does not intrude on the curricular or scholarly interests of other units in the College as the attached letters attest.

Recommend Approval:

Patricia Westfall
Chair, Communication Curriculum Committee

Kathy Hare
Dean, College of Communication

Karen Mott
Chair, UCC Programs Committee

Margaret A. Appel
Chair, University Curriculum Council

Provost

Nov. 18, 2002

Nov. 18, 2002

PROPOSED CURRICULUM COUNCIL 2/11/03

336
October 7, 2002

TO: Margaret Appel

FROM: Kathy A. Krendl

RE: Name change for the School of Interpersonal Communication

This memorandum is to affirm my support for the proposed name change for the School of Interpersonal Communication to become the School of Communication Studies within the College of Communication. As Professor Greg Shepherd, director of the School, explained in his attached memo, the current name does not accurately reflect either the curriculum of the program or the research interests of the faculty. Recent curriculum reviews of both the undergraduate and graduate programs have resulted in more clearly focused areas of emphasis and have also reinforced the difficulties of the current name. The effort to refocus the graduate program was in direct response to the Presidential Mission Statement charge to provide distinctiveness in graduate education. This review process resulted in three areas of emphasis — organizational and interpersonal communication, health communication, and rhetoric and public culture. It is clear from these emphases that interpersonal communication represents only a small segment of graduate study in the program.

In addition, as Director Shepherd points out in his memo, many of the peer institutions with whom we compete for students and faculty have adopted the name of Communication Studies. Communication Studies has become the designation of choice for programs similar to ours. For these reasons and following careful deliberation, the faculty have proposed the name change, and I am writing to support their proposal.

A list of other Colleges of Communication that include Communication Studies programs within their units follows:

<table>
<thead>
<tr>
<th>Institution</th>
<th>College Name</th>
<th>School/Department Name</th>
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<tbody>
<tr>
<td>University of Texas</td>
<td>Communication</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>Communication</td>
<td>Communication Studies</td>
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<tr>
<td>Michigan State University</td>
<td>Communication Arts and Sciences</td>
<td>Communication Studies</td>
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<tr>
<td>University of Alabama</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
</tr>
<tr>
<td>Kent State University</td>
<td>Communication and Information Sciences</td>
<td>Communication Studies</td>
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</tbody>
</table>

Phone 740-593-4883 • Fax 740-593-0459 • E-mail commcoll@ohio.edu
http://www.commcoll.ohiou.edu
To: Margret Appel, University Curriculum Council
From: Greg Shepherd, Director, School of Interpersonal Communication
Re: Name change for the School
Date: October 4, 2002

I write to ask your endorsement of a name change for the School of Interpersonal Communication. Faculty in the school have long felt that the name “Interpersonal Communication” fails to capture the teaching and research that take place in the school, and we are increasingly hampered in representing ourselves to others—e.g., in recruiting faculty and students—by an idiosyncratic name.

We have recently undertaken a major review and revision of our undergraduate program and have settled upon three major tracks: organizational communication; health communication; public advocacy. We are currently undergoing a similar overhaul of our graduate program, and there too we have decided to focus on three areas of excellence: organizational and interpersonal communication; health communication; rhetoric and public culture. Obviously, few of our collective interests are connected to the current school name.

The vast majority of academic units around the country that are configured by interests similar to those of our school are now called departments or schools of “Communication Studies.” Over the past number of decades this has become the disciplinary label of choice for units who affiliate with the largest scholarly association for the study of communication (the National Communication Association). We are the only school in the country called “Interpersonal Communication” and one of an increasingly small number of Ph.D. granting programs not called “Communication Studies.”

For these reasons, and after careful deliberation, the faculty of the school have voted overwhelmingly in favor of becoming the “School of Communication Studies” (COMS for short, we hope). Having been recently recruited from outside the institution to direct the school, I can assure you that this change is necessary to maintaining the reputational integrity of our various programs.
Date: 10/28/02

To: Margret Appel, University Curriculum Council

From: Larry Nighswander

Re: School of Interpersonal Communication proposed name change

Dear Margret:

I am writing to inform your committee that the faculty of the School of Visual Communication reviewed the request from the School of Interpersonal Communication concerning their desire to change their name to the School of Communication Studies and have no objection to that change.

The proposal was discussed at a faculty meeting and a formal vote was taken with no dissenting votes cast.

I hope this information will be of assistance as the proposal makes its way through your committee.

Best regards,

Larry Nighswander
Director, School of Visual Communication

cc: Greg Shepherd, Director, School of Interpersonal Communication
    Kathy Krendl, Dean, College of Communication
October 31, 2000

Professor Margret Appel
Chair, University Curriculum Committee

Professor Appel,

I am writing to express my personal approval of the change of name of the School of Interpersonal Communication to that of Communication Studies.

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Margret Appel  
Chairperson  
University Curriculum Council  

October 28, 2002  

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I am well satisfied that the name change proposed (“communication studies”) would be in the best interest of both the School of Interpersonal Communication and the College of Communication.

Thank you.
ESTABLISHMENT OF THE
REGIONAL ENERGY AND ENVIRONMENTAL INSTITUTE
And CENTER FOR AIR QUALITY

RESOLUTION 2003 - 1878

WHEREAS, Ohio University has two environmental and energy related programs known as the Ohio Coal Research Center and air quality research, and

WHEREAS, integration of the two research programs into a supported Institute would lead to increased funding potential and create the infrastructure to support the expansion of the current programs, and

WHEREAS, the Institute would provide a resource base to help meet the region’s need for economic development and utilization of the region’s energy resources while ensuring environmental protection and public health and safety, and

WHEREAS, a Center for air quality will support and coordinate research, educational, and community outreach programs focusing on meeting the challenges of protecting environmental quality and generating and sustaining jobs in the Ohio River Valley region, and

WHEREAS, the state of Ohio does not currently have support to address the regions’ air quality concerns supporting the state and federal governments and industries.

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees establishes the Regional Energy and Environmental Institute and the Center for Air Quality.
DATE: March 17, 2003

TO: Robert Glidden, President

FROM: Jack Bantle, Vice President for Research

SUBJECT: Establishment of the Regional Energy and Environmental Institute and the Center for Air Quality

Attached is a request for the establishment of the Regional Energy and Environmental Institute and the Center for Air Quality at Ohio University. This proposal is one that I support and recommend for approval.

The Institute will help foster partnerships between universities, business, governments, and community groups and will help meet the region’s need for economic development and utilization of the region’s energy resources while ensuring environmental protection and public health and safety.

The Institute will integrate the efforts of two centers in the analysis of the environmental impacts of using domestic fuel sources and the development of innovative solutions to maintain our nation’s fuel diversity in the production of safe and reliable electric power.

The two centers include the existing Ohio Coal Research Center and a proposed Center for Air Quality.

The Center for Air Quality will support and coordinate research, educational, and community outreach programs focusing on meeting the challenges of protecting environmental quality and generating and sustaining jobs in the Ohio River Valley region.
Date: March 11, 2003

To: Jack Bantle, Vice President for Research

From: Gary Neiman, Dean, College of Health and Human Services

Subject: Regional Energy and Environmental Institute

This letter expresses my support for the formation of the Regional Energy and Environmental Institute, joining the resources of the Ohio Coal Research Center with the proposed Center for Air Quality. The Institute would be the home of interdisciplinary efforts to address significant concerns regarding energy utilization and air pollution control, monitoring and modeling. Dr. Michael Prudich, Chair of Chemical Engineering, would serve as the Institute’s Director, while Dr. David Bayless, currently the co-Director of the Coal Center, would serve as Director of the Coal Center and Dr. Kevin Crist would serve as Director of the new Air Quality Center.

By combining their efforts in an Institute, additional research, education, and service programs could be developed in areas such as homeland energy and environmental security, and would assist in attaining national status as a Center of Excellence for Clean Coal Technology and in procuring other nationally competitive awards. The Institute could also result in increased faculty engagement, increased undergraduate student research and educational opportunities, and significant service to industrial, state and federal agencies engaged in energy utilization and air pollution control.

The State and the region would greatly benefit from the formation of this Institute. Ohio currently does not have an Institute focused on air quality issues. With its industrial and power generation base, Ohio has been receiving increased national attention as a source region for air quality concerns across the Eastern United States. The Institute would provide a resource base to help meet the regions need for economic development and utilization of the regions energy resources while ensuring environmental protection and public health and safety.

Gary S. Neiman, Ph.D.
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This Institute brings together two of the University's environmental and energy-related programs that have reached their maximum potential under their present structures. Combined, both research teams have been awarded nearly $10 million dollars in external funding in the last six years. Currently, investigators from three colleges (RCENT, HHS, and A&S) are co-investigators on federally funded projects in electrostatic precipitation, fuel cell research, greenhouse gas remediation, mercury control, and air quality projects. In the last five years, nearly 24 undergraduate students have been actively involved in these projects; some featured in stories in Extra Credit. More than 37 graduate students have also been involved. Not only has the work brought significant external funding to the University, it has resulted in a licensed patent, with several pending.

By combining their efforts in an Institute, additional research, education, and service programs could be developed in areas such as homeland energy and environmental security and would assist in attaining national status as a Center of Excellence for Clean Coal Technology and in procuring other nationally competitive awards. The Institute could also result in increased faculty engagement, increased undergraduate student research and educational opportunities, and significant service to industrial, state and federal agencies engaged in energy utilization and air pollution control.

The State and the region would greatly benefit from the formation of this Institute. Ohio currently does not have an Institute focused on air quality issues. With its industrial and power generation base, Ohio has been receiving increased national attention as a regional source of air quality concerns across the Eastern United States. The Institute will provide a resource base to help meet the regions need for economic development and utilization of the regions energy resources, while ensuring environmental protection and public health and safety.
Concept Proposal to
Establish an
Institute for Regional Energy and the Environment

Institute Name
Regional Energy and Environmental Institute
(REEI)

Prepared by

Kevin Crist  School of Health Science

David Bayless  Department of Mechanical Engineering
Executive Summary

On the recommendation of the Deans of the Russ College of Engineering (RCENT) and Health and Human Services (HHS) and the Vice-President for Research, the establishment of an Institute for Energy and Air Quality at Ohio University is proposed. The Institute would house two Centers — the existing Ohio Coal Research Center and a proposed Center for Air Quality. Dr. Michael Prudich, Chair of Chemical Engineering, would serve as the Institute's Director, while Dr. David Bayless would serve as Director of the Coal Center and Dr. Kevin Crist would serve as Director of the Air Quality Center.

This Institute brings together two of the University's environmental and energy related programs that have reached their maximum potential under their present structures. Dr. Kevin Crist has achieved significant success in Air Quality research (nearly $3 million in grants in the last five years) as a single investigator. Dr. Crist has reached a critical point; in order to maintain or expand his research effort additional infrastructure, including administrative and technical staff, is needed. The Ohio Coal Research Center seeks to become a nationally recognized Center for Clean Coal Technology, for which association with air quality and modeling would be greatly beneficial. It has just received a congressional appropriation of $4MM for fuel cell technology research related to coal gasification. For both Centers, integration of the two research programs into supported Institute would not only lead to increased funding potential through the synergy of the programs but would create the infrastructure to support the expansion of the current programs (approximately $1 million per year expenditures apiece, plus the new fuel cell program).

The State and the region would greatly benefit from the formation of this Institute. Ohio currently does not have an Institute focused on air quality issues. With its industrial and power generation base, Ohio has been receiving increased national attention as a source region for air quality concerns across the Eastern United States. The Institute would provide a resource base to help meet the regions need for economic development and utilization of the regions energy resources while ensuring environmental protection and public health and safety.

It is anticipated that such an Institute would not only lead to significantly increased opportunities for research and graduate student development but also result in increased faculty engagement, increased undergraduate student research and educational opportunities, and significant service to industrial, state and federal agencies engaged in energy utilization and air pollution control. Specifically, investigators from three colleges (RCENT, HHS, and Arts and Sciences (A&S)) are co-investigators on federally funded projects in energy utilization and air quality projects. In the last five years, nearly 24 undergraduate students have been actively involved in these projects; some featured in stories in Extra Credit. More than 37 graduate students have also been involved. Not only has the work brought significant external funding to the University, but it has resulted in a licensed patent, with several pending.

Formation of an Institute will greatly enhance the competitiveness of the partners' research proposals and ability to seek larger infrastructure funding, including NSF I/UCRC center and DOE Clean Coal Technology Center of Excellence grants. Such infrastructure would include additional research space, secretarial support and technical and research staff, as well as summer support for faculty.
Statement of Need

The importance of secure, safe, and environmentally benign energy has never been more important to our society. In an era where dependence on foreign sources of energy has produced real threats to American safety and economic interests, the need to develop domestic fuel sources is critical. At the same time, the impact of these fuel sources on the environment and human health must also be strongly considered.

Ohio and the surrounding states contain one of the major regions for coal-fired power generation in the nation. The Ohio River Valley, which includes the States of Ohio, Pennsylvania, West Virginia, and Kentucky, has over 40 power-production facilities with Ohio University centrally located in this region (Figure 1). This region, which provides a vital portion of the electricity to the eastern United States, has also been implicated as a major source for air quality concerns from New York to Texas.

Historically, centers or institutes have been formed strategically across the United States to provide a technical focus to address the regions' air quality concerns supporting the state and federal governments and industries. Currently Ohio does not have this support. With the recent passage of the new air quality standards for particulate matter and ozone and the increased emphasis on mercury and air toxics, Ohio and the region will be under increased pressure to reduce emissions, and the need for this support will become critical.

Concept

To foster partnerships between universities, business, governments, and community groups and to help meet the region's need for economic development and utilization of the region's energy resources while ensuring environmental protection and public health and safety, it is proposed that the Institute for Energy and Air Quality be established at Ohio University. The Institute would integrate the efforts of two centers, one proposed and one existing, in the analysis of the environmental impacts of using domestic fuel sources and the development of innovative solutions to maintain our nation's fuel diversity in the production of safe and reliable electric power. It is anticipated that the synergy of combining the measurement and modeling of the current effects of air pollution with the development of cleaner uses of domestic fuel sources will create numerous research programs, potentially culminating in the designation of the Institute as a National Center for Clean Coal Technology.
Ohio Coal Research Center

The existing Ohio Coal Research Center has a long history of research and development of techniques for reducing the emissions from the use of coal in generating electric power. The Center, started in the 1950s by former Provost Robert Savage, currently has six active faculty members involved in research as diverse as biological greenhouse gas control to membrane-based wet electrostatic precipitation and fuel cell research.

- Dr. David Bayless, Mechanical Engineering
- Dr. Michael Prudich, Mechanical Engineering
- Dr. Morgan Vis, Environmental and Plant Biology
- Dr. Greg Kremer, Mechanical Engineering
- Dr. Ben Stuart, Civil Engineering
- Dr. Gerri Bone, Chemical Engineering

The Center has been awarded nearly $3 million in externally sponsored research grants in the last five years, with an additional $4 million for fuel cell research recently announce. It has supported 22 graduate and 14 undergraduate researchers. Research sponsors include the U.S. Department of Energy, U.S. Environmental Protection Agency, the State of Ohio's Coal Development Office, Croll-Reynolds Clean Air Technology, and Southern Environmental Inc. The Center has also received two patents, one of which has been licensed to industry, with several pending.

Air Quality Center

The Air Quality Center of Ohio University will support and coordinate research, educational, and community outreach programs with the focus of meeting the challenges of protecting environmental quality, as well as generating and sustaining jobs in the Ohio River Valley region. Currently, industry and governmental agencies use resources external to Ohio for this type of support. Further, the Center of Air Quality will generate and sustain jobs both by providing actual technical positions in the Appalachian region, but also by providing critical information regarding the use of resources in the state, mainly coal, in an environmentally safe manner. By emphasizing Ohio resources, regional job creation will be enhanced.

It is anticipated that faculty, staff, and students in the Colleges of Health and Human Services, Engineering, College of Osteopathic Medicine, and Arts and Sciences and personnel from the Institute for Local Government and Regional Development (ILGARD) will participate (Figure 2)

- Dr. Kevin Crist, Health Services
- Dr. Valerie Young, Chemical Engineering
- Dr. Bruce Carlson, Psychology
- Dr. Michele Morrone, Health Sciences
- Dr. Tim Ryan, Health Sciences
- Mike Finney, ILGARD
- Darren, Cohen ILGARD
- J.B. Hoy, ILGARD

5 352
Currently faculty members interested in participating in the Center have been awarded approximately $2.9 million in externally sponsored research grants in the last 5 years and have supported 15 graduate and 10 undergraduate researchers.
The Institute supports and coordinates research, education programs, and community outreach programs with the focus of meeting the challenges of protecting environmental quality and jobs in the Ohio River Valley Region.

The Institute fosters partnerships between colleges, universities, businesses, and governments. It provides:
- Seed Grants
- Faculty Support
- Visiting Scholars
- Research Support
- Platform for External Funded Grants (Multi-disciplinary)
- Technical Support

Figure 2. Integration of Colleges and Centers at Ohio University: Focusing on the Region's Energy Utilization and Air Quality Concerns
Regional Energy and Environmental Institute

The Institute will foster partnerships between universities, business, governmental agencies, and community groups to help meet the region’s need for economic development and utilization of the region’s energy resources, environmental protection, and public health and safety.

The Institute will assist federal, local and state governments and industry in the Ohio River Valley region in addressing local and regional air pollution issues (Figure 3) including:

- Evaluation of air pollution impacts: urban and regional
- Development of clean coal technologies
- Evaluation of the efficacy of control strategies, including economic analysis
- Fine particulate matter, mercury, and photochemical regional scale and dispersion modeling
- Forecasting
- Global change impact analysis
- Development of emission inventories
- Risk assessment
- Health-based and noncompliance-issue driven monitoring campaigns
- Homeland Security issues including:
  - Computer and Information Sciences
  - Public Health
  - Political (regional and local Governments) and Social Sciences
  - Emergency preparedness and responses
  - Development of distributed power sources

and provide the following services:

- Provide a regional forum and presence for exchange of scientific data by hosting specialty conferences (i.e. Ohio Forum on Carbon Sequestration, Ohio Forum on Mercury Control...)
- Attract, educate, and train qualified university students
- Facilitate the interactions between private consultants, university researchers, and regional industries interested in the evaluation and effects of air pollution
- Provide environmental education and awareness to local citizens and stakeholders
- Implement and maintain state of the art equipment to support applied air pollution research

The Institute will be in a position to support the needs of industry and federal, state, and local governments. The Institute will generate grants from the public and private sectors and will not only provide technical support to the region’s industry and governmental agencies but will also be a sounding board for the region on the environmental achievements in the area of air quality and energy utilization. The Institute will also be the University’s focal point for research in the critical areas of energy conversion and atmospheric environmental concerns. Currently, researchers from Health and Human Services, the Russ College of Engineering and Technology, and the College of Arts and Sciences are collaborating on funded projects in the areas of greenhouse gas remediation, electrostatic precipitation, mercury monitoring and control, and fuel cell research. With the added infrastructure and stature of the Institute, it is anticipated that these collaborations will not only strengthen, but expand into other departments within these Colleges.
Projection of Involvement Over the Next Five years

The Institute will involve faculty and staff from every major academic unit within the University. In addition it is anticipated that funding will be secured to support administrative staff, including two post doctoral, two technicians, secretarial support and a visiting scientist position.

An overview of the current research funding and faculty who will be involved with the Institute is presented in the Appendix.
Addressing the local and regional air quality issues: The Institute will provide assistance to the federal, state, and local governments and the industries in the region.

Figure 3. Support for the region
Proposed Administrative Structure

Initially, the Institute would house two centers, one existing (Ohio Coal Research Center) and one proposed (Air Quality Center). However, should areas of research prove to be sustainable, centers for research in other areas could be added in the future.

The proposed Institute Director is Dr. Michael Prudich, current co-director of the Ohio Coal Research Center and Chair, Department of Chemical Engineering. Dr. Prudich is an internationally known researcher in the area of air pollution control and coal beneficiation. His qualifications and administrative experience make him the ideal choice. Dr. Kevin Crist would serve as the Director for the Air Quality Center and Dr. David Bayless, current co-Director and Consortium Administrator for the State of Ohio’s University Coal Research Consortium, would serve as Director of the Ohio Coal Research Center.

As per OU Policy and Procedure 01.015, the Institute Director will report to the VP for Research who, with the advice and counsel of the Deans and Chairs involved in the Institute, will have responsibility for final decisions related to research activities. It is envisioned that the overall mission, vision and goals of the Institute would be reviewed by this Board, which would represent the diverse positions within the Institute and serve as an effective group for providing and lobbying for resources and faculty lines.

Proposed Budget

Proposed Five Year Funding Plan

No immediate finds are needed to support the Institute. Funding is currently available through the Department of Energy and the Ohio Coal Development Office and private industry to support the Ohio Coal Research Center. Funding for the Air Quality Center is currently available from the U.S. Department of Energy, EPA, and OAQDA, as well as private industry. While this funding is fairly extensive, (refer to the Appendix) the Institute’s faculty recognizes that additional funding will be necessary to expand research opportunities and interactions with government and industry.

Specifically additional funding will be necessary for interacting with federal, local and state government agencies such as the administration of the Ohio Coal Research Consortium for the Ohio Coal Development Office. Summer salary will be needed to encourage and help young investigators conducting research in energy and air quality. Also, funding will be needed to hire additional technical and administrative staff. Funding for the support staff will enable the Institute to complete initiatives in a cost effective manner and provide the infrastructure for extensive research proposals. Funding will also be necessary to foster internal proposals necessary to establish new programs. Finally, support will be needed for hosting of technical
conferences to allow Ohio to showcase environmental achievements in the area of energy utilization and air quality.

Providing the framework for the Institute will enable the University to secure appropriated funds from the Federal and State government and private industry. The University has submitted an $800,000 Federal appropriation request to support the Institute in the 2004 budget. Specific attention for potential funding will also be given to the electric deregulation process in Ohio. We will also apply for grants for Institutes from NSF and DOE. These avenues will be aggressively pursued once the Institute has been established.

Research Incentive and Overhead Return

The Institute would serve as the clearinghouse for overhead return of the underlying Centers. Because the research really occurs in the Center, the majority of the research incentive funds would go to the Center of origin (70%) with 30% of the "Center" overhead to the Institute. This would provide the Institute with at least $65,000 per year to maintain common infrastructure and staff and provide a reserve of funds available to help one or more of the Centers support their specific staff in times of extreme need. Academic departments and investigators would receive overhead return as designated by investigator responsibility following University overhead return allocations. However, individual circumstance may permit reallocation of overhead return for the mutual benefit of the Institute, Center, investigator, Department and College.

Space for Facilities and Personnel

Currently, there is an acute space shortage in the Ohio Coal Research Center. The nature of the research work is highly experimental, requiring significant space for such items as electrostatic precipitators, full scale bioreactors and coal gasification units coupled with fuel cells. Currently, the facilities are housed in several rooms of Stocker Center, and in various locations on and off campus. To house our current projects with adequate infrastructure would require approximately an additional 5,000 square feet. The Ohio Coal Research Center is currently pursuing funding from the State of Ohio for laboratory space. Further, space for staff and students is also a critical need as the research opportunities of the Center expand.

While the space needs for the Center for Air Quality are not nearly as acute, it is still faced with having its facilities spread throughout campus, lacking a central focal point. Over the next five years, the Institute will examine options for more laboratory and office space in a central location (or more central) through opportunities afforded by the Department of Energy and the State of Ohio.
APPENDIX

Current Research and Faculty Involvement that will Support the Institute
ONGOING RESEARCH

• "Development of a Database and an Analytical Tool for the Management of Data Derived from U S-DOE Funded Fine Particulate (PM2.5) Research", (Advanced Technology Systems is the lead institution on this project)
  Sponser: United States Department of Energy
  Period: 08/15/02 thru 08/30/04
  Amt: $1,500,000
  Faculty: Kevin Crist

• "Enhanced Practical Photosynthetic CO2 Mitigation"
  Sponser: United States Department of Energy DE-FC26-00NT40932
  Period: 9/1/2000 thru 8/30/2003
  Amt: $1,075,100
  Faculty: Bayless,D.J(with M. Vis, G. K B. Stuart)

• "Steubenville PM2.5 Monitoring Program", (Consol Coal inc. was the lead institution on this project)
  Sponser: United States Department of Energy
  Period: 4/01/00 thru 12/31/02
  Amt: $108,000
  Faculty: Kevin Crist

• "Proposal for Evaluation of the Emission, Transport, and Deposition of Mercury, Arsenic, and Associated Particulate Matter from Coal Based Power Plants in the Ohio River Valley Region"
  Sponser: United States Department of Energy
  Period: 01/01/03 thru 04/30/05
  Amt: $1,215,062
  Faculty: Kevin Crist

• "Capture of Air Toxics by Membrane Electrostatic Precipitator"
  Sponser: Ohio Coal Development Officer
  Period: 9/1/2001 thru 9/30/2003
  Amt: $139,250
  Faculty: Bayless,D.J

• "Adaptive Full Spectrum Solar Energy Systems" (University of Nevada Reno is the lead institution in this $3,085,000 project)
  Sponser: The Department of Energy
  Period: 6/1/01-5/31/04
  Amt: $199,000
  Faculty: Bayless,D.J

• "Multi-Pollutant Control Using Membrane-Based Up-flow Wet Electrostatic Precipitation", (Croll-R the lead institution on this $535,000 project)
  Sponser: United States Department of Energy DE-FC26-02NT41592
  Period: 10/1/02 thru 3/31/04
  Amt: $117,000
  Faculty: Bayless,D.J

• "Pittsburgh Atmospheric Particulate Matter Supersite Program", (Carnegie Mellon University is the lead institution on this project)
  Sponser: United States Department of Energy
  Period: 02/08/01 thru 12/31/02
  Amt: $45,000
  Faculty: Kevin Crist

• "Integration of Planar Solid-Oxide Fuel Cells with Coal-Derived Syngas to Promote Environmentally Energy Production"
  Sponser: Ohio University 1804 Fund
  Period: 9/1/2002 thru 8/30/2004
  Amt: $43,107
  Faculty: Bayless,D.J(with G. Kremer and Prudich)

• "Fine Particulate and Acid Aerosol Control using a Novel Laminar Membrane Precipitator"
  Sponser: Ohio Coal Research Consortium (OCRC3), Ohio Coal Development Office
  Period: 9/1/2002 thru 9/30/2003
  Amt: $79,585
  Faculty: Bayless,D.J(with L. Shi)

• "Ambient Fine Particulate Matter Research Program - Upper Ohio River Valley Project", (Advanced Technology Systems is the lead institution on this project)
<table>
<thead>
<tr>
<th>Sponser</th>
<th>Faculty</th>
<th>Period</th>
<th>Amt</th>
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<td>NE Ohio Areawide Coordinating Agency</td>
<td>Kevin Crist</td>
<td>02/01/02 thru 06/01/03</td>
<td>$16,750</td>
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<td>Kevin Crist</td>
<td>02/26/99 thru 12/31/00</td>
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<td>Texas Natural Resource Conservation Commission</td>
<td>Kevin Crist</td>
<td>06/01/99 thru 12/31/99</td>
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<td>Advanced Technology Systems</td>
<td>Kevin Crist (with Bruce Carls)</td>
<td>10/01/99 thru 12/31/00</td>
<td>$164,980</td>
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<td>Ohio Environmental Protection Agency</td>
<td>Kevin Crist</td>
<td>08/01/98 thru 09/30/99</td>
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<td>08/01/98 thru 09/30/99</td>
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<td>NE Ohio Areawide Coordinating Agency</td>
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<td>01/01/01 thru 12/31/01</td>
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<td>United States Environmental Protection Agency</td>
<td>Bayless,D.J(with M.K. Alam a Pasic, PI)</td>
<td>8/1/2000 thru 7/31/2002</td>
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<td>Ohio Coal Development Officer</td>
<td>Bayless,D.J(with M.K. Alam a Pasic, PI)</td>
<td>9/1/98 thru 9/30/02</td>
<td>$310,000</td>
</tr>
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</table>
# Energy and Air Quality Institute Departmental Faculty Members

- **Engineering (Control, Environmental Monitoring and Analysis)**
  - David Bayless
  - Valerie Young
  - Michael Prudich
  - Ben Stuart
  - Bhavin Mehta
  - Hajrudin Pasic
  - Khairul Alam

- **Chemistry (development of analytical equipment)**
  - Gary Small
  - Peter Harrington

- **Geography (GIS, Meteorology, Land Use etc)**
  - Christopher Boone
  - Ronald Isaac
  - Nancy Bain
  - James Lein

- **Economics (Environmental)**
  - Chulho Jung

- **Biology**
  - Morgan L. Viz

- **Health Science (Monitoring, Modeling, Risk Assessment, Data Analysis/Evaluation)**
  - Kevin Crist
• Michele Morrone
• Tim Ryan

• Psychology (Statistics)
  • Bruce Carlson

• Osteopathic Medicine
  • Robert Woodworth

• ILGARD (GIS)
  • Mike Finney

Ohio University - Athens, Ohio 45701

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ESTABLISHMENT OF THE
AFRICAN AMERICAN RESEARCH AND SERVICE INSTITUTE

RESOLUTION 2003 - 1879

WHEREAS, Ohio University has identified teaching and research expertise in African American Studies, and

WHEREAS, such expertise exists within an active interdisciplinary group of faculty and staff across several departments and schools from most of the colleges, and

WHEREAS, the establishment of the Institute will provide a critical framework and mass of researchers to seek funding from both public and private sectors, and

WHEREAS, the institute will enable establishing a dialogue with African American communities in the region, especially in areas of public education, health, and multicultural heritage, and

WHEREAS, the institute will serve as a mechanism for diversity issues related to graduate education, postdoctoral fellows, and visiting faculty.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees establishes the African American Research and Service Institute at Ohio University.
Date: March 18, 2003

TO: Robert Glidden, President

FROM: Jack Bantle, Vice President for Research

SUBJECT: Establishment of the African American Research and Service Institute

Attached is a request for the establishment of the African American Research and Service Institute at Ohio University. I have reviewed the proposal and recommend this proposal for approval.

The Institute will provide the Department of African American Studies with a mechanism to deliver its research and service mission with emphasis on diversity issues in the region, especially in areas of public education, health, and multicultural heritage.

Funding sources will include endowments, targeting of federal, state, and foundations.

A Director reporting to the Chair, Department of African American Studies, in the College of Arts and Sciences, will manage the Institute.

cc: Stephen Kopp, Provost
I enthusiastically support the formation of an interdisciplinary African American Research and Service Institute to be located in the College of Arts and Sciences. The foundation for the formation of this institute is the Department of African American Studies and the former Black Studies Institute that were established at Ohio University nearly 35 years ago.

In the last few years the Department of African American Studies has been engaged in a lively revitalization and is currently chaired by Vibert Cambridge, a faculty member from the College of Communications. The proposal is an outcome of a recommendation from the department’s advisory group. An active interdisciplinary group of forty faculty and staff across several departments and schools from most of the colleges are interested in participating in the African American Research and Service Institute.

The African American Research and Service Institute will provide a critical framework and mass of researchers to seek funding from both public and private sectors. The institute will enable establishing a dialogue with African American communities in the region, especially in areas of public education, health, and multicultural heritage. Further, the institute will serve as a mechanism for diversity issues related to graduate education, postdoctoral fellows, and visiting faculty.

cc: Vibert Cambridge, Chair, Department of African American Studies
March 5, 2003

Leslie Flemming, Ph.D., Dean
College of Arts and Sciences
Wilson Hall
Athens, OH 45701

Dear Dean Flemming:

Enclosed you will find a proposal for establishing the African American Research and Service Institute. This proposal is the result of a recommendation from the department's advisory group and has had the benefit of discussion with you and has incorporated the recommendations of the former Associate Dean, Roger Rollins.

Drafts of this proposal were shared with Vice President for Research and Sponsored Programs. He has not indicated any concerns with the orientation of the institute or its projected administrative procedures. As you may recall, we also raised this plan with Provost Kopp during our meeting with him last Fall.

The next step is acquiring the approval of the Board of Trustees. I have been advised by the Office of Research and Sponsored Programs (Ms. Bonnie Childress, Administrative Coordinator) that the unstapled proposal must be submitted to that office by March 10th and no later than March 15th for circulation to the Board of Trustees for discussion at their April 10th meeting. The document must be sent from your office with a covering letter of support.

Please prepare the necessary covering letter of support and send both documents to the Office of the Vice President for Research and Sponsored Programs.

Your support is appreciated.

Sincerely,

Vibert C. Cambridge, Ph.D., Interim Chair
Department of African American Studies

Ohio University
Proposal

For the Establishment

of the

African American Studies Research and Service Institute
Department of African American Studies
Lindley Hall
Ohio University
Athens, OH 45701
1. Rationale for the Research and Service Institute of the Department of African American Studies

Established in 1969, the Department of African American Studies at Ohio University is one of the oldest programs in the United States and one of the few programs with departmental status in Ohio. The first African American Studies program in the United States was established in 1968. From the inception, it has been accepted that African American Studies programs are interdisciplinary in orientation and emphasize three core elements: (a) the humanities, (b) the social sciences, and (c) research and service to the community.

Since the start of the 2000-2001 academic year the Department of African American Studies at Ohio University has been engaged in a process of revitalization. Several units within the College of Arts and Sciences (Biological Sciences, Economics, English, History, Linguistics, Modern Languages, Political Science, Psychology, Social Work, Sociology and Anthropology, Women’s Studies) other colleges and units (Business, Communication, Education, Fine Arts, Health and Human Services, and Ohio University’s Telecommunications Center, and more than 60 faculty across the campus have been collaborating in this process. The aim is to create an African American Studies department that is guided by the Presidential Mission Statement (especially the requirements of civility, distinctiveness, community engagement, commitment to student engagement), supportive of the emerging general education curriculum, and responsive to the political, economic, and cultural developments that are taking place in the hemisphere.

This continuing process has included the articulation of a focused mission statement with measurable outcomes, a review and update of the curriculum, building strategic partnerships across the campus and the recruitment of new faculty. An essential element in the revitalization process is to provide the department with a mechanism—The African American Research and Service Institute to conduct interdisciplinary research and to be of service to the community. The institute will be eminently placed to advance undergraduate research and, as a result, to make a significant contribution to student engagement.

The desire to create the African American Research and Service Institute is not a new phenomenon but, in fact, may be regarded as a continuation of the Black Studies Institute, which was established at Ohio University in 1970. At that time, the Black Studies Institute embraced the development of course offerings aimed at rescuing and rehabilitating African American history, setting new directions for the teaching of the African American experience at Ohio University, and stimulating research that could address the challenges facing the African American community. In 1970, the Center for Afro-American Studies was instituted as the umbrella department under which the Black Studies Institute, the Resources Center (which focused on the social and cultural needs of Black students), and the South Green Recreation Room in Nelson Commons were cultivated and developed. In the fall quarter of 1970, the Black Studies offered a total of 33 courses to 328 students. In the 2001-2002 academic year, the department offered a curriculum with 39 courses to more than 2,500 students.
While the emphasis of the proposed African American Studies Research and Service Institute is considerably broader than that of the original Black Studies Institute, the two share important similarities, including:

- A focus on the creation of an academic framework to support interdisciplinary curriculum development and research.
- The provision of a vehicle by which students and faculty may investigate and develop scholarly philosophies concerning the black experience and agency across historical, cultural, social, economic, and political constructs.
- An emphasis on implementation of a service agenda that allows students and faculty to both study and contribute to a variety of factors pertinent to African Americans and the African diaspora in other parts of the Americas.

Over the past 33 years, African American Studies programs have moved from being academic programs at the periphery of the academy to organic and necessary components of contemporary American higher education. They have contributed to the development of other curricula supporting diversity, including the establishment of Women Studies and Ethnic Studies programs.

Over the past two decades, the federal government, corporations, philanthropies and American public and private colleges and universities have increased their investments in African American Studies. Various federal agencies are funding specialized research projects and supporting the development of African American human resources. The Ford Foundation has made substantial investments in the development of post-graduate programs in African Studies programs, funding programs at Temple University and University of California, Berkeley. These investments have started to yield results in several areas, including interdisciplinary approaches that are influencing the academy and guiding community service. Further, they are contributing to academic diversity by supporting the recruitment and retention of African American students and faculty. There is, however, much work to be done.

At the start of the 21st century, it is clear that the African American experience and achievement has global significance. For example, African American cultural products are popular globally and have significance to the American export economy. Further, an African American diaspora exists in Europe and on other continents. This cultural influence and presence is being studied in universities around the world. African American Studies emphases are present in universities such as the Sorbonne and the American University in Kyrgyzstan.

African Americans have been historically associated with the wider African diaspora in the Americas. Understanding these connections is crucial not only for African Americans but for the nation as we proceed to the Free Trade Area of the Americas in 2005. Brazil's black population is more than 70 million and is the largest black population after Nigeria. People of
African ancestry from Latin America, the Caribbean, and Europe—the Black Atlantic—are contributing to the growth of the Black community in the United States. Contemporary African American Studies must focus on this reality as it prepares the next generation for engagement in this environment.

The African American Research and Service Institute will help the Department of African American Studies develop and deliver an interdisciplinary research and service agenda that is responsive to the above-mentioned environmental factors. The institute will enhance Ohio University's visibility and reaffirm its historic leadership in the field.

2. Role of the Research and Service Institute of the Department of African American Studies

The institute will provide the Department of African American Studies with a mechanism to deliver its research and service mission. The department's advisory group has recommended four emphases:

- Rural America, especially the Ohio River Valley.
- The African Diaspora in the Americas.
- Constitutional law and social justice.
- The sociology of entertainment.

These research and service orientations of the institute reinforce the current curricular emphases of the department. These emphases are:

In the Social Sciences

- Pre-law with a focus on constitutional law and social justice.
- Public policy and social change.
- African American social and family life.

In the Humanities

- Africana cinema and visual aesthetics
- African American Literature and the Literatures of the African Diaspora in the Americas.
African American History and the 20th century History of the African Diaspora in the Americas.

As a result of these emphases, the Department of African American Studies is emerging as a distinctive program in Ohio, contiguous states, and among Ohio University’s aspirational peers.

The institute will provide a space to engage the energies of the more than 60 faculty members who have indicated an interest in participating the reinvigoration and repositioning of the Department of African American Studies. It will also provide a mechanism to engage the minority dissertation fellows, visiting professors, and post-doctoral fellows recommended in the Diversity Report submitted to President Glidden in June 2001.

The institute will also guide the university’s response to the African American communities in the Ohio River Valley. Ohio Department of Health is already in dialogue with the department about developing a partnership to deliver health information to African American communities in rural Ohio. Through the institute, the department will be able to mobilize interdisciplinary teams to address several of the public health challenges facing the African American communities in the Ohio River Valley. Among the problems are obesity and cardiac and pulmonary disease associated with smoking and poor dietary practices.

The institute will permit the department to intensify its relationships with the Multicultural Genealogical Center, Chester Hill, OH. Since 2002, the department has been collaborating with the center to organize Community and Campus Day, a day-long event that showcases and celebrates the multicultural heritage of the Ohio River Valley. This event is the first step in an arrangement to document and share the rich multicultural dimensions of the African American experience in the Ohio River Valley. The Ohio River Valley was a major location in the Underground Railroad and is a wonderful testimony to interracial solidarity against slavery.

These two projects will provide the framework for significant student engagement and meaningful contribution to the wider community. They reflect the service ambitions of the African American Research and Service Institute.

The institute will also provide an organizational framework that is preferred by federal, foundation, and private sector funding programs. It will maintain an active public education agenda involving the community, K-12 schools, other academic institutions in the region, and national constituencies. The two symposia the African Diaspora in the Americas (April 11-12, 2003) and Black Cinema Aesthetics (May 2-3, 2003) are emblematic of this thrust. The institute will also explore the development of materials and delivery methods (distance learning, problem-based learning, seminars, capstone projects, mass media and Internet resources, and internships) to support the year-round delivery of the department’s curriculum and research productivity.
The institute aims to facilitate submission of funding proposals for research and service projects. The following is a partial list of external agencies identified by the Office of Research and Sponsored Programs as potential funding sources:

**Federal Government**
- The Department of Education
- The National Endowment for the Humanities
- National Institute of Mental Health

**National Foundations**
- The Rockefeller Foundation
- AT&T Foundation
- The Ford Foundation
- Fund for Nonviolence
- The George Gund Foundation
- W.K. Kellog Foundation
- The J.P. Morgan Chase Foundation
- The Charles Stewart Mott Foundation
- The Pew Charitable Trusts
- The Lynda and Harry Bradley Foundation
- Carnegie Corporation of New York
- William T. Grant Foundation
- John D. and Catherine T. McArthur Foundation
- Open Society Institute
- The David and Lucille Packard Foundation
- The Spencer Foundation

Conversations with development officials in the university indicate that the African American Studies Research and Service Institute can attract endowments.

3. **Administrative Structure**

The Research and Service Institute will be managed by a Director who will report to the Chair, Department of African American Studies. The institute’s director will have the following main responsibilities:
• Finance: planning budgets and administering uncommitted funds,
• Liaison: maintaining liaison with key communities and stakeholders;
• Promotion: maintaining the visibility of the institute to internal and external audiences, via web presence, colloquia, conferences, and publications.

The Director will be assisted by an Advisory Committee and may appoint temporary committees from faculty and non-faculty experts to assist and to provide consultation in the financial, liaison and promotion tasks. The Director is appointed by the Dean, College of Arts and Sciences after receiving nominations from the Chair, Department of African American Studies. The expected duration of the appointment will last three years—with yearly evaluations. A yearly report will be submitted to the Chair, Department of African American Studies, with copies to the Dean, College of Arts and Science.

4. Present Faculty to Form the Research and Service Institute of the Department of African American Studies

The following have indicated an interest in participating in the African American Research and Service Institute:

Maike Ahrends, Ph.D., Department of Modern Languages
Catherine Axinn, Ph.D., College of Business
Elizabeth Blair, Ph.D., Director of Diversity, College of Business
Joseph Bova, M.A., School of Art
Delysa Burnier, Ph.D., Department of Political Science
Susan Burgess, Ph.D., Director, Women’s Studies
Vibert C. Cambridge, Ph.D., Interim Chair, Department of African American Studies
Francine Childs, Ed.D., Department of African American Studies
Arthur Cromwell, Ph.D., School of Telecommunications
William Fisher, B.A., School of Theater
Travis D. Gatling, M.F.A., School of Dance
Catherine Glascock, Ph.D., College of Education
Frank Gunderson, Ph.D., School of Music
Keith Harris, Ph.D., School of Interdisciplinary Arts/Film and Department of African American Studies
Walter Hawthorne, Ph.D., Department of History
William Stephen Howard, Ph.D., Director, African Studies
Akil Houston, M.F.A., M.A.I.A., Department of African American Studies
Arthur Hughes, Ph.D., Department of Modern Languages
Matthew Hughey, M.Ed., College of Education
Jaylymie Hutchinson, Ph.D., College of Education
Ray Stephens, D.BA., College of Business
Sandra Hoyte, Ph.D., Department of Psychology
Esiaba Irobi, Ph.D., School of Theater
Institute Mission Statement

The Research and Service Institute of the Department of African American Studies at Ohio University exists to fulfill these functions:

- to assemble faculty members whose research interests relate to one of the four research emphases: (a) rural America, especially the Ohio River Valley, (b) the African Diaspora in the Americas, (c) constitutional law and social justice, and (d) the sociology of entertainment), in order to continue Ohio University’s historic engagement in the field of African American Studies.

- to foster cooperation and collaboration with community organizations and agencies aimed at improving the quality of life of African Americans and other members of the community.
• providing visibility to the Department of African American Studies by facilitating the distribution of knowledge to local, regional, national, and international audiences and communities.

2. Institute Administration

The institute shall have an Advisory Committee consisting of the Director, three faculty representatives and the Chair, Department of African American Studies. The representatives are recommended by the Director from among faculty members of the institute, and appointed by vote by the collective members of the institute. The representatives will serve three year (staggered) terms.

3. Duties of the Advisory Committee

The committee will serve as the general consulting, assistance and approval body of specific actions by the Director. These include:

• development of a yearly budget.
• review of faculty applications for admission to the institute.
• annual evaluation of the Director.
• planning of future institute projects.

4. Institute Director

The Director is appointed from among the faculty members of the Institute and appointed by the Dean, College of Arts and Sciences. The appointment lasts three years, commencing with the fiscal year (July 1). The Director reports directly to the Chair, Department of African American Studies.

An annual written evaluation of the Director's performance will be performed by the Advisory Committee (sans the Director) or their appointees, following a polling of the faculty, as described in the Faculty Handbook for departmental chairs. The results will be reported to the Chair, Department of African American Studies; Dean, College of Arts and Sciences and other deans, where appropriate.

5. Duties of the Director

The Director is the executive person of policies and the general representative of the institute. Duties include but are not limited to:

• serving as liaison.
• convening faculty for general meetings.
• convening the Advisory Committee as required.
• developing and administering the budget.
• developing policies.
• encouraging collaborative ventures with faculty.
• establishing and maintaining collaborative activities with African American communities in rural America, especially in the Ohio River Valley.
• establishing and maintaining collaborative relationships with other external entities.
• establishing and maintaining collaborative relationships to advance the institute's research on the African diaspora in the Americas, constitutional law and social justice, and the sociology of entertainment—the areas of emphasis in the curriculum.
• generating proposals to external agencies.
• coordinating active learning projects.
• participating in the recruitment efforts.
• organizing colloquia, conferences, and publications.
• developing, and supervising publicity programs.

6. Addition of Faculty Participants

To become a member of the institute, a faculty member may submit a written request, along with a resume, a statement of research interests and project activities. The Director will consult with current institute faculty and, upon their recommendation, promote acceptance and approval by the Advisory Committee.

7. Removal of Faculty Participants or the Director

A current faculty participant may request her/his removal from the institute in writing to the Director. A faculty member who ceases to participate in the research or service actives of the program may be removed by majority vote of the members of the institute following a recommendation for removal by the Director. The Director can be removed by following the Faculty Handbook guidelines, which require a two-thirds majority vote in writing from the faculty of the institute.
Appointment to Regional Coordinating Council

RESOLUTION 2003 -- 1880

BE IT RESOLVED BY the Board of Trustees of Ohio University that the following person be appointed to membership on the Coordinating Council at the Regional Campus of Ohio University - Zanesville.

Ohio University - Zanesville

James A. McDonald

For a nine-year reappointment term beginning April 1, 2003, and ending at the close of business June 30, 2011.
Family

Wife: Lisa A. McDonald, M.A. - Appalachian Outreach Coordinator, College Instructor
Daughter: Sarah L. McDonald - Tri Valley High School Student
Son: Michael J. McDonald - Saint Thomas Catholic School Student

Education

Master of Arts
Ohio University - Athens, Ohio

Bachelor of Arts
Muskingum College - New Concord, Ohio

Employment

Six County, Inc. (Behavioral Health Corporation)
Positions: Muskingum Counseling Center Director and Emergency Services Coordinator

Fatherhood Resource Center
Position: Director of Muskingum County Dad's Count

Hallowed Hills Campground, Inc.
Position: Administrator

McDonald Family Business (rental real estate business and vending enterprise)
Position: Owner

Boards and Associations

- Muskingum County Community Foundation Board President
- Ohio University-Zanesville Regional Coordinating Council Vice President
- United Way of Muskingum, Perry and Morgan County Board Member
- Putnam Underground Railroad Education Center Board Member
- MPCC Early Childhood Education & Child Care Advisory Board Member
- Apostolic Ministerial Association Coordinator
- Apostolic Christian Church Sunday School Superintendent

Licenses

1. Licensed Social Worker #S12212 (State of Ohio Counselor and Social Worker Board)
2. Ordained Minister ID #11092 (Pentecostal Assemblies of the World, Inc.)
INVESTMENT COMMITTEE/COMMITTEE OF THE WHOLE

Committee Chairman DeLawder reported the committee had no items needing action and in fact spent the time reviewing with Vice President Siemer investment-related materials. A copy of those materials is included with the official minutes.
DATE: April 2, 2003

TO: Members of the Ohio University Board of Trustees

FROM: Dick Siemer

RE: Treasurer’s Report to the Investment Committee

Please find attached the February market analysis and flash report for our endowment strategy. Since they are still being prepared, I will bring the March reports to the Investment Committee meeting. At the meeting I will make a brief presentation from a handout booklet on:

- Current investment income status
  - Projected income for FY03 and FY 04
  - Parameters on which these projections are based
- Alternative investments, and
- Asset allocation.

I would welcome your call or e-mail if you would like to see additional information or analysis presented at the meeting.

Cc: Secretary of the Board
Thus far in the month of March, the equity markets have continued to be excessively turbulent. The one issue on every investor's mind relates to potential U.S. action in the Middle East, namely Iraq. The unknown variable of U.S. military action and all of the accompanying issues, such as timing of action, United Nations' backing, costs, etc. has caused unprecedented volatility and large market sell-offs. Trading activity was extremely positive over the past few days, as it has become clearer to investors that the unknown will soon become the known. On March 13th, the S&P 500 Index was up by 3.5%, on March 14th by 0.2%, and on March 17th, the Index was up by 3.5% again. Through March 17, 2003, the S&P 500 generated a positive return in 29 of the 51 trading days thus far in 2003. The Index has posted a return of -1.5% year-to-date through March 17th. The level of volatility in the market is best profiled graphically. The below chart profiles the returns since January 1, 2003 of the S&P 500, the Dow Jones Industrial Average, and the NASDAQ Index.

![Year-to-Date Price Movement of US Large-Cap Equity Indices](chart)

All three indices begin at a baseline level of 100 to show relative degree of movement. Note the severity of the daily market value fluctuations. Over this time period, the mean return for the S&P 500 was -0.03%, with a daily standard deviation of 1.51%. To put the volatility levels in perspective, the standard deviation (volatility, or movement about the mean) of the S&P 500 over the past fifty years has been 16.8% per year.

Whether any potential military action by the United States in Iraq is short and relatively painless or long and painful remains to be seen. What the capital markets are showing now is more optimism, now that waiting for answers and questions of timing seem to be over. Month-to-date through March 17th, the S&P 500, Russell 2000, and MSCI EAFE indices generated returns of 2.7%, 1.4%, and 0.3%, respectively. Through the 17th, the year-to-date returns of the same three indices are -1.5%, -4.3%, and -7.3%, respectively. As the major equity indices have been positive month-to-date, the U.S. Treasury instruments with maturities greater than two years have all had spreads widen. The largest increase has come in the 5-10 year range, with the 5-year Treasury notes widening by 17.4 basis points, to a yield of 2.835%. Similarly, the spread on 10-Year Treasury
OHIO UNIVERSITY FOUNDATION
FEBRUARY 2003 MARKET OVERVIEW

Bonds has widened by 15.6 basis points, to a yield of 3.846%. While not substantial, the increase in the yields of these intermediate maturity securities has helped slightly flatten an otherwise steep yield curve.

In the month of February, the portfolio performed in line with expectations and outperformed the blended benchmark. With the exception of TAA, each manager within the portfolio outperformed its respective benchmark during the month of February, including the student-managed portfolio. There are few performance issues to address. The overall highlights of the portfolio during February are as follows:

- **Small-Cap Growth**: Waddell & Reed ("W&R") has been an overall disappointing performer when looking at the absolute returns over the past few years. W&R has been a “victim” of being in a poor performing sector. W&R’s relative performance is beginning to show since the inception of this investment. Waddell & Reed is now 1,000 basis points ahead of the index for the past twelve months. When the equity market eventually turns around, this is a manager that is poised to add long-term value to the portfolio after several years of double-digit negative performance.

- **Fixed Income**: Richmond Capital Management ("RCM") was funded during the month of February. RCM is primarily a corporate-focused fixed income manager. Though corporate bonds have not performed as well as the rest of the fixed income market (primarily mortgages and government bonds) over the past several years, RCM has done an exemplary job adding yield to its portfolios via prudent security selection. RCM is also a very good complementary manager to use with the One Group Core Bond Fund, and the fixed income diversification will benefit the Foundation going forward. Additionally, the PIMCO Low Duration Fund was funded during the month. This fund has extremely low volatility, exceptional returns, and will serve its purpose within the portfolio very well (as a place to pre-fund future, known expenditures and mitigate any potential risk of making expenditures with de-valued assets).

- **Tactical**: The Kress Group’s portfolio consisted of $2.9 million of equity securities ($4.2 million total) at January 31st. During the month of February, all equity securities were liquidated and the proceeds were placed in cash. Thus far year-to-date, the equity position of the portfolio was ridden down during down months, and the recent bounce back in the market may have cost the portfolio some return, due to asset allocation shifts at inopportune times. At the end of March, we will have a better idea as to the effectiveness of the asset allocation shifts during the first quarter.

Overall, the portfolio generated a return of -0.4% for the month of February, which is 80 basis points above the blended index return. Additionally, the fiscal year-to-date return has exceeded the blended index benchmark by 180 basis points, net of fees.
### Flash Report for Ohio University

**Time-Weighted Rates of Return**

**As of February 28, 2003**

<table>
<thead>
<tr>
<th>Manager</th>
<th>Market Value (millions)</th>
<th>Weight</th>
<th>Asset Class</th>
<th>1 Month</th>
<th>3 Months</th>
<th>1 Year</th>
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<tr>
<td>Mellon CF Stock Index Fund S&amp;P 500</td>
<td>$68.1</td>
<td>41.9%</td>
<td>Large-Cap Equity</td>
<td>-1.5%</td>
<td>-9.9%</td>
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<td>Waddell &amp; Reed Russell 2000 Growth</td>
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<td>9.1%</td>
<td>Small-Cap Equity</td>
<td>-0.8%</td>
<td>-3.9%</td>
<td>-16.5%</td>
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<td>TT International Investment EAFE</td>
<td>$12.1</td>
<td>7.4%</td>
<td>Int'l. Equity</td>
<td>-1.2%</td>
<td>-10.4%</td>
<td>-19.4%</td>
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<td>The Kress Group 60/40 S&amp;P 500/LB1GC</td>
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<td>2.6%</td>
<td>TAA</td>
<td>-0.8%</td>
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<td>-9.4%</td>
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<tr>
<td>Bank One* LB Universal</td>
<td>$24.9</td>
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<td>Interm. Fixed Inc.</td>
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<td>4.7%</td>
<td>7.1%</td>
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<td>Richmond Capital Lehman Brothers Aggregate</td>
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<td>Core Fixed Inc.</td>
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<td>PIMCO Low Duration ML 1-3 Yr. Treasuries</td>
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<td>9.2%</td>
<td>Low Duration Fl</td>
<td>0.4%</td>
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<td>Alternative Investments</td>
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<td>Venture Capital</td>
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<tr>
<td>OU SPMG S&amp;P 500</td>
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<td>Student Managed</td>
<td>-1.3%</td>
<td>-2.8%</td>
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<tr>
<td>OU Composite Account</td>
<td>$162.5</td>
<td>100.0%</td>
<td>Composite</td>
<td>-0.4%</td>
<td>-5.0%</td>
<td>-16.0%</td>
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**OU Composite Account vs. Blended Indexes**

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<tr>
<th>Jul-02</th>
<th>Aug-02</th>
<th>Sep-02</th>
<th>Oct-02</th>
<th>Nov-02</th>
<th>Dec-02</th>
<th>Jan-03</th>
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<tr>
<td>-6.7%</td>
<td>0.7%</td>
<td>-8.9%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>-8.1%</td>
<td>-1.4%</td>
<td>-0.4%</td>
<td>-9.4%</td>
</tr>
<tr>
<td>-7.1%</td>
<td>0.7%</td>
<td>-8.1%</td>
<td>6.7%</td>
<td>4.5%</td>
<td>-3.3%</td>
<td>-1.2%</td>
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<td>-11.2%</td>
</tr>
<tr>
<td>6.2%</td>
<td>5.0%</td>
<td>-4.0%</td>
<td>Fiscal</td>
<td>YTD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above returns are estimated based on month-end account balances and individual investment returns. Actual returns may vary.

* Returns prior to August 2002 are for Loomis, Sayles.
Chairman Brunner, substituting for Committee Chairman Walter, reported the committee earlier considered three resolutions.

On a motion by Mr. Brunner and a second by Mr. Schey, all agreed to the following resolutions:

Governance Board Sub-Committee of the Ohio University Bicentennial Committee Recommendations – Resolution 2003 – 1881
Honorary Degree Awards – Resolution 2003 – 1882
Review of Amendment to Foundation Code of Regulations – Resolution 2003 – 1883
GOVERNANCE BOARD SUB-COMMITTEE
OF THE
OHIO UNIVERSITY BICENTENNIAL COMMITTEE

Resolution 2003 – 1881

WHEREAS, the Committee was charged with the responsibility of recommending to the Ohio University General Bicentennial Committee a special program or recognition to be presented during the Ohio University Bicentennial Year 2003-2004, and

WHEREAS, the Committee consisting of current and former University and Foundation Trustees, Mrs. Lee Ong, Mr. Victor Goodman, Mr. B. T. Grover, Jr., and Mr. Jack G. Ellis did propose the re-establishment of the Board of Trustees’ premier recognition, THE FOUNDER’S CITATION award, along with the presentation of a special Founder’s Bicentennial Medallion, and

WHEREAS, the Committee recommends the following persons be awarded THE FOUNDER’S CITATION and MEDALLION at specific University events during the Bicentennial Year: Dr. Jeanette Grasselli Brown, Mr. G. Kenner Bush, Mr. Charles R. Emrick, Jr., Ms. Leona H. Hughes, Dr. Wilfred R. Konneker, Mr. Robert Mahn, Mr. J. Warren McClure, Mrs. John Galbreath Phillips, Dr. Charles J. Ping, Dr. Fritz and Mrs. Dolores Russ, Mr. Daniel K. C. Shao, Mr. Donald Spencer, Mrs. Beth K. Stocker, and Dr. Eric Wagner,

NOW, THEREFORE, BE IT RESOLVED, the Board Governance Sub-Committee of the Ohio University Bicentennial Committee requests The Ohio University Board of Trustees to approve the re-institution of the Founder’s Citation and the creation of the Bicentennial Founder’s Medallion, and further that the Founder’s Citation be awarded annually to a deserving alumnus,

BE IT FURTHER RESOLVED, the above recommended individuals, who have distinctively served Ohio University, be approved to receive the Founder’s Citation and Medallion.
April 11, 2003

Memo: Dr. Alan Geiger, Secretary, The Ohio University Board of Trustees

Subject: Awarding of Founder’s Citations-Bicentennial Year Celebration

From: Jack G. Ellis, Chair, Governance Board Sub-Committee/University Bicentennial

The Governance Board Sub-Committee of The Ohio University Bicentennial Committee consists of Mrs. Lee Ong, Mr. Victor Goodman, Mr. B.T. Grover, Jr. and Mr. Jack G. Ellis, as representatives of The Ohio University and Ohio University Foundation Board of Trustees. The sub-committees’ charge was to solicit ideas from the two boards of trustees, screen, select, and submit recommendations relative for the bicentennial celebration to the general Bicentennial Committee for consideration.

The Governance Board Sub-Committee’s recommendations are:

1. Re-institute the awarding of the Ohio University Board of Trustees’ premiere recognition, THE FOUNDER’S CITATION, to several notable alumni, faculty, staff or friends, during and throughout the Bicentennial Year 2003-2004. The awardee would be presented a framed FOUNDER’S CITATION and a uniquely struck FOUNDER’S MEDALLION. The medallion would carry the likeness of University Founders, Manasseh Cutler and Rufus Putnam on the obverse side and the Bicentennial Seal on the reverse side of the medallion. Multiple awards would be given throughout the bicentennial year and their presentation would coincide with other major events being planned on the Athens campus.

2. Strike a special Bicentennial Medallion for awarding to Ohio University students who graduate during the Bicentennial Year.

The General Bicentennial Committee accepted the recommendation of re-instituting the Founder’s Citation and striking a special Founder’s Medallion. Recommendation number 2 was adopted by another subcommittee and will be implemented.
HONORARY DEGREE AWARDS

RESOLUTION 2003 – 1882

WHEREAS, the University Committee on Honorary Degrees has recommended that Ohio University honor the persons listed below through the conferral of an honorary degree,

Martin Luther Hecht, Jr.
Donald E. Osterbrock
Bernard Shaw
Beth Stocker

AND WHEREAS, it remains for the President to determine whether these persons wish to accept the awards.

NOW, THEREFORE, BE IT RESOLVED that the degrees recommended be conferred at appropriate times in the future after the President has determined the persons recommended wish to be honored.
Dear President Glidden,

The Ohio University Honorary Degree Committee is pleased to nominate the three following individuals for an honorary degree from Ohio University. In the following paragraphs, I outline their particular achievements which more than qualify them for such an honor:

Martin Luther Hecht, Jr.

Alumnus Martin Hecht (B.S. 1946) was nominated by Vernon Alden with letters of endorsement from former J.B. Yanity, Edward Sprague, Bob Mahn, and George Dunigan. Between 1948 and 1976 there were few major developments at Ohio University that Marty Hecht did not have a hand in. He held a number of positions at Ohio University with the highest office being Vice President for Development. Hecht coordinated from concept through completion the rerouting of the Hocking River that ended the perennial flooding of Ohio University and Athens. He oversaw the creation of the College of Osteopathic Medicine and dedicated time and effort towards the building of O'Bleness Memorial Hospital and the Tri-county Joint Vocational School and Technical Institute. In recognition of Marty Hecht’s contributions to Ohio University and to the city of Athens, he is recommended for a Honorary Degree.

A copy of the Nomination by Veman Alden (and Julia Zimmerman) with the letters of endorsement are attached.

Donald E. Osterbrock

Donald E. Osterbrock, Professor Emeritus of Astronomy, University of California, Santa Cruz and native Ohioan was nominated by Professor Joseph Shields of the Department of Physics and Astronomy. Professor Osterbrock has made distinguished contribution in two areas of scholarship. He was a pioneer in the use of spectroscopic methods for the study of gaseous nebulae in the cosmos, and his textbooks on this subject have been standard reference in this field for three decades. In the latter part of his career he has developed a focused interest in the history of 19th and 20th century astronomy in America. His five books in this area have marked him as an authority in this important topic in the history of science. While Osterbrock never attended Ohio University, his contributions as a scholar are clearly discernible in the intellectual focus of Ohio University’s highly successful astrophysics group, established within the Department of Physics and Astronomy in 1995. The research activities of all four of Ohio University’s astrophysics faculty make use of the spectroscopic tools developed by Osterbrock; in addition, research by our faculty has strong connections to the study of active galactic nuclei, a subject that was substantially opened and recognized for its importance due to Osterbrock’s work.
Osterbrock's contributions to contemporary history provide another intellectual link to scholarly strengths at Ohio University. While the focus of our local historians is primarily on political history, Osterbrock's work is complementary in providing insight into scientific discoveries and personalities that were influential in the same time period. His work chronicles in particular some of the first forays into research in the "big science" tradition that later emerged as a potent force behind the technology of the Cold War.

A copy of the nomination by Joe Shields along with a biographical article is attached.

Bernard Shaw (renominated and recommended by the Honorary Degree Committee)

Bernard Shaw is an internationally recognized television news anchor who was at CNN from its birth in 1980 until he retired in 2001. He has been awarded numerous awards for his work in Journalism including the George Foster Peabody Broadcasting Award (1990), the Edward R. Murrow Award (2001) and three honorary degrees (Marion College, 1985; U. of Chicago, 1993; and Northeastern, 1994). He moderated the 1988 Presidential Debate and the 1992 Democratic Candidates Presidential Debate. Many Ohio University graduates work for CNN and CNN employees have visited Ohio University on many occasions to speak to Communications students. As a role model for African-American journalists, an honorary degree for Bernard Shaw would mesh well with the College of Communication and Ohio University's emphasis on diversity. The Honorary Degree Committee recommends an Honorary Degree for Mr. Bernard Shaw for his outstanding service to Journalism and for being an outstanding role model for young people.

A copy of the Nomination by Anne Cooper-Chen last year with a Web-Bio of Bernard Shaw is attached.

Sincerely yours,

Louis E. Wright
Professor and Chair
Ohio University Honorary Degree Committee
OHIO UNIVERSITY
HONORARY DEGREE NOMINATING FORM

Name of Nominee: Martin Luther Hecht, Jr.

Place and Date of Birth:
Marty Hecht was born in Dayton, OH on February 14, 1917

Position(s):
Hecht's highest office was Vice President for Development for Ohio University. (A complete list of positions is included with item #3 below.)

1. Academic Degree Earned, Granting Institution, and Dates:
Bachelor of Science in Commerce, Ohio University, June 9, 1946

2. Honorary Degrees, Granting Institutions, and Dates:
None

3. Professional Experience:
From 1946 to 1948 Hecht was Assistant Executive Secretary of the Phi Delta Theta fraternity.
The rest of Hecht's career was served at Ohio University: Vice President of Development; Personnel Director; Director of Alumni Relations; Assistant to the President; Director of the Institute for Regional Development; Director of the Office of University Publications; Director of the Office of Public Relations; Director of the Aviation Division; Vice President for University Relations / Development; Trustee of the Ohio University Fund, Inc.

4. Other Activities or Experience Relevant to Nomination:
Held appointment from the United States Surgeon General to the five-state Region V Health Advisory Committee, member of the Rotary Club of Athens, served as chairman and member of the Board of Trustees of the District IV of
Columbus Hospital Federation, a founder and consultant to Southeastern Ohio Regional Council, a founder of the Athens Business Association, lead in the establishment of the Hocking Conservancy District, was a trustee of the Sheltering Arms (Athens) Hospital Foundation, served as chairman of the Board of Trustees of Blue Cross of Central Ohio, and was a trustee of the Ohio Valley Health Services Foundation.

5. *Important Publications:*

None

6. *Demonstration of humane, social or community achievements which merit recognition:*

Hecht coordinated, from concept through completion, the rerouting of the Hocking River that ended the perennial flooding of Ohio University and Athens. He also dedicated time and effort towards the building of O'Bleness Memorial Hospital and the Tri-County Joint Vocational School and Technical Institute.

7. *Significant Honors Attained:*

Honored in 1976 by the Ohio General Assembly with a resolution stating: "Martin Hecht’s unstinting contributions of time, talent, and seemingly inexhaustible energy to students, faculty, and administrators alike have, over the years, earned him the respect and admiration of everyone with whom he has been associated, as well as gaining him the richly deserved reputation as an extremely capable and dedicated administrator.

8. *Documented Extraordinary Achievements or Contributions:*

Oversaw the creation of the College of Osteopathic Medicine.

9. *Relevance to Ohio University:*

As a student at Ohio University, Hecht’s activities included membership and leadership in Phi Delta Theta, Interfraternity Council, J-Club, Torch (senior men’s honorary), Campus Affairs Committee, the Men’s Union Planning Board, and the House of Delegates. Hecht is also a World War II veteran who served in the China-India-Burma theater.

In 1949 President John Baker congratulated Hecht for “bringing order out of confusion” by setting up group medical plans for University employees, creating a
systematized paid vacation and sick leave program, and putting into place a personnel management structure. Hecht instituted the University's first classified personnel "office training program" and set up the first student employment service. He organized 40 Alumni Chapters in Ohio and another 10 chapters throughout the nation (all in his first year as Assistant Alumni Secretary) and presented the first Annual Alumni Conference. He was appointed the de facto director of the Ohio University Fund in 1951, heading new initiatives such as the first major drive to increase undergraduate scholarships. He was instrumental in moving such programs as moving the Hocking River, improving local highways and medical services, and upgrading the University's airport facilities.

10. Why is the Nominee deserving of an Ohio University honorary degree, and why is such a degree an appropriate honor?

Between 1948 and his retirement in 1976, there have been few major developments relating to the University, Athens, and the region in which Marty did not have a hand. Most of these developments would not have come to fruition without Marty's efforts.

Nominator's Name:  Vernon R. Alden

Address:  37 Warren St.
Brookline, MA 02445

Phone Number:  (617) 948-2185 (office)

DEM (9/02)
Dr. Julia Zimmerman  
Dean of Alden Library  
Ohio University  
510 Alden Library  
Athens, OH 45701-2978  

Dear Julia:

In support of your proposal to honor Marty Hecht, I can say that for too many years Marty’s role in developing Ohio University has been unrecognized.

When I arrived at Ohio in late 1961, Marty Hecht was serving as Assistant to the President. There were two at the time – Marty and Brandon Grover. No Vice Presidents, no Provost – the Deans of each College reported directly to the President.

As Assistant to the President, Marty was responsible for alumni affairs. I asked him to take on development activity, relationship with the Legislature in Columbus and our Airport activities. His knowledge of alumni, Legislature and townspeople quickly proved to be enormously valuable to me and to what we were trying to accomplish in changing the thrust and momentum of the University.

I soon made him Vice President, responsible for most of the external activities of the University. There was no member of our administration more conscientious, loyal and hard working than Marty Hecht.

People often give me credit for moving the flood-prone Hocking River. It really is Marty who deserves the accolade from townspeople and University personnel. He worked unbelievable hours with the Army Corps of Engineers, Congressional appropriation committees, the Ohio Legislature, the Governor, regional planning committees and other organizations with their own agendas and turf. What he accomplished was almost unbelievable. There is a stone and a plaque close to the new river bed extolling the role of the Corps of Engineers. Marty deserves even more credit because of the daunting task of coordinating the efforts of all the entities involved.
I fully support your proposal to honor Marty Hecht. He is getting on in age, and his health is not great. We must recognize him in a significant way as soon as possible.

With warmest best wishes,

Sincerely,

Vernon R. Alden

VRA/wns
Honorary Degree Committee  
Ohio University  
Athens, OH 45701

Re: Martin Luther Hecht, Jr.

Dear Committee:

This letter is written to endorse the nomination of Martin Luther Hecht, Jr. for an Honorary Degree. I have been personally acquainted with Mr. Hecht for over 50 years.

Professionally in my law practice unusual opportunity was my good fortune in working with him for several decades in representing The Ohio University Foundation. His dedicated, untiring efforts are among the major reasons The Ohio University Foundation is so prominent and prestigious today.

I am also aware of his leadership and direction of many of the major developments occurring at Ohio University and locally which have enhanced the university and, in fact, the community.

Mr. Hecht is most deserving of the recognition and I heartily endorse his nomination. With his love and devotion to Ohio University, it is most appropriate.

Very truly yours,

J.B. Yanity

JBY/rt
February 28, 2003

Dr. Vernon R. Alden
37 Warren Street
Brookline, MA 02445

Dear Dr. Alden,

I have had the pleasure of knowing Martin Hecht well for many years and have been in the position to know a great deal about his personal attributes and character.

As an assistant to the President of Ohio University, Martin served the University admirably in many very important assignments with the State Legislature, the Governor of Ohio, and the other authorities, and was responsible for coordinating from concept to completion the rerouting of the Hocking River, the building of O'Bleness Memorial Hospital and the Tri County Joint Vocational School. He was also instrumental in the creation and development of the Ohio University College of Osteopathic Medicine.

Without Martin Hecht's very effective leadership and devotion to Ohio University, many of these vitally important components of the University might not have been achieved.

I am very gratified to have this opportunity to recommend that Martin L. Hecht Jr., be awarded an Ohio University honorary degree.

Sincerely yours,

Edward A. Sprague, M.D.
February 28, 2003

To: Whom it may concern

Re: Proposed Honorary Degree for (Marty) Martin L. Hecht

My first contact with Marty was in 1946 when I was named Registrar and he was Personnel Director. It was a deliberate and helpful meeting.

We both moved on to other positions, he to Alumni Secretary, Assistant to President, and finally to “Our man in Columbus” position, and I to Secretary of the University and later to the dual position of Assistant to the President and Secretary to the Board of Trustees. With each move, Marty as did I, accumulated additional responsibilities, not reflected in our titles. It reminded me of a statement of President Ping at a gathering in my honor, which, with changes in numbers, would also apply to Marty:

“Bob’s formal retirement letter included the statement that he had fifteen position titles in his years with Ohio University, but a count of titles in his “Reflections” booklet suggested that he had more than thirty including many at the same time. Even that count would not cover all his roles for often his responsibilities were far larger than the titles indicated.”

Many of my contacts with Marty were in-group settings such as committee meetings and retreats of senior administrators and trustees. My positions were such that I was privy to his many activities, among activities not identified by titles such as: Urban Renewal, The University Foundation, Appalachian Aid Programs of the Government, Appropriations, Budget, Grants, Airport, Osteopathic Medical College, etc.
I remember Marty's call from Columbus reporting that the Osteopathic Medical College was ours, one of many victories Marty had in the Legislature.

In closing, I want to say that I would certainly endorse honoring Marty for his contributions to the University.

Sincerely,

Robert E. Mahn
Athens, Ohio
Subject: Marty Hecht
To: Kimok@ohio.edu

Good Afternoon Bill
I am so pleased to hear that Ohio University will be honoring Marty Hecht.

I first met Marty in 1975 when my assignment from the Ohio Osteopathic Assn was to draft and lobby a bill to create an Osteopathic medical school in Ohio. I had approached Marty about the legislation, HB 229, early in 1975 and asked if OU would be interested in becoming the new home to our college. He arranged a meeting with then President Harry Crewson and we were on our way. Marty became a mentor, friend and confidant to me. This “impossible dream” we enjoyed clearly would not have happened without Marty developing the strategy.

Marty Hecht had by that time become one of the most respected governmental relations specialists in the state. His relationship with the leadership of the Ohio General Assembly, the Governor’s office and the US Congress was the key to our success. Marty was, and is Mr Ohio University. He is a gentleman’s Gentleman.

His skills, knowledge, and wisdom served Ohio University and the state of Ohio extremely well during his long and prosperous tenure with them.

( Hell he’s the only guy I ever met who moved an entire river !!)

Please extend my very best to Marty and let me know if there is anything further I can do help honor this wonderful friend.

George

George F Dunigan II
Director Govt Relations
Ohio University, COM /OAA
Name of Nominee: Donald E. Osterbrock
Place and Date of Birth: Cincinnati, Ohio, 13 July 1924
Position: Professor Emeritus, University of California, Santa Cruz

1. Academic Degree Earned, Granting Institutions and Date:

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<tr>
<td>Ph.D.</td>
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2. Honorary Degrees, Granting Institutions and Date:

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<td>University of Chicago</td>
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<tr>
<td>Doctor of Science</td>
<td>University of Wisconsin, Madison</td>
<td>1997</td>
</tr>
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</table>

3. Professional Experience:

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<tr>
<th>Position</th>
<th>Institution</th>
<th>Years</th>
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<tr>
<td>Postdoctoral Fellow &amp; Instructor</td>
<td>Princeton University</td>
<td>1952-53</td>
</tr>
<tr>
<td>Instructor</td>
<td>California Institute of Technology</td>
<td>1953-55</td>
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<tr>
<td>Assistant Professor</td>
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<td>1955-58</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>University of Wisconsin, Madison</td>
<td>1958-59</td>
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<tr>
<td>Associate Professor</td>
<td>University of Wisconsin, Madison</td>
<td>1959-61</td>
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<tr>
<td>Professor</td>
<td>University of Wisconsin, Madison</td>
<td>1961-73</td>
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<tr>
<td>Director</td>
<td>Lick Observatory, University of California</td>
<td>1973-81</td>
</tr>
<tr>
<td>Professor</td>
<td>University of California, Santa Cruz</td>
<td>1973-92</td>
</tr>
<tr>
<td>Professor Emeritus</td>
<td>University of California, Santa Cruz</td>
<td>1993-pres.</td>
</tr>
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</table>

4. Other Activities or Experience Relevant to Nomination

—see following sections
5. Important Publications:

Books authored:

Astrophysics of Gaseous Nebulae (San Francisco: W. H. Freeman), 251 pp + vix, 1974


Books edited:


Articles:

- author or co-author on 156 peer-reviewed journal articles in astronomy and astrophysics
- author of 69 articles on the history of astronomy and astrophysics

6. Humane, social, or community achievements which merit recognition

Consultative and other service to civic, state, or national governmental agencies:

Member, Kitt Peak National Observatory Visiting Committee 1973

Time Assignment Committee, Cerro Tololo Interamerican Observatory 1974

Member, Universities Research Association, Board of Trustees 1979-86

Member, Assembly of Physical and Mathematical Sciences, National Research Council 1979-84

NSF Ad Hoc Committee on Millimeter Wavelength Radio Telescopes 1979

Member, NASA Management Operations Working Group for Airborne Astronomy 1979

Member, Visiting Committee for Mt. Wilson and Las Campanas Observatories, Carnegie Institution of Washington 1981-82

Member, Astronomy Advisory Committee, National Science Foundation 1982-84

Vice Chair, Fachbeirat, Max-Planck Institut für Astronomie, Heidelberg 1982-87

Chair, Visiting Committee, Osservatorio Astronomico di Padova, Italy 1986-87

Consultant, National Park Service on designation of U.S. astronomical observatories as U.S. National Historic Landmarks 1987-88

Member, Lowell Observatory Director Search Committee 1989-90

Member, Astronomy, Astro- and Space physics Panel, Review of Physics in Denmark, Ministry of Education and Research, Denmark 1991
Editorial service:
Member, Editorial Board  Astronomy Quarterly  1981-91
Member, Editorial Board  Vistas in Astronomy  1992

Service to Professional Societies:
Chairman, Section of Astronomy, National Academy of Sciences  1970-73
Chairman, Nominating Committee, National Academy of Sciences  1973-74
Vice-President, American Astronomical Society  1975-77
Secretary, Class of Mathematical and Physical Sciences, National Academy of Sciences  1981-83
Chairman, History Committee, Astronomical Society of the Pacific  1981-86
Chairman, Class of Mathematical and Physical Sciences, National Academy of Sciences  1983-85
Councilor, National Academy of Sciences  1985-88
Chairman, Historical Astronomy Division, American Astronomical Society  1987-89
President, American Astronomical Society  1988-90
Chair, Centennial Committee, American Astronomical Society  1995-99
Member, Nominating Committee, National Academy of Sciences  1998-99
Member, Advisory Committee on History of Physics, American Institute of Physics  1999-pres.

Educational Service:
Dissertation advisor for 21 Ph.D. students
Research supervisor for 10 postdoctoral associates

Supporting documentation (attached): Osterbrock was chosen to write the introductory autobiographical chapter in Annual Review of Astronomy and Astrophysics vol. 38 (2000). A single scientist is chosen for this purpose annually, based on his or her contributions to the profession.

7. Significant Honors Attained:
Guggenheim Fellow, Institute for Advanced Study  1960-61
Elected to National Academy of Science  1966
Associate, Royal Astronomical Society  1976
University of Chicago Alumni Association Professional Achievement Award  1976
Guggenheim Fellow, Institute for Advanced Study  1982-83
University Center Distinguished Scholar in Physics and Astronomy, Atlanta, GA  1990
Catherine Wolfe Bruce Gold Medal, Astronomical Society of the Pacific  1991
de Vaucouleurs Memorial Lectureship and Medal, University of Texas  1994
Asteroid (6107) named “Osterbrock”  1996
University of Chicago Alumni Medal  2000
Leroy E. Doggett Prize for Historical Astronomy, Historical Astronomy Division, American Astronomical Society  2002
8. Documented Extraordinary Achievements of Contributions:

Donald E. Osterbrock has made distinguished contributions in two areas of scholarship. He was a pioneer in the use of spectroscopic methods for the study of gaseous nebulae in the cosmos, and his textbooks on this subject have been standard references in this field for three decades. In the latter part of his career he has developed a focused interest in the history of 19th and 20th century astronomy in America. His five books in this area have marked him as an authority in this important topic in the history of science.

Osterbrock has been a leader of scientific institutions. Soon after the creation of the Santa Cruz campus of the University of California, Osterbrock joined its faculty and had a central role in moving this institution and its affiliated Lick Observatory to international prominence. Osterbrock has made additional distinguished contributions to the leadership of science through his participation as a member and officer in key institutions including the National Academy of Science and the American Astronomical Society.

As an educator, Osterbrock has produced a highly influential legacy. In addition to teaching hundreds of undergraduates, he was remarkably productive in supervising research by individuals who now populate the faculty ranks at institutions including Johns Hopkins, Maryland, Michigan, Michigan State, Ohio State, and Rice Universities. Several of his former students and postdoctoral scientists have also had key roles in the development and operation of the Hubble Space Telescope.

9. Relevance to Ohio University:

Donald Osterbrock is a native of Ohio who remains proud of his roots in this state. While Osterbrock never attended Ohio University, his contributions as a scholar are clearly discernible in the intellectual focus of OU’s highly successful astrophysics group, established within the Department of Physics and Astronomy in 1995. The research activities of all four of OU’s astrophysics faculty make use of the spectroscopic tools developed by Osterbrock; in addition, research by our faculty has strong connections to the study of active galactic nuclei, a subject that was substantially opened and recognized for its importance due to Osterbrock’s work.

Osterbrock’s contributions to contemporary history provide another intellectual link to scholarly strengths at Ohio University. While the focus of our local historians is primarily on political history, Osterbrock’s work is complementary in providing insight into scientific discoveries and personalities that were influential in the same time period. His work chronicles in particular some of the first forays into research in the “big science” tradition that later emerged as a potent force behind the technology of the Cold War.

10. Why is the nominee deserving of an Ohio University honorary degree and why is such a degree an appropriate honor?

Donald Osterbrock is a distinguished scholar, educator, and native of Ohio. In all of these respects, he is a role model for students and faculty at our university who strive for excellence.

Nominator’s Name: Joe Shields
Address: Physics & Astronomy Dept, Clippinger Labs 251B
Phone Number: 3-0336
A FORTUNATE LIFE IN ASTRONOMY

Donald E. Osterbrock
University of California Observatories/Lick Observatory, Department of Astronomy
and Astrophysics, University of California, Santa Cruz, California 95064; e-mail: don@ucolick.org

Key Words autobiography, gaseous nebulae, galaxies, active galactic nuclei, Seyfert galaxies

Abstract I have had a very fortunate career in astronomy, benefiting greatly from numerous accidents of fate. I grew up in Cincinnati, Ohio, served in the US Army Air Force in World War II, and had all my further education at the University of Chicago. From PhD in the College to PhD in astronomy and astrophysics, there, as a postdoc at Princeton University, and as a young faculty member at Caltech and Mount Wilson and Palomar Observatories, I had excellent teachers and mentors. I have done research primarily on gaseous nebulae and active galactic nuclei, but also made a few early contributions on stellar interiors and the heating in the outer layers of the Sun. The major part of my scientific career was at the University of Wisconsin and Lick Observatory, but I also had three productive years at the Institute for Advanced Study.

CHILDHOOD AND EDUCATION

I have had a very fortunate career in astronomy, benefiting greatly from numerous accidents of fate that were completely unplanned on my part and that I often was not even aware of at the time. The first was my birth in 1924 in Cincinnati, Ohio, a pleasant old southern Midwestern city on the bank of a beautiful river. In my childhood and formative years the population of Cincinnati was still predominantly German-American, a culture in which hard work, education, science, poetry, music, and love of the outdoor life were all positive values. My father's parents and my mother's grandparents had all emigrated from Germany.

Both my parents had dropped out of high school to take full-time jobs—my father as a stenographer and my mother as a laboratory assistant in one of the big Cincinnati soap companies. They completed their high school education at the public night school not far from their homes. My father then entered the University of Cincinnati as a student of electrical engineering in a "cooperative" program, in which he and all the other engineering students alternately attended classes during half of each trimester and worked full-time in "practical" engineering-type jobs in Cincinnati between these periods of formal education. He was very
good in physical sciences and especially in mathematics; after he graduated from the University of Cincinnati in 1918 he was hired as an instructor in electrical engineering. My parents were married later that same year; my mother quit her job, and my father rose steadily through the academic ranks, though the salaries at that city-funded university were never very good. In his later years my father taught nearly all the more mathematical electrical-engineering courses and ultimately became chairman of the department.

My parents were married six years before I was born; they had wanted a child before that, but I was their first—at least, the first to live. They pampered me tremendously, and at the same time they cultivated their values, including science and mathematics, in me. The grade school and high school I attended were good, as most of the Cincinnati public schools were at that time. I devoured numerous books on astronomy in the high school library, which drew me into the subject. My father took me to hear public lectures by famous visiting lecturers, such as Harlow Shapley and Otto Struve, and more mundane speakers, at the local astronomy club. As the first Harvard books on astronomy, written at a semi-technical level, came out, I devoured them voraciously. I had a small, crude, second-hand, amateur-made reflecting telescope, with which I "observed" the moon, planets, double stars, and bright nebulae. By then I really wanted to be an astronomer.

I was in my senior year in high school on December 7, 1941, when the Japanese attacked Pearl Harbor. I still remember hearing the news flash about the air raid which suddenly interrupted the live radio broadcast of a symphony concert to which our parents were listening, as my brother and I were reading the comic section of the Sunday newspaper. That same day my father predicted that it would be a long war against Germany, Italy, and Japan, but we would win it, and I would be in it. He was right on all three counts.

After graduation from high school and a few months at the University of Cincinnati, I joined the US Army in January 1943, and after basic training was sent to an Army Air Force pre-meteorology school at the University of Chicago. We were soldiers in an Air Force unit who fell out early each morning and marched to and from our classes. Sergeant Page was almost the best teacher I ever had.

I was sent to basic training on the campus, guided me in several reading courses, and I became especially interested in interstellar matter and gaseous nebulae, which were then hot research subjects. Page was almost the best teacher I ever had.

In 1949 I went on to Yerkes Observatory in Williams Bay, Wisconsin, about seventy-five miles from Chicago, where all the astronomy faculty members worked and taught the graduate courses. It was tremendously stimulating, and I believe at that time the outstanding graduate astronomy program in the country. Many visitors came from abroad to do research at Yerkes; we got to know them personally at the Van Biesbroecks' boarding house, where students and visitors lived and ate. There were unending discussions of research, astronomy, and astronomers at every meal. There was practically nothing to do in Williams Bay except learn astronomy, but it was an excellent place to do that.

In 1950 Otto Struve left for Berkeley, to my disappointment, but Bengt Stromgren came from Denmark to become director at the beginning of 1951. He was another excellent teacher of astrophysics who stimulated me especially by his stellar interiors course, in those heady days at the beginning of our quantitative understanding of stellar evolution. I learned to observe as a volunteer working with Morgan; he was then mapping the nearest spiral arms of our Galaxy by determining accurate spectroscopic absolute magnitudes of distant OB stars and extinction corrections from their measured color indices. He gave an important paper on the spiral arms of the American Astronomical Society meeting in December 1951; only the abstract was published, but in it he listed my friend and fellow graduate student Stewart Sharpless and me as coauthors, although 90% of the work was Morgan's own (Morgan et al 1952, Federer 1952). It was a tremendous boost to his career, and I think that in the early years of my career that one abstract gave me more name recognition than all my own, more theoretical papers.

Chandra was my thesis adviser, who suggested the main subject for it—the gravitational interaction between interstellar clouds and stars, with a consequent gradual increase in the peculiar velocities of the stars. He was then working on his correlation methods, and this problem was a nice application of it. However, Lyman Spitzer and Martin Schwarzschild had begun working earlier on the same problem using standard mathematical techniques. They published their paper well before I completed my work, and my thesis merely confirmed their result (once Spitzer had straightened me out on an error in my final numerical result) (Osterbrock 1952).

In the fall of 1946 I went back to Chicago as a civilian student, took the necessary humanities courses for a bachelor's degree, and also took physics and astronomy graduate courses every quarter for three years. The Chicago physics department was outstanding; I learned quantum mechanics from Gregor Wentzel and nuclear physics from Enrico Fermi, two top-notch scientists and teachers. During my last year in Chicago several senior astronomy professors from Yerkes Observatory—Otto Struve, Subrahmanyan Chandrasekhar, Gerard P. Kuiper, and William W. Morgan—gave an excellent series of graduate courses on the campus, which I took. Thornton Page, a former Rhodes Scholar at Oxford and the only astronomer in residence on the campus, guided me in several reading courses, and I became especially interested in interstellar matter and gaseous nebulae, which were then hot research subjects. Page was almost the best teacher I ever had.

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In the spring of 1952, as I was finishing my thesis, I hoped that I would get a job in astronomy; in those days there was no AAS job register, no open recruitment,
and no search committees. Everything worked by the "old boy" network. Chandra advised me not to go to one university which had expressed an interest in me, and soon after that I received a letter from Spitzer offering me a postdoctoral fellowship at Princeton. Undoubtedly Chandra had recommended me strongly to Spitzer and Schwarzschild, and Strömgren had supported him. Of course I took the fellowship.

POSTDOCTORAL FELLOWSHIP

When I arrived in Princeton in the summer of 1953, Schwarzschild had been publishing research papers on stellar evolution for five years. This was a new subject; it had been evident to him and to a few other theoretical astrophysicists since 1938, when Hans Bethe worked out the carbon cycle and proton-proton chain as the energy sources for stars, that their consequences would determine how stars evolved.

With a succession of research visitors and PhD thesis students, Schwarzschild had found that under any physically reasonable assumptions, the central core of a star would become smaller and denser as it burned out its hydrogen, and the star itself would become a subgiant and then a giant. With Allan Sandage, then a visiting researcher from Caltech, Schwarzschild had shown how the turn-off from the main sequence in a globular cluster like M 3 could be matched approximately, and the age of the cluster could be estimated (Sandage & Schwarzschild 1952).

All this was fascinating to me, for I had read George Gamow's Birth and Death of the Sun in 1946, and had studied atomic and nuclear physics with the world experts in Chicago. However, I did not wish to work on this project. At Yerkes, in Strömgren's course on stellar interiors, I had learned of the problem of understanding the intrinsically faint, low-mass, red-dwarf stars. The available models with convective cores which fitted the sun and more luminous main-sequence stars predicted central temperatures for the K and M dwarfs which were too high. From their luminosities it seemed evident that the relatively gentle proton-proton chain was their main energy source, but at the central temperatures given by the models, it would produce too much energy. In his final exam in the course, Strömgren gave us a problem whose solution showed that dwarf stars whose energy source was the proton-proton chain would not have central convective cores, but would be in radiative equilibrium at their centers. It was a new thought to us (although my notes show that Strömgren had mentioned it in a colloquium), for no one had published it up to then (although a result of TG Cowling hinted at it). Strömgren also told us that a few theorists, including himself and Ludwig Biermann, had conjectured that the red dwarfs in fact had deep outer convective zones, with less steep gradients than in the main-sequence models.

This interested me greatly, and I felt I could work on it myself. Since Strömgren was devoting all his time to putting his ideas on quantitative spectral classification by narrow-band photoelectric photometry into practice, I asked him if I could work on the M-dwarf problem at Princeton. He very kindly said yes, and encouraged me to do so. Hence, when I arrived in Princeton I told Martin Schwarzschild that I would like to tackle it. He was well aware of the problem, but was studying evolution to and through the red-giant stage. He questioned me closely as to whether Bengt Strömgren had really said I could work on the red dwarfs, but after I assured him Bengt had, Martin was all for it and became my mentor and advisor. All his integration methods were mine to use, and he helped me greatly by discussing the problems that came up in the course of this work. In my long career in astronomy, I have met many outstanding scientists; all of them were interesting, but few of them were also outstanding human beings, genuinely helpful, self-effacing, and even self-sacrificing in their relations with other human beings lower on the totem pole. The two great exceptions I know to this "Golden Rule" were Bengt Strömgren and Martin Schwarzschild; they were my friends, supporters, and idols all my life, as they were to many other scientists of my age group.

Princeton had a very different atmosphere than Yerkes. The rickety old wooden observatory, where Henry Norris Russell (who was now retired but who came to his office frequently) had been a student, professor, and director, was on the same street as the massive, impressive stone and brick eating dubs, whose members were grooming themselves for the "service of the nation" as the bankers, corporate lawyers, and cabinet officers of the next generation. The director's house, where Spitzer lived with his family, immediately adjoined the observatory, so he could go directly from his front hall to his office without venturing outside. The astronomy department spring picnic, held in his yard, had a long tradition, and I still remember Fred Hoyle, a visitor that year, swinging exuberantly high in the air on an old automobile tire, tied with a long, sturdy rope to a branch far up in an ancient elm tree, as we all watched in awe and with some apprehension.

Schwarzschild's assistant, Richard Hirm, showed me his numerical integration methods, some of which I had already learned from Paul Herget, my guru and mentor at the Cincinnati Observatory. Every step was done by hand with a nautical or a mercantile card (essentially glorified adding machines), and we wrote the intermediate results systematically in pencil on large sheets of quadrille paper. I had learned matching the solutions for the red-dwarf interiors and envelopes in the U, V plane in Chandra's course, but it was much more fun to be working on a real physical problem no one had solved before. After I had proved myself by doing several solutions, Spitzer and Schwarzschild assigned a graduate student assistant—first Jack Ropergan, later Andy Skumanich—to do some of the integrations for me, so I got to teach them how to calculate stellar interiors.

Peter Naur, a Danish student who had come to Yerkes with Strömgren (and then moved on to New York), and I wrote an analytic paper, essentially a generalization of the final exam question we had solved in his course earlier that year (Naur & Osterbrock 1953). Everything worked out wonderfully in the numerical integrations; they showed that the red-dwarf stars did have deep outer convective zones and radiative centers. The models I calculated on that basis did fit the masses, radii, and luminosities derived from observational data. I gave my first
AAS oral paper on the preliminary results at the meeting at Amherst in December 1952.

As I was finishing the written paper in the spring, I got a chance to use the Princeton electronic computer, then under development at the Institute for Advanced Study under John von Neumann. It consisted of a huge, air-cooled room full of racks of electronic equipment, including thousands of vacuum tubes; as a result it was usually out of operation, with one or more tubes burned out. Herman H. Goldstine was in direct charge of it, and even before I came to Princeton, Schwarzschild had had Malcolm Savedoff, then a graduate student, write the nonlinear differential equations of stellar structure in a form suitable for its machine language. Apparently the computer had never worked long enough for these programs to be used effectively—at least, no results from them had ever been published. But my problem was simpler; for the convective envelope, the three first-order differential equations reduce to two differential equations plus one algebraic equation (the adiabatic equation of state). The Institute computer could handle these by the spring of 1953 (in principle), so at Schwarzschild's suggestion I worked out and provided a network of starting boundary values to the Institute programmers. Weeks later the resulting solutions emerged; they agreed with our hand-calculated values but probably had higher precision, and there certainly were more of them, closer to one another in the adiabatic parameter I used for interpolating. These convective-envelope solutions went into the final paper, which I completed at Princeton, and were published several years later in a huge set of tables giving the numerical results from Schwarzschild's group (Härm & Schwarzschild 1955). My paper had an effect on the field; it was the first real solution of the red-dwarf problem incorporating convective envelopes, the essential feature of these stars (Hoyle & Schwarzschild 1953). Later, my friend Nelson Limber—who had been a graduate student with me at Yerkes, then served in the Army during the Korean War, and then had gone on to Princeton to work as a postdoc with Schwarzschild—greatly improved on my treatment, including partial degeneracy, electron conductivity, and other relevant details. The general method has stood up well.

In my second semester at Princeton, Spitzer was working full-time on Project Matterhorn (the attempt to harness thermonuclear fission reactions for peaceful uses) and asked me to teach his graduate course on stellar atmospheres. I was glad to do so. At that time, Princeton accepted two entering astronomy graduate students each year and had a two-year cycle of courses, so there were four students in my class: Rogerson, Skumanich, George Field, and Leonard Searle. I had never taught before, nor been a TA (I was a grader for several physics courses at Chicago), but like other grad students of my time I had been exposed to a lot of teachers by then. Some of them had been very good, some of them had been very bad. I tried to emulate the good ones and to improve on them if I could. My aim was always to give the physical ideas as clearly as possible, with a lot of mathematical derivations, but enough so that the students could go back and fill in the details as they gained understanding of the material. Fermi had been the best teacher I ever had; this was the method he invariably used, along with many homework problems to help us grasp the ideas. I followed him in that too, and since all four of these students had long, highly successful careers in astrophysics, I felt I had not done them too much harm. Bev Oke was then an advanced grad student at Princeton, working on his thesis on O stars with Spitzer; after they returned to Princeton from Pasadena, where they had spent the first part of the academic year, I got to know Bev well. He invited my wife and me to our first dinner in academic gowns, at the Graduate College where he lived.

Toward the end of my year at Princeton, Hoyle arrived on the scene to work with Schwarzschild on red giants. The problem was that the calculated evolutionary tracks fitted the early stages well, near the main sequence, but then rapidly evolved to large, cool model stars with color indices much redder than any stars observed in clusters. Hoyle's office was next to mine, at the back of the building, and we often discussed our research with one another. Coming from Yerkes, I was used to hard workers, but Fred worked harder and longer than even the most extreme workaholics there (Chandra, Kuiper, and Struve). It was amazing to see Hoyle and Schwarzschild in action; Fred would come up with five or six new ideas every day, but Martin would carefully examine each one of them, and usually shoot them all down, or all but one, by the end of the day. He expressed fewer new ideas, but no doubt had examined all of his carefully before tooting them out for discussion. He and Fred made a good team. Hoyle very frequently asked me questions about the outer convective zones in my red-dwarf models; sometimes I became exasperated by his repeated queries on one subject. But it turned out that he and Schwarzschild realized that convection was the missing link in the red-giant tracks. Like red dwarfs, these stars have deep outer convective zones which stop the evolving stars from expanding further and instead drive them up to higher luminosity at a roughly constant surface temperature (Hoyle & Schwarzschild 1955). So, although I had nothing to do with their breakthrough, my work on red dwarfs had brought this arcane branch of the theory of stellar structure to their attention!

That spring I received a letter from Jesse Greenstein offering me an instructor-ship at Caltech. Again, I had not expected it. He had been at Princeton for one day, a month or two earlier, and we had had a brief and inconclusive conversation. I had no idea Jesse was looking me over, and thinking back on it, I would not have hired myself on the basis of what I remembered saying to him. But no doubt Chandra, Schwarzschild, Strömgren, and Spitzer had all recommended me for the job, and who was I to say no?

MICHIGAN SUMMER SCHOOL

Driving west from Princeton to Pasadena, my wife and I stopped for a mouth at Ann Arbor, where I took part in a "summer school" (or workshop as we would call it today), organized by Lee Goldberg, then observatory director and chairman of the astronomy department at the University of Michigan. It was a wonderful
opportunity for me and the thirty or so other postdocs and grad students who were there. The main lecturer was Walter Baade, whom I had heard once before at a symposium on the structure of our Galaxy in 1950, also at Ann Arbor. Baade was the outstanding observational astronomer in America at that time; his “discovery” (or recognition) of the two stellar populations, which turned out to be young stars and old, opened up whole new worlds of research, especially on stellar evolution and galactic structure. Morgan’s work on mapping the spiral arms in our Galaxy near the sun, in which Sharpless and I had participated, was a direct outgrowth of the enthusiasm and inspiration he had gained from hearing Baade’s invited lectures at the American Astronomical Society meetings in Ohio in 1947 and Pasadena in 1948. At the Michigan summer school in 1953, Baade gave a series of eleven lectures spread over four weeks, recounting all he knew then on turbulence. The first three topics were among the hottest in the astrophysics of the 1950s, and turbulence was especially interesting to me because it had been the subject of Chandra’s theoretical seminars for most of the three years I was at Yerkes. Many of the best young astronomers and astrophysicists, especially from the Midwest, were at UM as participants. Among my contemporaries I met and got to know many who became outstanding research workers of the next forty years, including Allan Sandage, Vera Rubin, Gene Parker, and Bernard Pagel. In addition, Nancy Grace Roman, Margaret and Geoff Buridge, Marshall Wrubel, Larry Henfler, Eugenio Mendoza, and Limber (all of whom I already knew from Yerkes) were there, as well as Oke; they also went on to outstanding careers—a few, alas, cut short by early deaths. Though only a month long, the Michigan Summer School was a formative experience from which all of us benefited enormously (Gingerich 1994).

CALTECH

The Caltech astrophysics group, or department (we were part of the Division of Physics, Mathematics, and Astronomy), that I joined was new and small. Greenstein had been brought in from Yerkes to head it when the 200-inch Hale telescope was dedicated at Palomar Observatory in 1948. He brought Guido Münch to Caltech in 1950, me in 1953, and Art Code in 1956; all three of us were former Chandra PhD thesis students who had observational experience with telescopes. Fritz Zwicky, originally a theoretical physicist who had switched to astrophysics in the 1930s, was in the department but did no teaching (except two graduate research courses in his own somewhat peculiar specialties, which were listed in the catalogue but which no student I knew took in the five years I was there).

He did not take part in the department meetings Greenstein had with the rest of us, nor did he participate in the PhD final oral examinations. The teaching load was light; generally I taught one course a quarter for five of six quarters in each two-year cycle. Greenstein was glad to hand the stellar interiors course over to me; I also taught advanced undergraduate astrophysics courses, which I liked, and sometimes (so far as I can remember) stellar dynamics, which I did not like.

Our Caltech group was part of Mount Wilson and Palomar Observatories, a joint operation at that time, with the late S. (“Ike”) Bowen as director. Caltech owned Palomar Observatory, and the Carnegie Institution of Washington owned Mount Wilson, but the two staffs used both observatories on an equal basis. The Mount Wilson astronomers all had faculty status at Caltech and would teach a one-quarter course in their research specialty for our grad students on an occasional basis. We also had funds to bring a distinguished visiting professor to teach a one-quarter course each year, usually in the spring. Among them were such luminaries as Jan Oort, Ludwig Biermann, and Fred Hoyle.

Inspired by Baade’s lectures at Ann Arbor and many discussions with him, I decided to go into research on color-magnitude diagrams of globular clusters, especially M 15, and a study of a local-group galaxy, NGC 6822, the dwarf irregular first identified as a star system by Edwin Hubble. Both programs were to be done by photographic photometry, using photoelectric standard stars. Greenstein, certainly the best boss I ever had (just as Bowen was the best director), was less than thrilled by this news but made no attempt to dissuade me. Both these fields were among the most popular with the Mount Wilson staff already, and there was little room left for an outsider, though I did not realize that at first. Baade taught me to take direct plates with the 100-inch, and later with the 200-inch. I became proficient with the telescopes but soon learned that the accurate photoelectric magnitudes of standard stars to the necessary faint levels, which in Baade’s exciting vision would be provided for me by other staff members, were very hard and in fact impossible for me to get. I accumulated a lot of nice plates of M 15 and NGC 6822, but never got any results out of them. With the 60-inch I tried to find planetary nebulae in globular clusters, as Francis Pease had found one in M 15 years earlier, comparing an ultraviolet exposure (on which the planetary was bright) with a blue exposure (on which it was much fainter). But the planetary nebula had discovered proved to be the only one in the thirty-odd clusters for which I obtained such pairs of plates. This was actually consistent with the fact that the planetary nebulae are mostly old disk objects, while nearly all the globular clusters I could observe were young objects, but I did not publish this.

Baade realized that I was more interested in spectroscopy than in direct photography and suggested that I obtain the radial-velocity curve of NGC 3115, the nearly edge-on S0 galaxy that Oort had studied in detail. From the light distribution (interpreted as mass), various turning points and changes in slope were expected in the velocity curve. Rudolph Minkowski showed me how to use the fast "nebular" spectrographs of the 100-inch and 200-inch telescopes, but I soon saw that this program was hopeless. Without the digital data and sky subtraction we have today,

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isolating the absorption-line spectrum of a galaxy because rapidly more and more difficult as the distance from its nucleus increased. A mass of night-sky emission features plus scattered moonlight (which usually was present during parts of my nights) made it impossible to measure accurately the velocities of the galaxy H and K lines. On the other hand, I could see that these fast spectrographs were ideal for obtaining emission-line spectra of gaseous nebulae.

In 1954 I was excited to read a paper by Mike Seaton, a young British atomic theorist, who had calculated accurate new collision cross sections for electrons on O ions, which emit the strong nebular [O II] A3727 emission line (as it appears at low resolution, actually a close doublet, λλ3726, 3729). Because these lines are highly forbidden, meaning the transition probabilities for their emission are very slow, collisional deexcitation effects are important, and the ratio of intensities of the two lines depends strongly on the local electron density, as Seaton (1954) emphasized. Using the nebular spectropgraph on the 100-inch telescope with a grating working in a high order, I could obtain good spectrograms that resolved the components of the doublet and could measure their strengths by the standard methods of photographic photometry. I quickly observed many points in the Orion nebula, clearly an object in which the electron density decreases outward from the Trapezium (photoionizing O stars). The measured line ratios matched qualitatively the expected variation with density decreasing outward, and allowed mean densities along each line of sight through the nebula to be calculated (Osterbrock 1955).

I wrote Seaton about these results, and soon we were collaborating by air mail, although we had never met in person. He improved the quantum-mechanical calculations, I obtained more measurements of the [O II] line ratios in H II regions and planetary nebulae, and we increased our empirical knowledge of both nebulae and O+(Seaton & Osterbrock 1957). Edith Flather, a dedicated assistant, and I further analyzed the [O II] measurements, and by comparing them with radio-frequency continuum measurements (analogous to surface brightness, but independent of extinction effects), we showed that the density distribution in the Orion nebula (for instance) is very clumpy, consisting basically of small, dense condensations in a much lower-density gas (Osterbrock & Flather 1959). We expressed this result in terms of the “filling factor,” a concept Strömgren (1948) had introduced in one of his classic papers on H II regions. It seems to be a better approximation to reality in all nebulae I know than the “simple” picture of a homogeneous density distribution, which most theorists then favored. Today we realize that the Orion nebula is even more complicated, a thin ionized surface of a dense, dark molecular cloud. I went on measuring electron densities in as many kinds of nebulae as I could, including not only planetary nebulae and H II regions but also a Herbig-Haro object, the T Tauri nebula, a nova shell, and the “filaments” in supernova remnants, both young (the Crab nebula) and old (the Cygnus Loop and IC 443) (Osterbrock 1957, 1958a, 1958b).

I enjoyed this research because it represented an application of my favorite subject, atomic physics, to measuring quantitatively the physical conditions previously unknown in real objects in the universe; Greenstein liked it because it was new and interesting; and Bowen liked it too because it involved forbidden lines and fast spectrophotographs based on Schmidt cameras, both intimately connected to the great subjects of his career. However, I was ready to leave Caltech. Although the telescopic and instrumental opportunities were unsurpassed, the scientific atmosphere was extremely stimulating, and I liked all my colleagues, still my wife and I were both homesick for the Midwest and especially Wisconsin. Southern California seemed to us a concrete jungle of cars and smog (backyard burning was still the accepted trash-disposal method), and we felt isolated in a vast megapolis, too far from the rivers and lakes, forests and woods, hills and fields we loved. Our Pasadena friends naturally thought we were crazy, but I quietly let Albert Whitford, then head of the small astronomy department of the University of Wisconsin (in Madison), know that if he ever had an opening, I would be interested in it. I thought there was little chance of a job there, but once again I was lucky. Within a year Whitford accepted the directorship of Lick Observatory, Code returned to Madison as his successor, and I accompanied Art to help build up a new department of astronomy there. My five years at Caltech were productive and pivotal for me; they had made me over from a budding theorist to an experienced astrophysical observer and confirmed my interest in gaseous nebulae and interstellar matter as my research fields.

I had my first two PhD thesis students at Caltech, George Abell and John Mathis. Abell had finished his graduate courses before I arrived in Pasadena. Married and with two small children, he had taken a full-time job as the main observer with the 48-inch Schmidt telescope on the Palomar Observatory Sky Survey, with the proviso that he could base his thesis on the plates he obtained on this program. He had begun his thesis on finding and cataloguing clusters of galaxies and discussing their properties and arrangement in space, with Baade and Minkowski as his unofficial advisers well before my arrival. They wanted me as the official adviser to be the buffer between Abell and Zwicky, who had pronounced views of his own on the subject and no love for the two Mount Wilson astronomers. I knew little about clusters of galaxies but discussed George’s work with him and otherwise kept out of his way. He was a fantastically hard worker. I thought some of his statistical conclusions were overdrawn examples of after-the-fact discussions, yielding extremely small probabilities that any other picture could fit his data, and told him so, but he continued to believe that he was right. Certainly the main results—that there are many clusters, that there are “clusters of clusters” (higher-order clustering), and that intergalactic extinction is negligible out to the distances where he was studying—were true. His catalogue of what are now called “Abell clusters” is still being widely used today. It was a very good thesis, to which I contributed very little (Abell 1958).

I had a lot more to do with Mathis’s thesis, on the He I spectrum emitted in the recombination of ionized He+ and subsequent downward radiative transitions in a photoionized nebula. Mathis did the best treatment of the He I statistical equilibrium up to that time, and he got the observational data himself with the 60-inch telescope on Mount Wilson to apply it to the Orion nebula. It was a good
From the thesis that led to the best available value of the relative abundance of helium with respect to hydrogen in gaseous nebulae, and hence in newly formed ("young") stars (Mathis 1957a,b).

WISCONSIN

The University of Wisconsin had a strong research tradition, an outstanding one for a state university. It was best in the agricultural and life sciences, especially biochemistry, and in the School of Medicine. In astronomy George C. Comstock (first dean of its Graduate School), Joel Stebbins, and Whitford, successive directors of Wisconsin's Washburn Observatory, had been extremely productive research deans of its Graduate School), Joel Stebbins, and Whitford, successive directors in astronomy. George C. Comstock (first in photoelectric photometry, but during the later years of Stebbins's career and almost all of Whitford's, they did their most important observing at Lick, Mount Wilson, and Palomar Observatories.

However, after World War II, with the state treasury and the Wisconsin Alumni Research Foundation (WARF, Wisconsin's "little NSF") flush, the university administration, finally recognizing they had a real research asset on their hands, decided to put some money into astronomy. They provided the funds to build a new Pine Bluff Observatory, with a 36-inch Cassegrain reflector, in a relatively light-free area fifteen miles west of the campus. It was an adequate instrument, at least to start the kind of photoelectric observing programs that Whitford, who had begun planning the telescope, visualized carrying out. It was completed in the spring of 1958 and was dedicated at an AAS meeting that summer, a few days after my arrival to start as a new faculty member at the University of Wisconsin. At midnight on June 30, Baade, who gave his Henry Norris Russell lecture on stellar and galactic evolution at that meeting; Whitford, whose job at Wisconsin ended that night; and I, whose job began then, were exchanging toasts (in good Wisconsin beer) at the lounge in Baade's motel.

The new reflector was ideal for the nebular work I wanted to do. It had a photoelectric photometer mounted to it and a new one-channel scanning photoelectric spectrometer (or scanner). Whitford and Code had designed it, based on their experience with an earlier scanner they had designed, built, and used at Mount Wilson. Although for spectrophotometry of stars the aperture of the telescope is important, for nebulae whose angular size is comparable with or larger than the slit, the signal does not depend on aperture. Thus the 36-inch was fine for nebulae and allowed me to get all the light from fairly large planetary nebulae into the slit and thus to measure them.

Along with the new telescope, Wisconsin got a new graduate program in astronomy. Art was chair, and I came with him; Huffer and Houck, who had been there with Whitford, stayed; and Bob Bless, then a recent PhD from Michigan, came as a research associate to work with Art on absolute energy-calibration measurements of bright stars, comparing them with a standard lamp on a tower erected especially for that purpose. Bless joined the faculty a year later, and Mathis a year after that. Although the telescope and new department had been planned in the early 1950s, by 1958 the post-Sputnik era in American science was roaring along, feeding money into hard science and especially into space, astronomy, and physics. Once again I had been lucky; I found myself in a new growth industry as universities, astronomy, and our department continued to expand until the early 1970s.

We taught a full program of graduate courses in a two-year cycle, much as was done at Yerkes, Princeton, and Caltech. We tried to shift the various courses among ourselves, but I frequently taught stellar interiors, gaseous nebulae and interstellar matter, and sometimes galactic structure, as well as undergraduate astronomy survey courses, which I enjoyed. In the late 1950s and the 1960s many Wisconsin students who took these courses could be interested in astronomy, always the most popular science to the general public, if handled right. My classes particularly liked the traditional lecture I gave on Halloween on the contributions of astrology to astronomy; I gave the lecture wearing a wizard's hat and a white lab coat, accompanied by clouds of white carbon-dioxide vapor released from dry ice in appropriate moments by the TA. The students enjoyed this performance even more than I did. After Huffer retired (he then went on to teach seven more years in California), I even taught celestial mechanics once, but then we decided to drop the course.

As a new graduate department, we did not at first attract the top students who could get into Caltech, Princeton, Harvard, and Yerkes, but we did get some excellent prospects from less prestigious undergraduate schools. In our first few years we only admitted a limited number of students, and the department was small; I usually had only one or two students working with me as research assistants, and I developed close ties with them.

In my early years at Wisconsin, radio astronomers elsewhere were measuring the radio-frequency continuum ("free-free") radiation of gaseous nebulae, especially H II regions and a few of the brightest planetary nebulae. My aim was to measure the corresponding optical line radiation ("bound-bound"), generally Hβ (because Hα was blended with [N II] h6583, 6548 at our resolution), and by comparing it with the radio-frequency flux, to determine the extinction. The absolute-energy calibration, which Code's measurements provided, was essential for this program.

The H II regions were much larger than the slit of the scanner, so our instrument maker, Lloyd McElwain, constructed a small, 5-inch aperture refracting telescope for me, using an army surplus lens, a brass tube cannibalized from an old transit instrument, and an equatorial drive from some previous Wisconsin experimental apparatus. I helped McElwain dig the concrete pier he poured for it at Pine Bluff, and with a galvanized-steel abed with a rollaway roof I was in business.
We used a photoelectric photometer with interference filters at the nebular lines and in the continuum, and kept all the electronics wired up in a wheelbarrow, which could be rolled out to the 5-inch telescope when it was clear. Observing in the open in the Wisconsin late fall was cold, but we got results (Osterbrock & Stockhausen 1960, 1961).

Graduate students working with me measured smaller planetary nebulae with the scanner on the 36-inch, and larger ones with a photoelectric photometer on a 12-inch Cassegrain reflector at Pine Bluff, using the same interference filters (Capriotti & Daub 1960, O'Dell et al 1961). Bob O'Dell, in an excellent PhD thesis he began with Minkowski, a visiting professor at Wisconsin in 1960-61 (while I was on leave at the Institute for Advanced Study), and completed with me, discussed all this material in terms of the evolutionary picture of planetary nebulae proposed by Josef Shklovsky a few years earlier. The idea is simple; as the nebular shell expands it becomes larger and less dense, which predicts a relation between its mean electron density and surface brightness. O'Dell (1962) confirmed this relationship observationally and used the data to calibrate Shklovsky's method, based on these concepts, for determining the approximate distance to the planetary nucleus. Our measurements did not quite confirm the theoretical Balmer decrement, but with two ratios this can be eliminated, assuming a standard reddening curve.

We also used the 36-inch with the scanner to measure the Balmer decrement, the ratio of emission-line strengths Hα: Hβ, in several bright planetary nebulae, a subject of considerable debate at that time. A single line ratio depends on the extinction, but with two ratios this can be eliminated, assuming a standard reddening curve. Our measurements did not quite confirm the theoretical Balmer decrement, but were so close that I thought the unknown systematic errors in the calibration were probably the cause of the remaining discrepancy, rather than the theory. The latter depends only on what appear to be accurately calculated parameters of the simple onedimensional gas expansion, atomic hydrogen (Osterbrock et al 1961). This was one area in which I agreed with Eddington's dictum that observational data should only be believed if it is confirmed by a good theory!

I was also interested in comets, as a result of an excellent series of lectures that Pat Swings had given at Yerkes while I was a student there. Later, at Palomar, I had photographed several of them with the 48-inch Schmidt telescope. We could use the same photoelectric photometer, but a different set of interference filters, to measure the fluxes in bands of CII and CN in comets, and thus get the densities of these molecules, their rate of production, and their rate of decay in the solar radiation field (Osterbrock & O'Dell 1962, Osterbrock & Stockhausen 1965). Although I did not continue this work myself, two of the Wisconsin graduate students I taught—O'Dell, who did his thesis with me, and Mike A'Hearn, who did not—took it up after they left Madison and became great experts in it.

My interest in galaxy research had been awakened by Baade at Mount Wilson and Palomar Observatories, where he had urged me to work on Seyfert galaxies, with their strong, broad emission lines, and on the relatively few elliptical galaxies with [OII] λ3727 in emission in their nuclei. The ellipticals were a puzzle to him; in his dichotomy they were Population II objects, but nebular emission lines were a marker of OH stars and hence Population II. Minkowski and I tried to measure the electron density in M87 (Virgo A), the giant elliptical with particularly strong λ3727 in its spectrum. We immediately saw that the line profile is very broad, indicating high internal velocities, but we made an estimate of the electron density from the mean wavelength of the blended doublet (Minkowski & Osterbrock 1959). I obtained spectra of most other ellipticals then known to have strong λ3727 emission lines. My relatively high-dispersion spectrograms showed the emission line broadened in all of them, which I suggested was probably due to rotation. I showed that the amount of gas required to produce the measured fluxes is actually quite small, and I discussed O subdwarfs, similar to the few known in globular clusters (especially M 13), as the possible photoionization source (Osterbrock 1960). Today we know that there are many varieties of old populations which Baade, in his pioneering research, lumped together, and it seems likely that these ellipticals are much more like active galactic nuclei than OH associations.

I had obtained all the spectral data for these papers with the Hale 200-inch reflector; the Wisconsin 36-inch was much too small for me to hope to continue this research there. However, in 1963-64 I went on leave for one year as a visiting professor at Yerkes Observatory, where I had access to the 82-inch McDonald Observatory reflector. It had fast photographic spectrographs at both the Cassegrain and prime focus, which I used to obtain spectrophotometric data on NGC 1068 and NGC 4151, two of the brightest Seyfert galaxies then known. Bob Parker, my first postdoc (he had been Milnch's PhD thesis student at Caltech), and I reduced and discussed the NGC 1068 data, and showed quantitatively that the ionization of the gas covers a much wider range than in H II regions or most planetary nebulae. We knew that OB stars could not produce all these ions, and we tried to analyze the energy input to the gas in terms of fast particles (suggested by the line profiles), but this interpretation was relatively unconvincing (Osterbrock & Parker 1965). We did not realize it at the time, but our paper confirmed much of the earlier theoretical analysis of Seyfert galaxies by Lo Wolfrey (1959), which we had missed when it was published. I reported our results at the first Seyfert-galaxy symposium, held at the University of Arizona in 1968 (Pacholczyk & Weymann 1968), where Oke and W Sargent also reported their data, taken with a photoelectric scanner, on NGC 4151. I hoped to use such an instrument, with a higher quantum efficiency than photographic plates, linear response, and digital output, on a larger telescope some day, as I had become quite interested in Seyfert galaxies.

Soon after Code and I had gone to Wisconsin, opportunities for ultraviolet astronomical observations from telescopes in rockets and artificial satellites above the Earth's atmosphere began to become available. Art shifted most of his research activities to this spectral region, along with Bliss and Houck, while Mathis, Parker (who joined our faculty after one year as a postdoc), and I remained in ground-based research. However, at Art's request I drew up a list of the strongest expected ultraviolet nebular emission lines to use for planning purposes. My quantitative estimates showed that not only forbidden lines of the classical type like [Ne IV]
Quasars and Seyfert galaxies obviously had very similar spectra, as many observers realized. This connection was perhaps made most explicit and convincing by Morgan (1971, see also Morgan & Dreiser 1983). He had become extremely interested in the classification of the forms of galaxies, which he discussed with me frequently during the year I was a visiting professor, and after it during my many visits to Williams Bay. His morphological classification scheme was based completely on "the thing itself" in his words—that is, the galaxy's appearance—and he isolated and named the dS galaxies, a type now universally accepted and widely used (Morgan 1988). He also demonstrated convincingly that the so-called S0 galaxies were actually a mixture of at least two quite different types of systems, and he isolated and named the dT galaxies, a type now universally accepted and widely used (Morgan 1988). He and I published a joint paper on the forms and stellar contents of galaxies, based to a considerable extent on these discussions—most of the classification part was by Morgan and most of the emission-line part was by me. Among other things, it showed that the Seyfert galaxies tend to have "later" morphological types than starburst or star-forming galaxies, but "earlier" types than most field galaxies without emission lines in their spectra (Morgan & Osterbrock 1969).

Some of the graduate students who worked with me did theoretical theses, particularly in my later years at Madison, after we had finished most of what we could do with the 36-inch. The earliest, by Gene Caprioth (1964), was an excellent analysis of the effects of self-absorption of the Balmer emission line spectrum by excited H atoms in nebulae. It showed that this process was not at all effective in normal planetary nebulae and H II regions, contrary to the expectations of some theorists at that time. Later, Bob Williams (1967) calculated one of the first model nebulae using a power-law continuum, intended to mimic synchrotron radiation in the Crab nebula, as the input source. Some of his models were also intended to apply to Seyfert galaxies and quasars, and then a few years later Gordon MacAlpine (1972) calculated similar but more advanced photoionization models with exponents for the power law chosen to match quasars themselves. Dipankar Mallik (1975) did his thesis with me on the temperature structure at the ionization front of a model H II region.

Others of my students obtained their observational data on telescopes elsewhere, beginning with Ralph Stockhausen, who did the radio-frequency observations mentioned earlier at NRAO in Green Bank. Joe Miller (1968) did an excellent thesis showing that the radial velocities of H II regions with known distances from OB stars within them do not give their distances (based on a galactic rotation model) to the accuracy many H II cm line observers then believed. He obtained all the radial-velocity data from spectrograms he took at Kitt Peak National Observatory. Dan Weedman (1968) did his thesis on analyzing the expansion-velocity and ionization distributions within planetary nebulae using emission-line profiles he and I obtained at Mount Wilson with the coude spectrograph of the 100-inch reflector. Holland Ford (1970, 1971) completed an excellent thesis with me, which he had begun with Code, on the kinematics of star clusters in both Magellanic Clouds, their spectral types, and their ages, using image-tube spectrograms he had taken at Cerro Tololo. My last PhD student at Wisconsin, Reggie Dafour, also used the CTIO telescopes for his thesis on the abundances of the elements in the H II regions of the Magellanic Clouds (Dafour 1975). He finished it with Mathis as his adviser, after I had left Madison. I was very lucky in having an excellent group of graduate students during my years at the University of Wisconsin. By 1970, my own and my students' (including John Dyson, Louise Webster, and Tom Bohsuki) nebular research had become widely known. I had given review talks at meetings, written and published review papers, and taught a graduate course on gaseous nebulae several times. Scientific book publishers were eager to find new authors, and I decided the time was ripe for me to write a monograph and graduate textbook on nebular research. In it, I tried to explain the physical ideas as clearly as I could and to work in new concepts gradually in terms of real nebulae. I was very lucky to have an editor, Bruce Armbruster, who fought to keep my own words in the text as I wanted them, rather than letting the copy editor rewrite them. The result, Astrophysics of Gaseous Nebulae, was widely accepted and used in many graduate programs in this country and abroad. I called it alternately "the little blue book" or "the good news" and liked to say that I required all my later students to understand it well enough to find at least one mistake or misprint in it in order to get their degrees. "Don't listen to what I say; listen to what I mean" was one of Richard Feynman's most famous sayings at Caltech, which I adopted and quoted frequently.

INSTITUTE FOR ADVANCED STUDY

Back in 1960-61, after only two years at Wisconsin, I got the chance to spend a whole year doing research at the Institute for Advanced Study in Princeton. Strömgren had left Yerkes to become the Institute's first professor of astrophysics,
"the man who got Einstein's office" in Puld Hall. He told me he would welcome me any time I could come there and I took him up on it, perhaps sooner than he had expected. With his recommendation, Bowen's, and Code's, I was fortunate enough to get a Guggenheim Fellowship which WARP and the Institute itself supplemented, to make my stay there possible.

The other visiting fellows in astrophysics that year were Anne Ueberib and Su-shu Huang (both Yerkes PhD's like me), Hong-Yee Chiu, and Bob Christy, who I had known as a renowned theoretical physicist at Caltech, but who became interested in Cepheid-variable pulsation theory while in Princeton. We met once a week for an astrophysical lunch with the Princeton University group, which by then included Spitzer, Schwarzschild, Field, Rogerson, Bahng, Stuart Pottasch, and Bob Danielson. Woitje also came to the Institute for the second semester and organized a symposium on interstellar matter in galaxies, in which Oort played a leading role. Robert Oppenheimer was the director of the Institute, and the only person I ever knew who had real Van Gogh and Gauguin paintings hanging on the walls of his home, to which we visitors and our spouses all were invited for dinner sometime during the year. He was interested in astrophysics and attended some of our colloquia and parts of the symposium, frequently asking questions—more, it seemed to me, to show his erudition than to seek information. Oppenheimer was a lonely, tragic figure, emaciated, a chain smoker, but a brilliant physicist, scientific leader, and loyal citizen who had been most unfairly charged, tried, and found guilty in a security hearing for his honest advice on the H-bomb issue.

I went to the Institute to work on the heating of the chromosphere and corona by the dissipation of magneto-hydrodynamic waves generated as sound waves in the hydrogen convection zone. They become more and more magnetic in character ("Alfven waves") as they propagate upward. My aim was to understand the sun, work on my more ambitious program. Nevertheless, my paper had an effect on the chromosphere and corona in other stars from first principles, so I had to understand how the sun worked. I could not understand the chromosphere and corona (Osterbrock 1961). Part of the problem is that I did not realize how extremely inhomogeneous the corona is. However, I knew by then that I would never be able to calculate the structure of the chromosphere and corona in other stars from first principles, so I had to abandon my more ambitious program. Nevertheless, my paper had an effect on the direction of solar research, and I was glad I had done it.

I also studied the escape of resonance-line radiation (like H I Lo) from a nebula in which the optical depth at the center of the line is very large. Resonance-line photons emitted in such a nebula are absorbed and re-emitted many times before they escape or are destroyed by another process, such as absorption by dust. The solution for central optical depths up to \( \tau = 10^7 \), where only scattering in the Doppler core comes into play, was well known; I was able to extend it into the damping wings in an approximation based on the mean free path in frequency space and the resulting occasional shifts far enough from the center of the line for the photon to escape (Osterbrock 1962). This approximation was good enough to show that in general Le photons would escape from idealized, dust-free nebulae but have a fairly high probability of being absorbed by dust in a real planetary or diffuse nebula (Osterbrock 1971), a process that leads to the observed infrared continuum radiation from these objects.

I was glad to have had the opportunity to spend a year working completely on theoretical problems, but I was glad to get back to the telescope and scanner at Wisconsin the next year, too.

**LONDON**

In 1968-69 I spent a year on leave from Wisconsin, working full-time on research at University College London (UCL) under a National Science Foundation fellowship. Nebular astrophysics (which includes the gas in Seyfert galaxies and quasars) is largely an application of atomic physics, and Seaton was then the recognized leader in the quantum mechanical calculations relevant to the atoms and ions of chief interest. After our joint paper, he had come to California where I had met him for the first time; later I saw him briefly at the Institute for Advanced Study. It was the Walworth County Fair, near my wife's hometown, for a real taste of American life. I understood fairly well in principle what the cross section for "collision strength" calculations, which lead to excitation rates for nebular emission lines, are about, but I wanted to do some myself, so I was certainly much too young to do any work of my own. Working conditions were ideal; I had studied in Bloomington, Mike, Dave Moore, Werner Eissner, Harry Mimsbacher, and Helioseph Saab gave me a crash course in their methods and computer programs, and I learned to specialize them to C++, which emits the C III \( \lambda 1909 \) line. It is actually a close doublet, \( \lambda 1909, 1909 \), strong in the ultraviolet spectra of quasars and, as we later learned, Seyfert galaxies. It was one of the few ions with strong observed lines for which Seaton and his collaborators had not yet calculated a cross section. There was a published estimate of it, from the U.S.S.R., which if correct made this cross section very small. However, we did not believe it. At the I. A. U. meeting in Prague in 1967 and at the subsequent planetary-nebula symposium in eastern Czechoslovakia, Seaton and I both tried to find out more about this estimate from the Russian astronomers.
and astrophysicists who could attend these meetings "behind the iron curtain" but could only very rarely get to Western Europe or the United States. None of them could tell us much about it, so we both thought that C+ would be a good case for me to tackle.

I did most of the calculations on the UCL electronic computer, which then used punched-card input of the program (which had to be "compiled" every time I made any change in any subprogram) and starting data, and I provided the output on cards and a hard-copy printout. My main problem was to find every single programming error, and then to speed up the calculation as much as possible. It was slow going, and since the English did not then assign computer time, but at UCL operated under a "gentlemen's understanding" that no one would use "too much" time, by spring the turnaround time was often two days. I thought I would never be able to finish my calculations and get the final results before I had to return to Wisconsin in September. Luckily, however, as summer approached, nearly all the UCL physicists went off "on holiday" or on working visits to the States, and the pressure for computer time decreased markedly. I completed my calculations and published the resulting cross sections and excitation rates (Osterbrock 1970a,b), which were used for several years by all workers in the field—although by now greatly improved values, calculated with much more powerful computers, have completely superseded them.

During our year in London I got to know several of Seaton's students well, especially David Flower (now at Durham University) and Malcolm Brocklehurst (who went on to an alternative career, applying his computer skills to programming the complicated British Rail train schedules). I attended the monthly Royal Astronomical Society meetings in London, where I became acquainted with many British astronomers, and I gave colloquia at Cambridge, Oxford, the Royal Greenwich Observatory (then at Herstmonceux), Leeds, and Manchester. I also took part in several atomic physics meetings in Britain, and went to France and the Netherlands to give talks on my work as well. Thus I made many friends, especially in Britain, and have followed and used their work for years. Soon after I returned to America, Nitschmann and I published a joint paper, written in collaboration with several of my British colleagues. It showed that even such high-ionization emission lines as [Fe XI], [Ne X], and [Fe XIV], observed in some Seyfert galaxies, could be understood in terms of photoionization, contrary to the general opinion of that time. This paper was another result of my year at UCL (Nitschmann & Osterbrock 1971).

LICK OBSERVATORY

In 1973, I left the University of Wisconsin to be the director of Lick Observatory. It was a hard decision for me; the University of California astronomers had been after me (and probably one or two other potential candidates) with varying degrees of intensity for nearly five years, and Chancellor Dean E. McHenry, the head of the Santa Cruz campus where the Lick staff had moved in 1966, met me in London on one occasion to look me over and to tell me he would get me some day!

I loved Wisconsin and Madison, as my wife and our three children did; we still consider it our real home, though Santa Cruz is nice too, especially in winter and spring. Art Code, John Mathis, Bob Bless, and I had been together for many years; they were (and are) among my closest friends. I hated to leave them and the University of Wisconsin, but the lure of the big telescope in the land of clear skies won out. I believed I had done most of what I could on nebulae with our 36-inch telescope at Pine Bluff Observatory. Lick's 120-inch reflector was then the second largest operating telescope in the world, superbly equipped with a digital image-dissector scanner unrivaled anywhere. A contributing, though much less important, factor in my decision was the turbulent atmosphere at UW in those years of the "student revolt," which culminated in the bombing of Sterling Hall, where our department was located, in September 1970. Bomb threats, strikes, coarse verbal attacks on university leaders, battles with the police, and fires had preceded it, and the physics building I knew was killed in the bombing itself. After that, although support for the violence that always accompanied the protests fell off rapidly, I felt that the university administration and the Madison city government did not pursue, apprehend, and prosecute the bombers (who had struck and fled under cover of darkness) nearly vigorously enough. I still feel the same, a quarter of a century later, but not as intensely as I did when I finally decided to leave Madison. By the time I accepted the Lick post, in the spring of 1972, it was too late for me to abandon my students and other responsibilities at UW at the end of that academic year. Nevertheless, McHenry had me appointed director on July 1, but put me on leave (with the title but no salary) until the summer of 1973. However, in the early fall of 1972, I flew out to Lick to inspect my new empire and to observe for parts of a few nights with Miller, my former PhD student at Wisconsin, and Joe Wampler, a Yerkes PhD about ten years after me and the builder (with Lloyd Robinson) of the image-dissector scanner. By then I was eager to do research on quasars and their "little siblings," radio galaxies. I felt that by applying the nebular diagnostics and methods I knew well to the emission-line spectra of radio galaxies, several of which are quite close, fairly bright, and reasonably well resolved, we could begin to understand their physical nature, and perhaps by extension, some aspects of quasars as well. Hence, on this first visit I concentrated on Cygnus A, the "colliding galaxy" that had been the breakthrough identification of a radio source made by Baade & Minkowski (1953) twenty years earlier. When I returned to Lick to stay the next year, I continued work on Cygnus A with Miller. We found it had a rich emission-line spectrum, covering a wide range of ionization, which could be understood as resulting from photoionization of gas clouds containing "normal" abundances of the elements by a "hard" input spectrum (Osterbrock & Miller 1975).

Lick Observatory was an interesting place and organization, even older than Yerkes. As part of the University of California, it had been almost strictly a research institution until 1966. All the astronomers had lived in a little astronomy village
surrounding the observatory where they worked on Mount Hamilton, by 1973 less
than an hour's drive from San Jose. They had no teaching duties except advising
graduate students from Berkeley who were working on observational theses with
the telescopes. But in the 1960s the university administration decided there should
be no more campuses without classes or students, so when the new University of
California, Santa Cruz campus opened, the Lick faculty, offices, library, computers,
everything but the telescopes, their operators, and others who maintained them
moved there. Some, who had loved the more isolated life at Mount Hamilton,
soon left; others were glad to be on a campus with students, physicists, other natural and
social scientists, humanities professors, cultural events, and all kinds of activities.

UCSC was McHenry's vision of the Cambridge and Oxford college system
transferred to an American state university. It was planned as a small campus,
originally for undergraduate students only, but he quickly discovered that without
grad student TAs it would be impossible to meet the budget. All faculty members
were supposed to spend half their time and effort teaching general courses (outside
their specialty, for instance a general survey of civilization and science) in a college,
and the other half, not in a department—for McHenry and the other advanced
educational thinkers of his day were opposed to departments—but in a board of
studies (for instance, in astronomy and astrophysics) which within a few years
looked like a department, acted as a department, and quacked like a department,
but was not called a department. Each college had a theme, like Cowell (an
education with your friends) or Crown (natural sciences), to which most of the
astronomers belonged. Others were more bizarre. Promotions and salary increases
had to be recommended by both the board and the college. The Lick observational
astronomers were exempt from having to teach in a college, but the theorists
were not. This led to many tensions. I remember a scheduled joint meeting of
the Lick and Kresge College (known informally as the "touchee-feetee" college)
senior faculty, for which we were told we would have to take off our shoes before
entering their conference room. It was famous for its thick rug which extended up
all the walls! I declined to attend under these conditions, and the meeting never
occurred, but we managed to hire the theorist we wanted, Stan Wooley, anyway.

The problem with McHenry's dream was that most professors, for example in
the University of California, want to do research, and their primary loyalty is to
to their discipline, not to a single university or campus, as I had demonstrated by
coming to Santa Cruz. If some faculty members wanted to stay at UCSC for the
rest of their days, and the system there never changed, it would have worked out
for them; but after five years or so of spending half their time teaching general
science to freshmen and sophomores, or winemaking or Beethoven to advanced
undergraduates, as some of our Lick faculty did once or twice though not as a way
of life (all the specialized college courses were lumped as "basket-weaving" by
some skeptics), no other university would ever want them.

However, I got along fine with McHenry; he was glad to have Lick and its
instant recognition, several National Academy of Science members, a big research
budget (but never big enough for its director), and an excellent astronomical library,
which had become the nucleus of the UCSC science library. He recognized that
all I wanted was to make Lick the best observatory in the world and to do research
myself. All he asked me to do was attend his monthly administrative meetings
(at 8:00 AM, not a good time for me), and he supported us as well as he could,
within his budget constraints.

The main problem with UCSC as far as I was concerned was its instability in
the upper echelons. When McHenry was sweet-talking me about all we could do
together if only I would come to Lick, he neglected to mention that he intended
to retire very soon, and he did so at the end of my first year there. He was nearly
fifteen years older than me, and the student revolt, though muted at UCSC, and
much later in arriving there than at Madison or Berkeley, had worn him down too.
In my eight years as director, I worked for four different chancellors, beginning with
McHenry, and reported through seven different vice chancellors (the early term) or
deans (later) of natural sciences. Nobody wanted this job, but some scientist would
be persuaded to take it, and then, when he found how really bad it was, would
resign. I would just finish taking one new dean or chancellor to Mount Hamilton,
to show him around and point out our needs, and he would leave the job.

However, I am glad to say the last chancellor I worked under, Bob Sinsheimer,
a pioneering DNA biologist and former chairman of the division of biological
sciences at Caltech, was excellent. He became chancellor in 1977 and lasted
ten years, retiring at the mandatory age for top administrators in the University
of California and going back to a biology lab at UC Santa Barbara. Sinsheimer
turned Santa Cruz into a more conventional university campus, organized around
departments, with the colleges surviving only as dormitories, eating halls, and
centers for the students' extracurricular activities. They are excellent for
providing an identity for younger students, and a sense of belonging to something
smaller and more personal than an 11,000-student campus. Our current chancellor,
M. R. C. Greenwood, a former food scientist and NSF administrator, has been very
good, and our present dean of natural sciences, Dave Kliger, a chemist who does
research and publishes papers, has remained in the post nine years and is excellent.

When I returned to Santa Cruz from Madison with my family in the fall of 1973,
I acquired two graduate-student assistants—Alan Koski, who had completed his
required course work, and Mark Phillips, a beginning student. We did a lot of
spectroscopic observing of radio galaxies, which then had been little studied in the
optical region. A year later, Rafael Costero, whom I had taught at UW, completed
his master's degree there and came to Lick to work with me for a year before return-
ing to Mexico. We found that radio galaxies' optical spectra were similar in many
ways to those of Seyfert galaxies, but statistically there were differences between
the two groups. We helped to confirm and strengthen the concept of a broad-line
region (small, containing relatively high-density gas with a high internal-velocity
distribution), surrounded by a much larger, lower-density, lower internal-velocity,

I soon realized that the published quantitative astrophysical data on Seyfert
galaxies was quite sparse, so we began observing them in earnest too, and

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measuring their physical properties. We found it was possible to regard any Seyfert-galaxy spectrum as a composite of a Seyfert 1 (broad permitted lines and narrow forbidden lines) and Seyfert 2 (relatively narrow emission lines only) (Osterbrock & Koski 1976, Osterbrock 1977). We measured the electron temperature in NGC 1052, one of the rare elliptical galaxies with strong emission lines which I had observed at Palomar years earlier, and found that it was, though somewhat elevated, consistent with heating primarily by photoionization as in Seyfert galaxies (Koski & Osterbrock 1976). Koski (1978) and Phillips (1977; 1978a,b) both wrote very good theses as part of this program, on Seyfert 2 galaxies and Seyfert 1 galaxies with strong Fe II emission, respectively.

Joel Tohline, who wanted to become a theorist but also wanted to see where observational data came from, worked with me one year. While reducing our spectra, he found a huge variation of the broad Ha emission line in the spectrum of NGC 7603, which had been a Seyfert 1 galaxy but became almost a Seyfert 2, and then came back again (Tohline & Osterbrock 1976). I had been skeptical of earlier reported variations in the spectra of other Seyferts, but no one could doubt this one. To me it clearly established that strong extinction by dust, either of the radiation from the ionizing source or, more likely, of the broad-line region (as seen from our direction), had occurred.

From the diagnostic spectral line-intensity ratios, it is straightforward to determine the mean density in each region, and from them and the dimensions, the filling factors. Others had done this previously, but we had more good data on more galaxies than any other group. I summarized our results in a symposium on active galactic nuclei in 1977 in Copenhagen at which Strömgren, who had returned to Denmark, presided (Osterbrock 1978a). After that summer, I went on leave for two quarters at the University of Minnesota, where as a visiting professor I could work nearly full-time on research. My good friend Ed Ney, the head of its astrophysics group, had invited me to come. Considering all the observational data, the pioneering paper by Waitzer (1959), and a recent specific model by Shields (1977), I realized that the small, dense broad-line regions, with their high internal-velocity fields, must be rapidly rotating and hence flattened, so that ionizing radiation from the central source could escape more readily along its axis than in the "equatorial plane." Based on these ideas, I sketched an observational model showing ionization cones in the surrounding more extended, lower-density, narrow-line region (Osterbrock 1978b). The next summer at another symposium in Copenhagen, this one in honor of Strömgren on his seventieth birthday, I refined and repeated these ideas, and included the concept of strong density fluctuations in both the broad- and narrow-line regions, as demanded by the observed filling factors. Each condensation or "cloud" is more highly ionized on the side facing the central radiation source, and may be neutral or nearly neutral on the opposite side, if sufficiently optically thick to the ionizing radiation (Osterbrock 1978c).

Much of my subsequent research, and that of the postdocs, graduate students, and others who worked with me, has been devoted to further extending, testing, and specifying more quantitatively this basic model. A few years later, Tohline, by then a theorist at Los Alamos, and I showed on observational and theoretical grounds that the axis of rotation of the central broad-line region need not at all be the same as that of the galaxy to which it belongs (Tohline & Osterbrock 1982). Today, with our knowledge of galactic mergers and interactions, that statement seems commonplace, but it was not widely accepted at the time. Since then, however, many high-angular-resolution radio observations have shown that the jets in radio galaxies, and at a fainter level in many Seyfert galaxies, which must be along the axis of the central black hole, can be highly inclined to their galactic "planes." I continued to emphasize and re-emphasize the importance of dust in all active galactic nuclei, as shown by the optical observations themselves, and later by better and better infrared measurements by other observers (Osterbrock 1979).

Weedman, my former student, along with Ed Khachikian had introduced the classification of Seyfert-galaxy spectra into types 1 and 2; Koski and I had further subdivided them by adding 1.2, 1.5, and 1.8, in order of decreasing relative strength of the broad components of the permitted lines (Khachikian & Weedman 1974, Osterbrock & Koski 1976). Our instrumental power was increasing, thanks to Robinson, who was continuously upgrading our digital data-taking and data-reduction capabilities, and to Miller, who pushed through to completion a new, much more stable and powerful, remotely controlled spectrometer. With it I was able to detect very faint wings on the Ha, and in some cases Hβ, narrow emission lines of "nearly Seyfert 2" objects (Osterbrock 1981). We called these Seyfert 1.8 or 1.9 (according to whether Hβ could or could not be seen to have wings), and in colloquia and talks I liked to joke that there were surely also Seyfert 1.95, 1.99, and 1.99+ objects if we could only look hard enough. All this indicated that dust was blocking our view of the central ionization source and the broad-line region. Ross Cohen (1983), in his thesis with me, measured quantitatively the narrow-line spectra of many of these "intermediate" Seyfert 1 galaxies, and showed that they were practically the same as those of Seyfert 2 galaxies, a natural prediction of this picture.

This was confirmed and greatly extended by Robert Antonucci & Miller (1985), who were able to observe the faint polarized flux from NGC 1068, a bright Seyfert 2 galaxy, which showed a weak Seyfert 1 spectrum in the polarized light. The plane of polarization was perpendicular to the weak radio jets in NGC 1068, which are inclined to the plane of the galaxy, indicating (as these authors stated) that the concepts of a tipped nucleus and of high obscuration by dust in its "equatorial plane" were quite correct for this object. They put forward the "hidden broad-line region" model: that most or all Seyfert 2 galaxies are identical with Seyfert 1's seen from a direction in which the nucleus cannot be directly observed. Much further work by Miller, Antonucci, Bob Goodrich, Laura Katz, and several other observers, including Hien Tran and André Martel (both of whom I was fortunate to have as assistants before they went on to do their theses with Miller on spectropolarimetry), has confirmed this picture for several more Seyfert 2's.

Rick Pogge (1988, 1989), in an outstanding thesis with me, obtained direct CCD images with interference filters chosen to isolate strong emission lines, which
showed the ionization cones themselves in NGC 1068 and other Seyfert 2 galaxies. This further confirmed the observational model for most, but not necessarily all, Seyfert galaxies, as some of the Seyfert 2’s observed did not show ionization cones. Postdoc Dick Shaw and I, and later Martel and I, tried to define the mean opening angle of the ionization cones statistically, by classifying all the Seyfert galaxies in well-defined complete samples of a limited, thoroughly searched region (Osterbrock & Shaw 1988) and in the brighter CfA sample covering the entire sky (Osterbrock & Martel 1993).

My last PhD thesis student, Sylvain Veilleux, was also outstanding. Before he began his thesis, he and I worked up a quantitative spectral-classification scheme for distinguishing Seyfert 2 galaxies from starburst and H II region galaxies, objects in which the primary photoionization source is radiation from hot stars. Others had earlier proposed similar methods, but ours was superior, we believed, in using only intensity ratios of emission lines close to one another in wavelength, thus minimizing the effects of reddening by dust and of errors in the calibration into energy units (Veilleux & Osterbrock 1987). In his thesis, Veilleux used line profiles and long-slit spectroscopy to draw up what was undoubtedly the best model of the velocity field in a Seyfert galaxy up to that time. It combined a central broad-line region and the surrounding narrow-line region, blending into interstellar matter farther out, with a gradual tilt (or a "warp") between the center, where the flow is outward along the axis, and the outer parts, where the flow is rotational with probably a slight inward component (Veilleux 1991a,b,c).

I was fortunate in having three other postdocs work with me at Lick. The first, Steve Grandi, worked on the optical spectra of broad-line radio galaxies (Grandi & Osterbrock 1978) and on the highest-ionization Seyfert 1 galaxies (Grandi 1978). Later, Jim Shuder worked on the broad-line profiles in Seyfert 1 galaxies and QSOs. The results, necessarily indirect because none of these objects can be resolved, implied a mixture of rotational and radial (both inward and outward) velocities. Unfortunately, there is little room to describe these projects here; highest velocities concentrated in the center (Shuder & Osterbrock 1981, Shuder 1982, Osterbrock & Shuder 1982). Still later, Michael De Robertis worked on the narrow-line profiles in Seyfert 2 galaxies. They showed that in a general way the ionization and density both decreased outward, although with large overlaps (indicating strong density fluctuations) in both quantities (De Robertis & Osterbrock 1984, 1986). All my postdocs at Wisconsin and Lick also worked on related projects of their own, which I was glad to discuss with them, thus broadening my own knowledge. Unfortunately, there is little room to describe these projects here.

The main aim of active galactic nuclei (AGNs) research, after describing the AGNs physically, is to understand how they work and how they evolve. I quickly became convinced that the central radiation source is powered by a black hole, surrounded by what is basically an accretion disk, but probably much more complicated than any of the disk models yet worked out by theorists, on which possible, kinetic, and magnetic energy are converted to heat and radiation, along the lines first suggested by Donald Lynden-Bell and Martin Rees. Some of my contemporaries were skeptical of this interpretation for years—largely, as far as I could see, because it involves the general theory of relativity. To me it seemed obvious that none of the other suggested models could work, because we had known back when I was a student, years earlier, that gaseous "stars" and stellar objects with masses higher than ~10^4 M_☉ are highly unstable.

To work, the "accretion disk" must be continuously refueled by mass arriving at the center, for times of order 10^6 or 10^7 yr, which requires that it have almost zero angular momentum on a galactic scale. Two Wisconsin students I taught (though they did not do their theses with me), Tom Adams and Sue Simkin, were pioneers in suggesting the accepted mechanism of today. Adams (1977), from early direct image-tube photographs he obtained at McDonald Observatory, noted that many Seyfert galaxies are highly distorted or have nearby companions, differentiating them from most other spiral galaxies. Simkin et al. (1980) then postulated that the resulting non-circularly symmetric gravitational fields could perturb stars, and especially interstellar gas, into orbits—some of which could, after further interactions within the galaxy, deliver mass with nearly zero angular momentum at the center. Oved Dahari was the only thesis student I had who worked on this problem. He proposed, planned, and carried out an ambitious observational program to test statistically whether or not AGNs occur preferentially in galaxies that have "companions." He found that indeed they do, thus confirming this mechanism (Dahari 1984, 1983). This contradicted the conclusion of an earlier study, and Dahari's results were attacked, largely along the lines that his control sample (over which the Seyfert galaxies showed a significant excess of nearby "companions") was not sufficiently similar to the Seyferts, except for not having an active nucleus. I believe the critics were incorrect; there are very few spiral galaxies that have the same morphological type as most Seyferts (early-type spirals) which are not themselves Seyfert galaxies! Galaxies "just like" Seyfert galaxies, but which do not have broad emission lines covering a wide range in ionization, are relatively rare. After nearly a decade of AGN research, I thought the time had come for me to revise and update my little blue book on nebulae, and to add a new chapter on the extensions to the higher-energy photons, which are relevant to Seyfert and radio galaxies. I began this task while on leave for one quarter as a research professor at Ohio State University, where Capriotti, my former student, was chair of the astronomy department. Once a week, I worked at my alternate visitor's office at Perkins Observatory, near Delaware, Ohio, just north of Columbus, because it had an excellent library. The 69-in Perkins telescope had been the first "big" reflector I had ever seen. My father took me there one cloudy, miserable Saturday, and I had been enthralled, in spite of the water dripping from it as fog condensed in the dome. By 1980, Armbruster, who had been my editor at W. H. Freeman for Astrophysics of Gaseous Nebulae (commonly abbreviated AGN), had his own company, University Science Books. Miller and I were his astronomy editors, and he published my new book, Astrophysics of Gaseous Nebulae and Active Galactic Nuclei, (AGN), in 1984. Like the earlier book, it has been very widely used in graduate courses and by research workers in the field.
LICK DIRECTORSHIP

When I accepted its directorship, my aim was to make Lick Observatory an even more outstanding research institution than it already was, and to increase its role in training some of the best research workers of the next generation. I thought I should devote all my energies to these goals, and that the best way I could be a scientific leader was by example. In Madison I had become the letters editor of the Astrophysical Journal in 1971, when Chandra stepped down as managing editor after twenty years, and Helmut Abt succeeded him in editing the main journal. I liked being letters editor; it meant that I saw a lot of hot, new research results and dealt with many interesting scientists. But I resigned the editorship before I left for Lick, to devote my full time to its affairs.

At Santa Cruz, I had a separate science office where I could isolate myself for half of each day from administrative tasks, conferences, phone calls, and all the trivia that could easily fill whatever time I would allow. I instructed my secretary that I would not take calls in the morning from anyone below the chancellor or the president of the university, so I could work on my research and talk with my postdoc and graduate students. I attended colloquia regularly and made it clear that I expected all the other faculty members to do the same. I kept faculty meetings to a minimum, with well-defined agendas distributed in advance.

I was helped immensely by Joe Calmes, the assistant to the director who I was fortunate to inherit. He was very new on the job, and had previously been a theology student and an affirmative-action coordinator. Naturally I distrusted him at first! But he was extremely intelligent, loyal, and trustworthy. Joe soon learned the arcane University of California accounting rules and procedures backward and forward, and became a master at shifting allotted funds from what I considered unnecessary diversions to the research needs I thought essential. Joe was very sensitive in interpreting me to the Lick staff members and interpreting them to me.

I observed regularly, always with our telescope at Mount Hamilton, so I had a direct stake in making sure that everything was working as efficiently as possible. If I did not observe during a month, I tried to get up to the mountain for one day with Calmes, to see the daytime workers and learn about their problems. John Bumgarner, the mountain superintendent, was always glad to see me and was quite effective. After he retired, Don Reitemian, his successor, was a bit abrasive at first, but gradually learned to fit in and get the essential jobs done. Then Don left and we promoted Ron Laub, from within the mountain staff, to superintendent. He was excellent, and remained in the job for many years before moving on to the Keck Observatory in Hawaii.

A lot of our success with the telescope and instruments was due to the excellent Lick shops in Santa Cruz. Frank Melsheimer was in charge of the engineering and mechanical groups when I came; a Berkeley-trained engineer, he was outstanding in design and in updating the telescope into the digital age. But Frank was young and single-minded, resenting criticism of his ideas—especially by astronomers who, he thought, did not understand them. I hated to see him go, but I could not prevent it; some of my senior colleagues did not want him to stay, and I was too new myself to be able to change their minds. Frank’s departure worked out fine for him, for he and his brother have made a great success of their DPM Engineering company, specializing in telescopes and advanced control systems. We did not fare so well; through our engineers were very good indeed, some of them wanted to head the group for long. Nevertheless, we got along, but at the cost of considerable time and effort by Dave Rank and Miller. Our machine shop, headed by Neal Jern during most of my time as director, and our electronics group, headed by Robinson, were very good, and Lick was well known for its excellent instruments and data-taking systems, which were highly advanced but reliable.

Although our Lick faculty in Santa Cruz was responsible for maintaining and operating the observatory, astronomers from other campuses—Berkeley, Los Angeles, and San Diego—could use it on an equal basis with us. This had caused some friction earlier, when it was first put into place, but most of the malcontents were gone by 1973, and sharing the telescope seemed quite natural to me. My friends Geoff Burbidge at UCSD and Abell at UCLA, as well as Charlie Townes at Berkeley, whom I did not know well then but greatly respected, had urged me to accept the Lick directorship, and I could work easily with them. Townes, Ford, Margaret Burbidge, Dan Popper, and Hy Spinrad, all from the other campuses, were among the best and most productive observers we had.

In 1977, Lick received a lucky, entirely unexpected bequest of $52,000 from the estate of Anna L. Nickel, a previously unknown San Francisco admirer of the observatory. Her gift was to be spent at the director’s discretion for whatever we most needed. We had just acquired a 40-inch mirror blank, ordered before I came, which was intended to upgrade the old Crossley reflector. Rank and George Herbig convinced me instead to have a new telescope, dedicated to research, built around it with the Nickel funds. Howard Cowan ground and polished the disk to a paraboloid in our optical shop, and made the Castano-Reid auxiliary for it. All the mechanical and electronic work was done in our shops, and we put the completed Nickel telescope in the dome previously used for the 12-inch refractor, which dated back to the 1880s. The 12-inch was an excellent visual telescope, praised by double-star observers from S. W. Burnham and Robert G. Aitken to Eggen, and I hated to take it out of action, but it was mothballed. I still hope that some day a generous donor will provide funds to erect it on the Santa Cruz campus for student use. The Nickel telescope, spearheaded by Rank, Robinson, and Jack Osborne of our engineering group, has a very good control system and auxiliary instrumentation; it has been extremely useful, especially for grad students’ theses from throughout the UC system.

Even before I came, the Lick astronomers were hoping to raise much larger amounts of money for a "150-inch class" telescope, to be located at a better dark-sky site than Mount Hamilton, now light-polluted by San Jose and its suburbia. The rationale was that so much good research was being done by UC astronomers...
that we needed a second large telescope; there was no thought of closing Lick Observatory. The Lick group favored putting the proposed telescope on Junipero Serra Peak, in the Santa Lucia mountains of the Coast Range, well south of Monterey in a relatively dark area of California. Astronomers at the other campuses were not very favorable to that site; some members of the Berkeley group preferred White Mountain, and those at UCLA and UCSD, a Southern California peak. Nonetheless, we pushed ahead with plans for Junipero Serra, hoping the money could somehow be raised. Merle Walker played a key role in this planned project, but we never got the funds. It took me a long time to realize that no millionaire, no foundation, nor any group of politicians wants to provide money for "just another" moderately large telescope. George Ellery Hale got the money for four successive largest telescopes in the world, but Lick only once, in a rare combination of circumstances, succeeded in financing a "second-best" telescope, the 120-inch (3-meter) reflector, just after World War II.

Ultimately, Wampler and Rank came up with a plan for a radically new type of telescope, a 10-meter, thin-mirror "mosolith." Jerry Nelson, then at the UC Lawrence Berkeley Laboratory, proposed an even more advanced 10-meter segmented telescope, its primary mirror made up of thirty-six 1.8-meter hexagons, their positions and tilts to be continually read out and corrected by a closed loop servo system. There were proponents of each plan in the UC system, and debates raged about which design we should adopt and work toward realizing. We had several studies, and in the end I appointed a "Graybeards' Committee," composed of two senior astronomers from each of the four UC campuses with sizeable observational groups, to decide which plan to follow in attempting to raise funds to build what we called the "Ten-Meter Telescope." Wampler, Nelson, and their groups had already made several preliminary studies, which they presented to the Graybeards in written form and orally. By a narrow margin, Nelson's segmented mirror won out, five to three.

Not long after that, in fall 1981, I stepped down as director. I felt that after eight years (the median of the terms of the eight Lick directors before me) I had worked my passage, and could honorably continue as an active faculty member. It was the job I probably would have accepted without question years earlier, after the Lick directorship, as indeed he did. Bob Kraft, who had been acting director for four years of the five just before I had come to Lick, had not wanted the job on a long-term basis back then. He had filled in as acting director each time I went on leave, and I felt that now he would be willing to accept the directorship, as indeed he did.

As I had finally foreseen, the idea of the biggest telescope in the world, based on a radically new concept, was much more exciting and interesting than another 3- or 4-meter telescope on a mountain in central California. Chancellor Sinheimer, UC Presidents (successively) David Saxen and David Gardner, and many other UC administrators were far more enthusiastic about it, and willing to work hard to get it, than they had ever been for our Junipero Serra plan. Kraft and everyone else tried hard, but we never got the money to build it for the University of California alone. In the end we combined with Caltech, which we all agreed was the best partner we could possibly have; the 10-meter William M. Keck is now a reality on Mauna Kea, Hawaii, and is certainly the best ground-based telescope in the world. It has produced results to match those words, and has even spun off a twin, Keck II, also now in active operation. Kraft and Miller, his successor as director of what is now University of California Observatories/Lick Observatory, played very important roles in pushing them through.

After 1981, I continued active research at Lick, as sketched in the previous section. I visited the Institute for Advanced Study twice more, 1982-83 and 1989-90. John Bahcall had become its professor of astrophysics, and was even better than Strömgren, for he chose to have his office in the same building with all the astrophysics postdocs and visiting fellows, rather than in Fuld Hall with the other professors. Thus John was in immediate contact with what everyone was doing. Strömgren, though wonderful in discussions, had been a little remote from our much smaller group in 1960-61.

In 1982-83, I worked on several papers on AGNs and compiled my book on James E. Keeler, the pioneer American astrophysicist who was the second director of Lick Observatory. In my later years there, I worked on a long review article on AGNs and wrote most of my book on George Willis Ritchey and George Ellery Hale, the "pauper and the prince" of the early big-telescope era in American astronomy. One of the key ideas I emphasized in the review was the very large number of little AGNs, LINERs and galactic nuclei with barely detectable activity, probably all with black holes that have not been refueled recently (Osterbrock 1991).

After I retired from the active faculty on December 31, 1992, I stopped observing entirely. I felt I had done most of what I could do at the telescope. I had had my full share of observing nights, if not more, and it was time to step aside for the younger astronomers who needed to get their data and test their theories. I still had about two years of spectra to measure, analyze, and discuss, but since publishing my last research paper on AGNs (Osterbrock & Fulbright 1996) and my last review article (Osterbrock 1997), I have confined myself to night-sky spectroscopy, using Keck data taken by others, and to the history of astronomy, my two current interests. They are stories for another time and place.

I had much good fortune in my scientific career, but the best was always working with outstanding colleagues, postdocs, grad students, and staff members. My education was almost entirely at government expense, for which I have always been grateful. All the universities at which I worked had outstanding astronomy
libraries and were generous in providing physical facilities and financial support for my research, as were the National Science Foundation and the other foundations I have mentioned.

Visit the Annual Reviews home page at www.AnnualReviews.org

LITERATURE CITED

Federman CA. 1952. Sky Telec. 11:138
Osterbrock DE. 1963. Planet. Space Sci. 11:621
Name of Nominee: Bernard Shaw
Place and Date of Birth: Chicago, IL, 1940
Position: retired in spring 2001 after 20 years with CNN

1. Academic Degree Earned, Granting Institutions, and Dates:

University of Illinois at Chicago Circle (history) BA 1963

2. Honorary Degrees, Granting Institutions, and Dates:

1985 Marion College, PhD
1993 U. of Chicago, Doctor of Humane Letters
1994 Northeastern U., PhD

3. Professional Experience:

1980 joined CNN at the network's birth; remained until retirement in 2001
1977-80 senior Capitol Hill correspondent, ABC News
1971-77 correspondent, Washington Bureau, CBS News
1966-71 reporter, correspondent, Westinghouse Broadcasting Co.
1964-66 anchor/reporter, WNUS Radio, Chicago
4. Other Activities or Experience Relevant to Nomination:

Military service 1959-1963

5. Important Publications

6. Demonstration of humane, social or community achievements which merit recognition.*

1988  Moderated U.S., presidential debate
1992  Moderated U.S., presidential debate- Democratic candidates

7. Significant Honors Attained:

1990  George Foster Peabody Broadcasting Award
1992  Chairman’s Award, NAACP
1993  Martin Luther King Jr. Award, CORE
1995  Inducted into Society of Professional Journalists’ Hall of Fame
1996  Paul White Award, RTNDA
2001  Edward R. Murrow Award, Washington State U.
8. Documented Extraordinary Achievements of Contributions:

1989  provided live coverage of student demonstrations and massacre, Tienanmen Square, Beijing, China

1990  interviewed Saddam Hussein in Iraq

1991  as one of three journalists in Baghdad, Iraq, provided live coverage of the first night of Allied bombing (Jan. 16) during Desert Storm until Iraqi security severed communication connections

1994  first correspondent to break news of Los Angeles earthquake (Jan. 17)

4. Relevance to Ohio University:

Shaw’s employer until his retirement, CNN, is where many OU graduates from the College of Communication work—about 20 at last count.

Don Flournoy TCOMM and Robert Stewart JOUR have written about CNN in general and the “CNN World Report” in particular

Local newscasts use CNN feeds

Various CNN producers and reporters have visited OU to speak to Communications students

* Documentation must be specific and provide significant evidence of such achievements. For example, published biographies, news articles, letters of commendation or tribute, portfolios.
10. Why is the nominee deserving of an Ohio University honorary degree, and why is such a degree an appropriate honor?

As a role model for African-American journalists, his receipt of an honorary degree would mesh well with the College of Communication's emphasis on diversity, symbolized by its Feb. 20 forum, Dialogue on Diversity. The fact that he worked 50-hour weeks in the media while attending school full time should provide a work ethic model for all OU students.

See attached documentation for more detail on Shaw's career.

Nominator's Name: Dr. Anne Cooper-Chen

Address: 233 Scripps Hall (School of Journalism)

Phone Number: 593-2589 (o)

Return to: Louis E. Wright
Faculty Senate Office
202 Pilcher House
Ohio University
Athens, OH 45701
Bernard Shaw

Born: May 22, 1940 in Chicago, Illinois, United States
Nationality: American
Ethnicity: African American
Occupation: Broadcaster, Television news anchor

Table of Contents

Awards  Career  Personal Information

PERSONAL INFORMATION


Memberships: National Press Club; Sigma Delta Chi.


AWARDS

Honorary doctorate, Marion College, 1985; Distinguished Service Award, Congressional Black Caucus, 1985; named to
top ten outstanding business and professional honorees list, 1988; Natl Academy of Cable Programming, Golden Award for Cable Excellence, ACE, 1991; George Foster Peabody Broadcasting Award, 1990; Gold Medal, International Film and TV Festival; National Headliner Award; Overseas Press Club Award; Lowell Thomas Electronic Journalism Award, 1988; Natl Academy of Cable Programming, Golden Award for Cable Excellence, Best New Anchor, 1988, Best Newscaster, 1991, Best Newscaster, 1993; NAACP, Chairman's Award for Outstanding Journalistic Excellence, 1992; Eduard Rhein Foundation, Cultural Journalistic Award, 1991, first non-German to receive; Italian Government, President's Award, 1992; Barry University, David Brinkley Award, Excellence in Communications, 1991; Society of Professional Journalists, Fellow; Congress of Racial Equality, Dr Martin Luther King Jr Award for Outstanding Achievement, 1993; University of Missouri, Honor Medal for Distinguished Service in Journalism, 1992; Nati News & Documentary Competition, Emmy Award, with CNN, 1992; Univ of Kansas, William Allen White Medallion for Distinguished Service, 1994; Nati Conference of Christians and Jews-Miami Region, Nati Headliner Award, 1994; Best Newscaster of the Year ACE for "Inside Politics '92," 1993; Congress of Racial Equality, Dr Martin Luther King Jr Award for Outstanding Achievement, 1993; Nati Assn of Black Journalists, Journalist of the Year, 1989; Univ of Chicago, Honorary Doctor of Humane Letters Degree, 1993; Northeastern Univ, honorary doctorate, 1994; Trumpet Award, 1997. Achievements: Held exclusive interview with Saddam Hussein, Operation Desert Storm, October 1990; presidential debate moderator, second debate in Los Angeles, 1988; Democratic presidential candidates' debate moderator, third debate, 1992; first correspondent/anchor to break the news of Jan 17, 1994, Los Angeles earthquake; anchored CNN's live coverage of President Bill Clinton's first Economic Summit from Tokyo, 1993.

CAREER

CNN's Bernard Shaw - Reporting Live from Washington

Samuel Quek (friday@mail.utexas.edu)
Tue, 14 Oct 1997 06:16:48 -0500

• Messages sorted by: [ date ] [ thread ] [ subject ] [ author ]
• Next message: RoseAnne Franco: "Abdul Halim Khaddam"
• Previous message: Anat Kelman: "Ehud Barak"

Bernard Shaw – CNN Anchor

Title: CNN’s principal Washington Anchor. Co-anchor of Inside Politics, the nation’s only daily political news program. Co-anchor of CNN WorldView. CNN Special Events Anchor.

Description: African-American male. Usually straight-faced with serious demeanor. Known to be 'utterly cut and dried'.

Background:

Shaw served four years in the military before studying history at the University of Illinois in 1963, attending school full time while working fifty-hour weeks.

1964 – Started a job as an anchor/reporter with Chicago WNUS (Radio).


1980 – present Joined CNN’s anchor team since the Network’s ‘birth’.

Outstanding achievements:

Shaw played an important role as one of three journalists in the broadcast of Desert Storm from the inside of Baghdad, Iraq, providing continuous live coverage of the Allied bombing throughout several hours of that first night until Iraqi security severed communications. (January 16, 1991). Shaw had traveled to Iraq to provide a follow-up interview with Saddam Hussein whom he had a prior interview with in 1990.

Shaw also provided live coverage of the student demonstrations and the Tiananmen Square Massacre in Beijing, China.

He has also moderated presidential and vice presidential debates in the United States.

Awards:

1990 - George Foster Peabody Broadcasting Award

http://inic.utexas.edu/mecllass/aipol/mail/profiles97/0031.html

11/23/2001
1991 - CableAce for Best Newscaster of the Year

1992 - Missouri Honor Medal for Distinguished Service in Journalism from University of Missouri
- Chairman's Award for Journalistic Excellence from National Association for the Advancement of Coloured People. (NAACP)

1993 - Martin Luther King Jr. Award for Outstanding Achievement for the Congress of Racial Equality.

1994 - Walter Conkite Award for Excellence in Journalism and Telecommunications.
- Best Newscaster of the Year for Prime News.

1995 - Inducted into Society for Professional Journalists Hall of Fame
- Sol Taishoff Award for Excellence in Broadcast Journalism.

1996 - Paul White Award, from Radio-Television News Directors Association (RTNDA)

Discussion of Goals:

As a journalist, Shaw has no real political goals except to do in-depth analysis of conflicts and politics all over the world. More than anything, he desires that the public come to the knowledge of the underlying agendas and repercussions of the dealings of various governments, foreign and local - even though he has been charged with being a 'liberal' reporter.

Shaw also does admit that there are times when agents of the media, though trying to be objective in observation of facts does sometimes get their information wrong or inadvertently places spin. He advocates that the media must then correct itself to regain trust and credibility. He believes that it is unfair to quote only one side of any story, and that whatever is said or reported on ought to have a counter-balance from an opposing viewpoint. Shaw insists on balance in news reporting, going as far as to say that verbal quotations must be matched with the same, and that even a written statement cannot be brought to be on par with a soundbite.

Role Description:

Shaw recognizes the influence which media has on the public and he attributes that power with a sacred responsibility - to ensure that whatever news he brings the American people is in every sense the truest, most objective fact that he can extract. Shaw does also give his own interpretations of the facts, but he keeps this separate from the news itself, realizing that these are his personal opinions and that some would not tend to agree with him. Journalism to him is, in every sense, his life. He would not hesitate to place his life in danger if he had to get a story - because there are people who need to hear it.

Political Allies and Opponents:

Shaw would have to contend with other journalists from other networks or agencies, while at the same time sharing a sense of belonging with them, as comrades with the same mission. Even as journalists tend to compete with one another for the 'inside scoop' and wrack their brains for new 'angles', Shaw assumes a special ease in asking questions with a political savvy which comes from more than 14 years of experience with CNN and the contented knowledge that he is doing something he has wanted to do.

http://inic.utexas.edu/meclass/aipol/mail/profiles97/0031.html

11/23/2001
ever since he was 13. Shaw realizes that no one is really an opponent, but even enemies of the United States are ‘allies’ in the sense that they do want to be heard and someone has to go get them heard.

Quotes:

"Information is the glue of democracy."

"Professionals are professionals ... regardless of their personal politics."

"Excellence should be the base criterion for all who practice journalism."

"Never do what you know is not right. Never."

"Nobody should ever know my personal opinion, if I am doing my job properly."

- Next message: RoseAnne Franco: "Abdul Halim Khaddam"
- Previous message: Anat Kelman: "Ehud Barak"
3/6/2001

Contact:
Sharon Hatch, WSU News Bureau, 509/335-4262, hatch@wsu.edu

CNN News Anchor Bernard Shaw to Receive 2001 Murrow Award

PULLMAN, Wash. — Bernard Shaw, known for his news anchor work on CNN, has been selected to receive Washington State University’s annual Edward R. Murrow Award. Shaw, who recently retired, is a 20-year network veteran and CNN’s principal Washington, D.C., anchor.

Shaw will receive the award April 18 when he delivers the Edward R. Murrow Symposium address. The 7:30 p.m. event, set for Beasley Performing Arts Coliseum, is open to the public without charge.

In January 1991, Shaw was one of three CNN reporters who broadcast to a worldwide audience of more than one billion with continuous coverage of the first night of the Allied Forces’ bombing of Baghdad during Operation Desert Storm. As a result of that coverage, Shaw has received numerous national and international awards. His regular broadcast assignments include coanchoring "Inside Politics" and "CNN Worldview," a half-hour international newscast, both airing each weekday evening.

"We are absolutely delighted to have a journalist of Bernard Shaw’s caliber as this year’s recipient," said Murrow Communication School Director Alex Tan. "He is right out of the Murrow mold for the straightforward, quality journalism this award has come to represent."

Shaw joins a distinguished roster of Murrow Award recipients, including Al Neuharth, USA Today founder; ABC Sports commentator and WSU alumnus Keith Jackson; CNN founder Ted Turner; Seattle Times publisher Frank Blethen; and Sam Donaldson, ABC News.

Symposium events will again include a Career Day where Northwest communication alumni counsel university and high school students interested in the profession. Panel discussions involving WSU communication faculty, students and regional professionals also are planned.

This is the 21st year the WSU communication school has sponsored the Murrow Symposium, which honors the broadcast journalist and one of the university’s most illustrious alumni.
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Dear President Glidden,

The Ohio University Honorary Degree Committee is pleased to add a nominee to the previous three that we submitted to you on March 17, 2003. In the following paragraph, I outline the particular achievements which more than qualify this nominee for such an honor:

Beth Stocker

Alumna Beth Stocker (B.S. 1928) was nominated by Dean Dennis Irwin of the Russ College of Engineering and Technology. As noted in the attached nomination, Beth Stocker is a consummate philanthropist, intimately involved in her contributions and a living example of modesty and grace. With her husband, Beth Stocker has helped thousands of individuals unlock their potential. Her steadfast dedication to Ohio University's students, faculty and thousands of other individuals she has helped by her work with the Stocker Foundation and other groups is deserving of an Honorary Degree.

A copy of the Nomination by Dennis Irwin is attached.

Sincerely yours,

Louis E. Wright, Professor and Chair
Ohio University Honorary Degree Committee
Name of Nominee: Beth Stocker

Place and date of birth: Minnesota; March 15, 1908

Position: President, Stocker Foundation

1. Academic degrees earned, granting institutions and date
   - Ohio University BS, Bacteriology, 1928

2. Honorary degrees, granting institutions and date
   - None known

3. Professional experience

   Beth Stocker is currently president of The Stocker Foundation (http://www.stockerfoundation.org/), which she founded in 1979 from the estate of her late husband, C. Paul Stocker.

   Beth Stocker also collaborated with her husband during his many volunteer and advisory roles to Ohio University. In fact, the late President Emeritus John C. Baker credited her with persuading Paul to join the university Board of Trustees in 1956 upon his insistence that he didn’t have the expertise to be considered. Baker was quoted in David Neal Keller’s Stocker biography C. Paul Stocker: His Life and Legacy as stating, “I never was convinced that Paul would have said yes if his wife had not spoken up, so it always has been my opinion that she had a great deal to do with the strong interest he developed in Ohio University and the benefits that grew from it” (p. 104). Mrs. Stocker herself recounted that Paul had asked her about his joining the board: “Do you really want me to? You will be involved with me,” to which she replied, “Yes, I’d like to do it with you” (C. Paul Stocker: His Life and Legacy, p. 104).

   Her own service on boards dates back more than half a century. She was one of the original four board members of Lorain Products, which her husband co-founded in 1936. She remained on the board of four when C. Paul Stocker was appointed president of the company in the mid-40s.

   A professional working woman in the first part of the 20th century, Mrs. Stocker began her career as a bacteriologist with the New York City Health
Department in 1928, just after graduating from Ohio University. She held that position until 1935, when she accompanied Paul as he established Lorain Products in Lorain, Ohio. During the Great Depression, when Paul’s job at Bell Labs was terminated, Mrs. Stocker provided the sole source of income for she and Paul while he experimented in their rooming home’s basement, ultimately inventing the Sub-Cycle telephone ringer that was to be the foundation of Lorain Products.

Mrs. Stocker’s experience as a working woman, wife, and collaborator of Paul’s throughout his many personal and professional achievements has given her a wealth of business, community and philanthropic experience that she has continued to develop to this day.

4. Other activities of experience relevant to nomination

Beth Stocker has been an avid and active supporter of many non-profit groups, including the Girl Scouts. Ohio University is another one of her passions. Her volunteer positions include:

- Honorary member, Russ College Board of Visitors
- Honorary chair, Ohio University Bicentennial Campaign
- Honorary co-chair, Ohio University Third Century Campaign
- Steering Committee member, Ohio University Third Century Campaign

Mrs. Stocker remains actively engaged with Ohio University, continuing to provide counsel and guidance. She is active in the Russ College Board of Visitors, and visits campus for such activities as meetings with undergraduate Stocker Scholars – who learn from her as she shares her experiences. These students are just some of the beneficiaries of her legacy of support to Ohio University.

5. Important publications

- None known of

6. Demonstration of humane, social or community achievements which merit recognition

Beth Stocker’s human, social and community achievements are many. Her profound belief in education and the promise of the human spirit has been demonstrated in private actions supporting a few individuals to more public activities that have supported – and will continue to support – thousands.

An example of Mrs. Stocker’s achievements is her commitment to women’s issues, one of The Stocker Foundation’s chief funding areas. Her interests in this area date back to when she was a student at Ohio University in the late
‘20s. She was active in the Women’s League, the Women’s Athletic Association, the YWCA, and a local sorority that later became a chapter of Phi Mu. As a bacteriologist in 1982, Mrs. Stocker was a professional woman at a time when women’s choices in the workplace were limited. She continued as a board member of Lorain Products and now as board president of The Stocker Foundation. Her early career work enabled her husband, Paul, to travel a path of experimentation and invention that led to the establishment of Lorain Products, which maintained a worldwide reputation for quality products, service and dependability in the telephone industry, and grew from a one-room operation in the 1930s to a multi-plant manufacturing facility of telecommunications equipment in the 1970s.

During her lifetime, she has seen the Great Depression, World War II – when women’s roles as wives and mothers changed dramatically – the sexual revolution of the 1960s, the Women’s Liberation Movement and other pivotal historical events. She has personally been involved with the YWCA and the Girls Scouts, in which all three of her daughters were involved. She served in many roles leading to president of the Girl Scout Council, accompanying troops to a national conference and helping scout leaders prepare for campouts and special events. When a larger northeastern Ohio organization was formed (the Erie Shores Girl Scout Council), she chaired the task force to consolidate various smaller troops. The work of The Stocker Foundation, as well as Mrs. Stocker’s personal involvement with various community groups, has helped “girls to grow into strong contributing members of society, and enable[d] women to reach their full potential” (Stocker Foundation 2001 Annual Report, p. 18).

Mrs. Stocker has also taken matters into her own home in order to "help individuals help themselves" – a recurring theme of the type of support The Stocker Foundation provides. When Russia took control of Hungary after World War II, she welcomed Hungarian patriot Laszlo Laky and his family into her home in 1949, after Laky fled Hungary to avoid internment. Laky had escaped to Austria in the trunk of a friend’s car and met Beth’s brother Walter “Pat” Kilpatrick, who was working with the World Alliance of YMCAs at European refugee centers. The family, whose stay was expected to last two months, lived with the Stockers for eight months until they were ready to move out on their own.

Mrs. Stocker’s compassion for international issues is also demonstrated in her support of CARE, one of the world’s largest private international humanitarian organizations, committed to helping families in poor communities improve their lives and achieve lasting victories over poverty. Founded in 1945 to provide relief to survivors of World War II, CARE quickly became a trusted vehicle for the compassion and generosity of millions, including Beth Stocker.
During their life together, Paul and Beth Stocker incorporated their personal values with their philanthropic spirit of giving to the arts, education, youth and self-help for the disadvantaged and disabled. The Stocker Foundation, and Beth Stocker's support of Ohio University both with her husband and individually, have touched thousands across the country and particularly in Ohio.

Paul believed in "reaching one's individual potential, whatever that might be" (C. Paul Stocker: His Life, His Legacy, p. 48). Upon establishing The Stocker Foundation, Beth Stocker, with the help of her three daughters, championed those interests and formulated the guiding principles of the Foundation. In social services, the foundation supports long-term efforts that help people help themselves. In education, the foundation supports programs that promote personal growth and development of children and adults through traditional and non-traditional teaching methods.

Mrs. Stocker’s personal belief in education can be attributed in part to her parents, Walter and Elizabeth Kilpatrick, who placed great emphasis on the education of their children. Walter Kilpatrick taught in schools for the deaf, and later served as superintendent of state schools for the deaf in New Jersey and Washington state. Paul Stocker also believed that "education represented the most auspicious avenue to personal fulfillment" (C. Paul Stocker: His Life and Legacy, p. 48) - he frequently encouraged Lorain Products employees to continue their educations. Having supported Ohio University and Lorain County Community College, Beth remains an active volunteer and patron of Ohio University today.

The Stockers' legacy of giving to the university has helped thousands of students reach toward their full potential – and has awakened that potential in many others. The Stockers' first financial commitment to Ohio University was with the Alumni Sesquicentennial Scholarship Fund drive. When then-President John C. Baker announced the campaign at Homecoming in October 1953, Paul was the new Vice President of Alumni Association. He also agreed to head the fund drive in Lorain County, and in 1954, he and Beth donated a $2,500 scholarship to help launch the campaign.

Over the years, both Paul and Beth were steadfast in their financial and volunteer support. According to President Emeritus Vernon Alden, Paul was very much involved in the whole fabric of the university” (C. Paul Stocker: His Life and Legacy, p. 110). They both faithfully attended all events, driving 200 miles from Lorain to Athens for receptions, lectures, and other trustee meetings.

7. Significant honors attained

- John C. Baker Founders Award, Ohio University, 1995
Distinguished Citizen Award, Firelands Area Council of the Boy Scouts of America, 1990
Alumnus of the Year, Ohio University, 1978

8. Documented extraordinary achievements or contributions

Beth Stocker’s contributions to the world around her will be measured for decades. By establishing The Stocker Foundation and continuing the Stocker legacy of giving to Ohio University, she has demonstrated a rare and selfless focus and forethought in philanthropy.

The Stocker Foundation has grown from providing one grant in 1979, its inaugural year, to 64 grants totaling more than half a million dollars a decade later – and 150 grants and allocations totaling $2.5 million in 2001. Its flexible structure, created by Mrs. Stocker, will enable the foundation’s focus to change with the times, ensuring it meets the needs of future communities.

Mrs. Stocker continues to encourage future generations to follow in her footsteps by deeply involving her family with the foundation. As of 2001, she shared the work of the foundation’s board with her three daughters, four grandchildren, the spouse of an additional grandchild, a junior board comprised of fourth-generation Stocker family members aged 8-21 years, and other family members who volunteer their time, skills and ideas. The foundation holds family retreats to discuss important issues and how to continue to evolve the foundation.

Beth Stocker also demonstrates her philanthropic spirit by continuing to give to Ohio University. The Stockers were pioneers in many aspects of giving to Ohio University, whether it was to the Russ College of Engineering and Technology or many other programs that benefited students across campus. They were among the earliest members of the Trustees’ Academy in 1965, and their work has inspired many. “The loyalty and generosity of one couple triggered a movement that keeps expanding through the years, motivating others to join the cause, and creating opportunities for an ever-growing number of people .... The number of individual persons who have benefited and will continue to benefit from what they have done is staggering,” said Richard T. Robe, Russ College Dean Emeritus, in C. Paul Stocker: His Life and Legacy (p. 184).

In the 1970s, the Stockers invited then-President Charles J. Ping and then-development director Jack Ellis to discuss their support. The result was the largest gift in Ohio University’s history at that time – an anonymous stock gift to be rotated among faculty enrichment programs, library support, engineering departments, assistance for students with exceptional academic ability, and seven annual scholarships for students whose apparent potential for success was not reflected in their high school grade averages. As of 1974, they had
already given endowed scholarships in various academic areas, contributed to the library, and made special grants. In 1975, they added an $86,000 scholarship fund for Arts and Sciences, and Engineering and Technology, students. Another first: the Russ College's very first visiting chair and professorships. And another: The Stockers' gift to the Russ College of Engineering and Technology that enabled the dedication of the C. Paul and Beth K. Stocker Engineering Center. It was an $11.7 million project, again the largest in the university's history. By the beginning of 1988, all six of the Russ College's degree-granting departments had experienced growth in enrollment and programs.

As was their way, the Stockers planned carefully ahead so their gifts could help many. President Emeritus Charles J. Ping quoted Beth Stocker in C. Paul Stocker: His Life and Legacy discussing a gift to Ohio University: "I think it is very important that we not restrict whatever we do in ways that will make it difficult for the university to respond to change." Mrs. Stocker has carried this desire forward today with The Stocker Foundation’s flexible funding guidelines.

The Stockers’ cumulative giving to Ohio University totals more than $20 million – making them one of the top private donors in Ohio University history. A partial list covering only portions of two decades, follows:

**Outside the Russ College**

- Creative Writing – two professorships (2000)
- Cutler Scholars Program (1993-1998)
- Gordy Hall Jenny Holzer exhibit
- Kids on Campus (1997)
- National Endowment for the Humanities Matching Grant (1990-1992)
- Ohio University Libraries
- Presidential Teaching Award (2000)
- The Program to Aid Career Exploration (anonymous gift, 1991-1998)
- Professorship (to be designated as of 2000)

**Within the Russ College**

- Stocker Career Resource Center
- Stocker Center Expansion (1992)
- Richard and Eleanora Robe Leadership Fund
- Russ College Dinos Professorship (partial)
- Russ College Engineering Ambassadors
- Russ College RoboCup Competition
- Russ College Pre-Engineering Program for Minorities
- Russ College Women's and Minority Programs
• Stocker Undergraduate Intern Program
• Stocker Scholars Program

9. Relevance to Ohio University

Beth Stocker continues the Stocker legacy of support to Ohio University. She remains actively involved with the Russ College and other areas on campus. Her partnership with Paul helped shape the university we know today. Her pioneering philanthropy and continued university service will provide opportunities for generations to come.

10. Why is nominee deserving of an Ohio University honorary degree, and why is such a degree an appropriate honor?

"Mrs. Stocker is a remarkable woman whose kindness and dedication ... is unsurpassed." – Patricia O'Brien, Stocker Foundation Executive Director

Beth Stocker is a consummate philanthropist, intimately involved in her contributions and a living example of modesty and grace. In her lifetime, she has lived through the Great Depression, the attack on Pearl Harbor and the September 11 terrorist attacks on the World Trade Center and the Pentagon. She has incorporated her personal values with a philanthropic spirit of giving to benefit individuals throughout time.

With her husband, Beth Stocker has helped thousands of individuals unlock their potential. Ohio University recognized Paul's contributions to Ohio University and the world with an honorary engineering degree in 1974, a year after his retirement from Lorain Products. While Ohio University has recognized Beth Stocker with an alumna of the year award and the John C. Baker Founder's award for philanthropic support, her steadfast dedication to its students, faculty, staff and thousands of other individuals she has touched by her work with The Stocker Foundation and other groups is deserving of more celebrated recognition.

An honorary degree would appropriately celebrate Beth Stocker's many decades of service to Ohio University and the world around her. Whether touching individuals directly by opening her home to them or sharing her experiences – or more indirectly by providing private grants, scholarships or professorships, Beth Stocker is always giving. Now, in the year of her 95th birthday, is an appropriate time for Ohio University to give back.

Nominator's Name: Dennis Irwin, Dean, Russ College of Engineering and Technology
Address: Stocker Center 155
Phone Number: 740 593 1479
Return to: Louis E. Wright
Faculty Senate
Pilcher House 202
WHEREAS, The Ohio University Foundation desires to amend its Code of Regulations, and

WHEREAS, The Ohio University Foundation Code of Regulations Article VI. Amendments Section
1. calls for the Ohio University Board of Trustees to review and comment on the proposed amendments prior to final approval and

THEREFORE, BE IT RESOLVED, The Ohio University Board of Trustees hereby concur in the proposed amendments to The Ohio University Foundation’s Code of Regulations.
Date: April 2, 2003

To: The President and Board of Trustees

From: John F. Burns, Director, Office of Legal Affairs

Subject: Approval of The Ohio University Foundation Code of Regulations Amendments

In accordance with Article VI, Amendments Section 1., amendments to The Ohio University Foundation’s Code of Regulations will be submitted to the Ohio University Board of Trustees for their review and comment prior to the final approval of The Ohio University Foundation Board of Trustees.

During the past few months the Foundation staff and trustees have reviewed a number of issues that have led to the amendments noted in red which are attached. These amendments deal with a number of substantive as well as editorial issues, with the primary substantive amendments involving (1) the status of types of memberships, (2) the status of the Investment Committee, including the creation of a Management Committee, and (3) changing the requirement to approve amendments from two-thirds to a majority of trustees.

The staff of The Ohio University Foundation and University concur in the efforts of The Ohio University Foundation to amend and update their Code of Regulations; and the attached resolution has been prepared for your review and consideration.

JFB:vsp

Enclosures (2)

cc: Dr. Alan H. Geiger, Secretary to the Board of Trustees
    Mr. Len Raley, Executive Director of The Ohio University Foundation
    The Honorable Charlotte Eufinger, Chairperson, The Ohio University Foundation
be the immediate Past Chairperson-President and Vice Chairperson President of The Ohio University Alumni Association. The remaining members, who may or may not be alumni of The Ohio University, shall be elected from the at-large category; however, at all time a majority of the Board of Trustees shall be alumni of The Ohio University.

If an Ohio University trustee, who is serving on the Foundation Board of Trustees, leaves The Ohio University Board of Trustees for any reason, a replacement shall be named by the chairperson of The Ohio University Board of Trustees to fill the remaining term.

In the event that the total membership of the Foundation Board of Trustees is increased by resolution of the Board of Trustees, the additional members may be elected at the next annual meeting without reference to the post-marked, to the proportionate representation indicated above for a 20-member Board. A decrease in membership by resolution of the Board of Trustees shall at no time reduce the representation from The Ohio University administrative staff to fewer than three (3) nor reduce the representation from The Ohio University Trustee Board of Trustees to fewer than three (3).

SECTION 3. The President, Vice President for University Advancement, and Vice President for Finance and Treasurer of The Ohio University shall be members of the Board of Trustees so long as they occupy those offices.

SECTION 4. The members representing The Ohio University Board of Trustees Ohio University may serve a maximum of three, three-year terms, at the discretion of the chairperson of The Ohio University Board of Trustees until their successors are appointed. Such former Ohio University Trustees may be eligible for election as to Foundation The Board of Trustees in the Alumni or At-Large categories.

SECTION 5. The members representing the alumni of The Ohio University, consisting exclusive of the immediate Past Chairperson President and Vice Chairperson President of The Ohio University Alumni Association, shall serve terms of two years and until their successors are elected and qualified.

SECTION 6. The members At-Large shall serve terms of three years and until their successors are elected and qualified. A voice vote may be used to ratify a slate of nominees recommended by the Membership Committee.

SECTION 7. The initial term of an a Alumni or an At-Large member elected as the result of an increase in the number of members shall be set by the Foundation Board of Trustees. The Board of Trustees shall set such terms so as to provide as nearly as practicable that the terms of an equal number of members expire in each year.
SECTION 8. The immediate Past Chairperson of the Board of Trustees shall, if not otherwise a member of the Board of Trustees, continue on the Board of Trustees and serve on the Executive Committee. Such membership shall not be limited to any specific term of years.

SECTION 9. The Board of Trustees shall make every effort to fulfill their trustee obligations by attendance at the Board of Trustees’ and committee meetings. A trustee is expected to attend at least one Board of Trustees meeting annually unless excused formally by the Chairperson. In the event minimal attendance is not met or absences excused, the trustee may, upon recommendation of the Chairperson, be removed by the Membership Committee.

SECTION 10. Subject to the exceptions in Sections 3, 8, 11, and 13 of this article, the length of term for a trustee is not to exceed three consecutive terms of three years each (total of nine years), commencing with new term elections at the July 1983, Annual Meeting or beginning with the expiration of current terms of present trustees. After service for a period of nine years, a trustee is eligible for Emeriti recognition, a non-voting, honorary trustee status.

SECTION 11. Officers of the Foundation Board of Trustees are excluded from the nine-year term limit while holding office.

SECTION 12. Individuals are eligible for re-election as trustees following a one-year absence from the Board of Trustees.

SECTION 13. Upon motion from the Executive Committee supported by not less than six votes, when a trustee has rendered extraordinary service to The Foundation and for the benefit of The Ohio University, with two-thirds approval of the Board of Trustees, he/she may be elected to Life Trustee status at the conclusion of his/her nine-year term. Life Trustee status provides for full voting privileges and all other privileges accorded regular Foundation members of the Board of Trustees. There shall be no more than five (5) Life Trustee members at any one time.

SECTION 14. Appointments to fill vacancies on the Board of Trustees, except as stated above, may be made by the remaining members of the Board of Trustees at any regular meeting following the occurrence of a vacancy. The trustee shall serve for the balance of the unexpired term to which he/she is elected and the service will not count as one of the consecutive terms of three years.

SECTION 15. The Board of Trustees shall meet in regular session three times annually: winter, fall, and summer. The summer meeting shall be the Annual Meeting. The time and place of each regular meeting shall be fixed by the Chairperson of the Foundation Board of Trustees at the conclusion of the preceding meeting. Notice also shall be sent to the Foundation Board of Trustees 30 days prior to a selected meeting date. Special meetings may be called by the chairperson
of The Foundation Board by motion or shall be called on the written request of five Foundation trustees. Except where otherwise specified, all meetings shall be conducted by generally accepted parliamentary procedure as defined by "Roberts’ Rules of Order."

SECTION 16. Subject to the conditions set out below, each person now or heretofore or hereafter a trustee or officer of The Foundation, whether or not such person continues to serve in any such capacity at the time of incurring the costs or expenses hereinafter indicated, shall be indemnified by The Foundation against all financial loss, damage, costs and expenses (including legal counsel fees) reasonably incurred by or imposed in connection with or resulting from any civil or criminal action, suit, proceeding, claim, or investigation in which such person may be involved by reason of any action taken or omitted to be taken in good faith as such a trustee or officer of The Foundation. Such indemnification is subject to the condition that a majority of a quorum of the Board of Trustees comprised of those trustees who are not parties to such action, suit, proceeding, claim or investigation or, if there be no such quorum, independent counsel selected by a quorum of the entire Board of Trustees, shall be of the opinion that the person involved exercised and used the same degree of care and judgment as a prudent person would have exercised or used under the circumstances, or that such person took or omitted to take such action in reliance upon advice of legal counsel for The Foundation or upon information furnished by an officer of The Foundation and accepted in good faith by such person. The indemnification provided herein shall inure to the benefit of the heirs, executors, or administrators or any trustee or officer and shall not be exclusive of any other rights to which such party may be entitled by law or under any resolutions adopted by the Board of Trustees.

ARTICLE IV. OFFICERS

SECTION 1. At the regular annual meeting, the Board of Trustees shall elect a Chairperson, a Vice Chairperson, an Executive Director, a Secretary and a Treasurer who shall serve as officers of The Foundation for one year and until their successors are elected and qualified. To provide succession for the offices of the Chairperson, Vice Chairperson, and Secretary, current officers may succeed themselves for a period of time not to exceed five consecutive one-year terms. These officers shall receive no compensation for their services from The Foundation; however, the Executive Director and Treasurer may receive appropriate compensation.

SECTION 2. The Chairperson shall preside at all meetings and perform generally all the duties usually incident to such office and such other and further duties as may be from time to time required by the Board of Trustees.

SECTION 3. The Vice Chairperson shall assist the Chairperson in all duties that maybe assigned by the Chairperson and will preside in his/her absence at all meetings and perform all duties usually incident to the Chairperson’s office in his/her absence.
SECTION 4. The Executive Director shall be the chief administrative officer of The Foundation under the Chairperson. The Executive Director shall direct all business of The Foundation as mandated by the Chairperson and Board of Trustees and shall operate the administrative office of The Foundation and supervise the staff. Those services required by the officers and the Board of Trustees committees not specifically assigned to others in this Code of Regulations shall be provided by the Executive Director.

SECTION 5. The Secretary shall keep an accurate record of all transactions of the Board of Trustees. The Secretary shall give all notices required by law or by this Code of Regulations. The Secretary shall keep a proper secretary’s book records and shall record therein all minutes of The Board of Trustees’ meetings and such other matters as shall be proper and necessary. The Secretary shall perform such other duties as may be required by the Board of Trustees.

SECTION 6. The Treasurer shall receive and safely keep all monies, rights and any choses in action belonging to The Foundation, and shall keep an accurate account of the finances of The Foundation. All books shall be open for inspection and examination by the Board of Trustees or any committee appointed for that purpose. The Treasurer shall render an audited account of the finances of The Foundation at the mid-year meeting and at such other times as the Board of Trustees may require, and shall perform such other duties as may be required by the Board of Trustees.

The Treasurer shall have the authority to sell, assign and endorse for transfer, certificates representing stocks, bonds, and other investment securities now registered or hereafter registered in the name of The Foundation. Such sales, assignments and endorsements shall be in accordance with the investment policy established by the Board of Trustees and, where applicable, the donor(s).

SECTION 7. When the Board of Trustees at any regular or special meeting, or by surface mail, electronic mail, fax or telephone vote has taken appropriate actions to sell or otherwise dispose of any real or personal property owned by The Foundation, the Executive Director and Treasurer shall execute the appropriate deeds, bills of sale or other documents necessary to make such sale or disposition effective.

ARTICLE V. COMMITTEES

SECTION 1. There shall be six standing committees (set out below) appointed annually from among the Board of Trustees by the Chairperson and approved by the Board of Trustees. The Board of Trustees and/or the Chairperson may, from time to time, create and appoint from among its members, ad hoc and other committees and prescribe their duties. Such committees shall serve at the pleasure of the Chairperson of the Board of Trustees.
SECTION 2. The Executive Committee shall consist of not less than nine (9) Board of Trustees members as regular members; and shall include the officers of The Foundation with the Chairperson of the Board of Trustees as Chairperson; the Chairpersons of standing committees; the Vice Chairperson of The Ohio University Alumni Association; the President of The Ohio University; and the immediate Past Chairperson of the Foundation Board of Trustees. The committee shall operate The Foundation within this Code of Regulations and within the policies, decisions and other sanctioned actions by the Board of Trustees; prepare agendas, reports, programs and recommendations for action by the Board of Trustees at annual or special meetings; review and recommend actions of standing and ad hoc committees; and make other necessary arrangements and plans for the Annual Meeting. This committee, by a two-thirds vote, may make operating decisions necessary for the good of The Foundation in a situation where substantial harm would result by waiting until the next regular Board of Trustees' meeting.

SECTION 3. The Membership Committee shall consist of not less than four (4) Board of Trustees members including at least one from The Ohio University Board of Trustees, the administrative staff membership, and The Ohio University Alumni Association membership), and the at-large membership. The committee shall recommend persons to fill trustee vacancies except as stated above, to the Board of Trustees at regular meetings and shall perform any personal visitation or other contact with nominees to identify Board of Trustee membership interest and to secure acceptance of membership. The committee shall be charged with the responsibility of presenting a slate of nominees for consideration by the Board of Trustees for the elected offices of Chairperson, Vice Chairperson, Executive Director, Treasurer and Secretary. Further, the committee will present to the Board of Trustees for approval resolutions, citations, and certificates of commendation for approval.

SECTION 4. The Investment Committee shall consist of not less than twenty (20) Board of Trustees members with one each from the Ohio University Board of Trustees, and the administrative staff membership. The committee shall plan and execute the investment of The Foundation’s cash and securities and other assets and render appropriate reports to the Board of Trustees.

The committee, acting under the direction of the Board of Trustees, shall be charged with the responsibility of managing the portfolio of The Foundation. The committee is authorized to hire and retain such investment advisors and managers as it deems necessary to manage the portfolio, including the planning and execution of the investment of The Foundation’s cash and securities for the endowment funds. In cases where the donor stipulates the investment of his/her endowment gift, the Treasurer shall honor that stipulation.
The committee may authorize the Executive Director and Treasurer to open and maintain such accounts and funds with banks and financial institutions in the name of The Foundation and to open and maintain such investment accounts with investment firms as it deems necessary.

The committee shall appoint a nine (9) member Management Committee (MC), to be selected by the Chairperson of the committee whose responsibilities will specifically include the direct management of the investment strategies and to monitor and implement the strategies as agreed and approved by the committee. The MC will be specifically charged with interviewing investment advisors and managers and making selection recommendations to the committee, who will be asked to ratify the selections; and the MC may appoint sub-committees to monitor specific investment assets and style allocations, which may include members of the MC and other members of the committee. The MC will be made up of the Chairperson and Vice Chairperson of the committee, the Executive Director, the Treasurer, and five (5) members of the committee. The Chairperson, Vice Chairperson, the Executive Director, and Treasurer shall serve yearly one (1) year terms; and two (2) of the five (5) members shall serve three (3) year terms, two (2) of the five (5) members shall serve two (2) year terms, and a trustee appointed by the Ohio University Board of Trustees shall serve a one (1) year term. The members of the MC including the Chairperson, Vice Chairperson, Executive Director and Treasurer, and trustees may succeed themselves on the MC.

SECTION 5. The Development Committee shall be constituted as a Committee of the Whole. The committee, with the advice of the Ad Hoc Land Committee, shall initiate and oversee the acceptance, acquisition, or disposal of land, buildings, businesses, and other similar Foundation assets. The committee shall recommend to the Board of Trustees support for The Ohio University projects consistent with the stated policies and mission of The Ohio University. The allocation to specific purposes of all general or unrestricted funds, endowments, or income from unrestricted endowments, shall conform to University planning and priorities as determined by the President and/or The Ohio University Board of Trustees of Ohio University. The committee shall be charged with the responsibility of establishing, in coordination with the Executive Director, a planned program of fund raising for the benefit of The Ohio University and the recommendation of alumni and non-alumni volunteers to serve in leadership capacities on the various fund campaign committees as necessary.

SECTION 6. The Finance Committee shall consist of not less than six (6) Board of Trustees members with two members being the immediate past Chairperson and vice Chairperson of The Ohio University Alumni Association; three from among the other alumni membership and one from the at-large membership. The Development Office and Office of Alumni Relations budgets shall be subject to review and approval by the President of The Ohio University prior to submission to the Finance Committee by the Executive Director. The committee shall monitor The Foundation's short- and long-term requirements for funds, including the Development Office and Office of Alumni Relations operating budgets and shall relate those requirements to the fund-raising program
of the University’s Development Office and The Ohio University Alumni Association’s Board of Directors, to consider and recommend distribution of grants of 1804 and other non-restricted funds, and render appropriate reports to the Board of Trustees at the mid-year meeting or as requested.

SECTION 7. The Audit Committee shall consist of not less than three (3) Board of Trustees, and, as non-voting members, the Executive Director and Treasurer of The Foundation and the President of The Ohio University. The committee shall determine the need for periodic (but at least annual) audits and, in consultation with The Foundation’s Treasurer and its independent auditor, oversee the process for determining the scope of audits, fee arrangements, and the use by The Foundation of generally accepted accounting principles and adequate internal accounting control procedures. The committee periodically will report to the Board of Trustees on its activities.

The committee shall oversee the establishment of policies and procedures to reasonably ensure that:

1.) All restricted and similarly designated funds are properly administered pursuant to their terms;

2.) The Foundation makes no distributions which could in any way jeopardize its charitable status pursuant to IRS regulations as amended from time to time;

3.) All policies concerning money matters, properly adopted by the Board of Trustees are complied with in their entirety.

ARTICLE VI. AMENDMENTS

SECTION 1. Proposed amendments to this Code of Regulations shall be submitted to The Ohio University Board of Trustees for advisory review and comment prior to final action by the Board of Trustees.

SECTION 2. This Code of Regulations may be amended by a two-thirds majority vote of the Ohio University-Foundation Board of Trustees at any regular meeting or at a special meeting called for that purpose.

SECTION 3. All proposed amendments to the Code of Regulations must be reviewed by the Executive Committee and presented for discussion at a regular or special meeting of The Ohio University-Foundation Board of Trustees. Following the initial reading and discussion of the proposed amendment, it shall be tabled and voted upon at the next following regular or special meeting scheduled after the review by The Ohio University Board of Trustees.

Adopted ________________, 2003
VIII. GENERAL DISCUSSION - CALL OF MEMBERS

Mr. Snyder commented, tongue in cheek, that with the addition of twins to his family he was more concerned than ever with tuition levels. He wished retiring Trustees Brunner and Spurlock well and noted it was a privilege to serve with them both.

Dr. Ackerman thanked Student Trustees Spurlock and Stuckey for their support of the IUC-Help Advocacy Program. She noted that retiring Student Trustee Spurlock will be relocating to the Cleveland area following graduation and thus she will be able to stay in contact with him. In the case of Gordon Brunner, she stated she could not imagine a trustee meeting without him. Dr. Ackerman noted she will miss the early notice he provided on the release of new Procter and Gamble products, but more importantly the strong understanding and value he placed on diversity.

Ms. Stuckey noted time goes by too quickly and she will miss the interaction with Barry Spurlock and Gordon Brunner. She noted she was pleased to be a part of the advocacy program.

Mr. Schey noted his deep appreciation for Gordon Brunner’s leadership and for the good job Barry Spurlock has done in presenting students view points. He noted student trustees impact Trustee decisions on policies affecting students. He summarized by describing his favorable impression of the careful thought Trustees give to decisions in tough times.

Mr. Wilhelm cited the advantage of leaving something better than you found it and noted both Gordon and Barry did just that—making us a better place. He noted the Alumni Association salutes them for their good service and their encouragement in promoting alumni legislative advocacy.

Ms. Perry noted the alumni efforts and service were selfless and that she was impressed with Gordon’s and Barry’s University-wide views. She noted that Barry’s service made us stronger while Gordon’s service added so much value. She quipped that had she come on to the Board sooner, Kroger could have had the “inside track” on sales of new P & G products mentioned earlier by Trustee Ackerman. She concluded by noting that this had been a good day with good people working toward good solutions in tough times.

Mr. Browning noted his appreciation of Trustees, their individual ways and views, all working toward a collective end.

Mr. DeLawder echoed the comments of others regarding Gordon and Barry and indicated his appreciation for Student Trustees Barry and Tara and what they add to Trustee deliberations. He stated his appreciation for the mentoring Mr. Brunner has provided him, including his “questionable” decision to serve this Board twice as Chairman. He closed by commenting good people will meet the challenges before us.

Mr. Spurlock began by describing the wonderful experience being a Student Trustee has afforded him and thanked Trustees for the insights provided him. He thanked Board Secretary Geiger and Chairman Brunner for their personal accommodations.
President Glidden expressed his appreciation for the time and effort Trustees give to the University. He noted his willingness to bet on the future success of Barry Spurlock and cited Gordon Brunner for his exemplary service as Board Chair—twice. He noted he appreciated Gordon’s questioning and supporting ways as Chairman.

Chairman Brunner thanked all for the warm and thoughtful comments about him. He commented that the last nine years have been a tremendous experience for him—albeit it ended too quickly. He noted it was a difficult day wrestling with tuition, employee matters and budget and that it was his sense Trustees could be helpful by playing a greater role in support of the University. He felt the initiation of our legislative advocacy program was a good start in getting our message out. He concluded by noting this is a “gem” of a place with a good reputation and that he very much enjoyed being a part of it.

IX. ANNOUNCEMENT OF NEXT STATED MEETING

Chairman Brunner announced the Board of Trustees would meet next on Friday, June 27, 2003 for committee/study sessions and for the formal Board meeting.

X. ADJOURNMENT

Determining there was no further business to come before the Board, Chairman Brunner adjourned the meeting at 3:00 p.m.
CERTIFICATION OF SECRETARY

Notice of this meeting and its conduct was in accordance with Resolution 1975 – 240 of the Board, which resolution was adopted on November 5, 1975, in accordance with Section 121.22(F) of the Ohio Revised Code and of the State Administration Procedures Act.

Gordon F. Brunner
Chairman

 Alan H. Geiger
Secretary