

# The Ohio State University Academic Plan Second-Year Report

September, 2003

## Academic Highlights

- Profile of incoming freshman class has improved dramatically since 1995:
  - Average ACT score has risen from 22.8 to 25.4.
  - Percentage of entrants ranking in top 10 percent of high school class has risen from 21 to 33-34.
  - About one entrant in five is a minority.
- Student retention rates increased at all levels in the 2001-02 academic year:
  - Freshman retention has risen from 77.7 percent in 1995 to 86.5 percent last fall.
  - Second-year retention rate is now 79%.
  - Third-year retention rate is about 71%, a rise of nearly five percentage points in one year.
  - Six-year graduation rate is 58.8%. (This rate is projected to be at least 62% for 2002-03.)
  - Comparing the freshman class that entered Ohio State in 1994 with the class that entered in 2001: Even though the 2001 class was smaller, about 450 more of those new students returned for their second year at Ohio State. That is equivalent to the student population of an entire residence hall such as Taylor Tower or Stradley Hall.
- Research grants have increased by 80 percent over the past five years, to \$426 million.
- Ohio State ranks among *U.S. News & World Report's* Top 25 Public Universities in America and is number one in Ohio.
- The Ohio State faculty now includes 22 members of national academies: five members of the National Academy of Sciences, nine members of the National Academy of Engineering, three members of the Institute of Medicine and five members of the American Academy of Arts and Sciences.
- This year, there are a record-breaking 411 scholar-athletes, a 12 percent increase in one year and a 56 percent increase from the 263 scholar-athletes just seven years ago. Today, 48 percent of all student athletes have a cumulative GPA of 3.0 or higher.
- *U.S. News* ranks many graduate/professional programs among the best in the nation, including Veterinary Medicine (6), Education (17), Fisher College of Business (19 – and 14 for undergraduate), Nursing (19), Engineering (24), Arts (28), Medicine and Public Health (37 – up from 44 last year), Moritz College of Law (38).
- The number of National Merit Scholars in the Autumn 2003 freshman class is the largest ever at Ohio State.
- Students have been recipients of such prestigious recognition as: Mellon Fellowships, Goldwater Scholarships, Truman Scholarships, NSF Graduate Fellowships, Udall Scholarships, and national defense and microbiology fellowships.
- The Council for Advancement and Support of Education ranks Ohio State 15th in fund raising among nation's public universities.

- Private support to the University is up 9% over last year. The total of \$195.8 million is the second largest total in the University's history, with a new record for the most donors in a single year: 102,779.

## Areas of Current Focus

### Restore Compensation to Competitive Levels

Compensation continues to be a top priority. To attract and retain world-class faculty supported by highly talented staff requires that compensation levels be competitive with those at peer institutions. Although some progress was made last year, faculty salaries continue to be below average among our benchmark peers. For FY 2003, our average faculty salary was 4.4 percent below the average for our benchmark peers; last year, our average faculty salary was 6 percent below the average for our benchmarks.

FY 2003 was the first year of a multi-year compensation initiative designed to bring our average faculty salary level to the benchmark average. Our faculty salaries increased by an average of 4.8 percent, which was more than 2 percent above market movement. Staff salaries increased by an average of 4.6 percent. Graduate Associate compensation is part of the compensation initiative, and a plan is in motion to build a competitive level of sponsorship for healthcare.

Colleges are being asked in FY04 to set compensation budgets that make progress against their specific benchmarks. Given budget uncertainties and wide variations of revenue changes among colleges, no hard university-wide target is being set. Many of the colleges and all of the support units will have to reallocate internal funds for compensation. For the next few years, the following issues must be considered:

- Tight state budgets across the country should depress the increases in benchmark salaries for the next year or two, although some of the institutions will find ways to forge ahead with compensation increases.
- We have not made progress against benchmarks during "normal" budget times, so we must continue our commitment for progress even in difficult budget times. Achieving the first compensation milestone—the benchmark average—in four years will require slightly more than one percent progress per year, therefore a shorter period would require greater progress.
- Progress may require eliminating additional faculty, staff, and GA positions to fund compensation increases. In so doing, we risk undermining commitment and retention. Decisions will have to be made regarding reduction and/or closing of programs and services.
- Healthcare increases absorb significant total compensation dollars, and the relative investment in healthcare benefits and in compensation must be properly balanced.

### Strengthen the Undergraduate Experience

Ohio State has continued to make great progress in attracting better-prepared students, enhancing their experience, and helping them successfully progress toward graduation. We are also expanding opportunities for advanced academic achievement, especially in undergraduate research. Research enhances the undergraduate experience by bringing faculty and students together to create new knowledge and develop mentor-student relationships that may influence a lifetime of learning for both. To help promote these opportunities, the Offices of Academic Affairs and Student Affairs have strengthened existing programs and created new initiatives. Examples include:

- The colleges and the Honors and Scholars Program are cooperating to enhance opportunities for undergraduates to participate in research, including expanding the funds available to distribute as research scholarships and the number of students participating in the Denman Undergraduate Research Forum. The 2003 Denman Forum included the work of 228 students, a 62 percent increase in participation in one year. The rapid growth of the forum is one indication of increased opportunities for undergraduates to incorporate research experiences into their learning.
- As part of our efforts to create smaller classes, more openings in high-demand courses and curricular enhancements that respond to student needs, we are developing data management systems (the Data Warehouse) to enable colleges and departments to optimize their instructional resources and to have systematic knowledge about what courses students need and when they need them.
- The First Year Experience Program, which offers small seminar courses and other programs to ease the transition of first-year freshmen and transfer students into the University community, was ranked seventh in the nation by *U.S. News and World Report*. The program is expanding to include a book program for all incoming freshmen, enhanced Convocation, and a Columbus Symphony concert on the Oval. The Colleges of the Arts and Sciences are also developing a Freshman Seminar series, to begin winter quarter 2004.
- The federation of the Colleges of the Arts and Sciences will enable us to expand and enhance opportunities for interdisciplinary courses, majors, minors, and research for students.
- Arts and Sciences has developed an extensive internship program, so that—as is already true with most of the professional colleges—students can get career experience as part of their undergraduate program.
- Academic Affairs has funded support for an enhanced system of training for teaching assistants, including a reporting requirement to assure accountability.
- Ohio State's Living-Learning Programs – which allow students who share academic and other interests to live together and participate in service learning, workshops and other enrichment activities – were ranked 18<sup>th</sup> nationally by *U.S. News and World Report*. Today, there are 41 living-learning communities of which nine are Scholar programs. Four of five incoming freshmen participate in such programs.
- New student housing is scheduled to open this autumn for upper division undergraduate, graduate and professional students in Columbus.
- Progress toward better integrating the regional campuses with the rest of the University includes a clearer and more hospitable approach to admissions to the

- regional campuses as part of the overall admissions process and the construction of residence halls on the regional campuses.
- Using distance learning technology and on-site instructional support, the Fisher College of Business completed and rolled out the final course offerings allowing students at the four regional campuses to complete the nationally accredited business degree program at the regional campuses.
  - Currently Ohio State offers nearly 50 service-learning courses in Columbus and regional campuses.
  - The University worked with student groups, city officials, and community organizations on a major effort to end post-game violence and create a safer environment on and around campus. The Task Force on Celebratory Riots developed a report that outlines short-term and long-term strategies to prevent riots. The University is implementing the report recommendations.

### Make Ohio State a Leader in Biomedical Research

Medicine has entered a new era in biomedical discovery and knowledge, stimulated by the sequencing of the human genome, that is revolutionizing the diagnosis, treatment and prevention of human disease. Biomedical and technical knowledge is increasing at a phenomenal pace, and research shows results quickly in clinical care and education. The Ohio State University's growing international prominence in biology, biotechnology, biomedical informatics, and numerous other clinical and research programs provides a rich environment for collaboration and program development across disciplines, giving the University a tremendous opportunity to use its resources to benefit the people of Ohio and beyond.

The OSU Medical Center already is a recognized leader in many areas, including cancer and cancer genetics, heart and lung disease, robotic and minimally invasive surgery, transplantation, and high-field imaging. As expansion in these programs continues, OSUMC is developing exciting initiatives in some of this century's groundbreaking fields—including neurological disorders such as Alzheimer's and Parkinson's diseases; heart failure and heart imaging; pharmacogenomics and targeted molecular therapies; microbial pathogenesis and biodefense; biomedical engineering in coronary artery disease; and tissue engineering. World-class faculty recruits providing leadership in these areas include William Abraham, MD, Director of the Division of Cardiology in Internal Medicine; Michael Knopp, MD, PhD, holder of the Novartis Chair in Biomedical Imaging; Electra Paskett, PhD, holder of the Marion N. Rowley Designated Chair in Cancer Research; Muthu Periasamy, PhD, Chair of the Department of Physiology and Cell Biology; Wolfgang Sadeé, PhD, holder of the Samuel T. and Lois Felts Mercer Professorship in Pharmacology and Chair of the Department of Pharmacology; Joel Saltz, MD, PhD, Chair of the Department of Biomedical Informatics; Larry Schlesinger, MD, holder of the Samuel Saslaw Professorship in Infectious Diseases, Director of the Division of Infectious Diseases in Internal Medicine and Director of the Center for Microbial Interface Biology; and Jay Zweier, MD, holder of the John H. and Mildred C. Lumley Chair in Medicine and Director of the OSU Davis Heart and Lung Research Institute.

To facilitate the expansion of biomedical research, the University is about to begin construction of a state-of-the-art Biomedical Research Tower (BRT), with groundbreaking in October 2003 and opening by late 2006. It will nearly double the assignable square footage devoted to biomedical research. Commitment to discovery and its translation into clinical care are the driving forces behind the BRT project. It will be funded by the University Medical Center through the sale of capital bonds, repaid from private fund raising and increased grant awards, and by investments from the President's Strategic Investment Fund. The initiative is consistent with the high level of growth in the NIH research budget and to date has received \$2 million from the Federal Health Resources and Services Administration for design development. Apart from its major contributions to medicine and health, the biomedical research initiative will become the focus of new faculty hires, thus creating intellectual capital, stimulating the commercialization of discovery and benefiting the Ohio economy.

The goal of the Biomedical Research Tower is to create a multidisciplinary biomedical research and education center for The Ohio State University Medical Center that will be a centerpiece of a dramatically enhanced health sciences campus. Integral to the University's Academic Plan for becoming a top public research institution, BRT will greatly advance the academic missions, the international reputation and the financial status of the OSUMC and the University while bringing enormous value in health care, advanced technology and economic growth to the State of Ohio and its citizens.

No new area can produce greater returns for the University and the people and economy of Ohio than the biomedical/technical field. Ohio State's comprehensive array of disciplines in biological, biomedical and biotechnology fields, the Ohio Supercomputer Center and the BRT, defines this strategy. This great opportunity extends beyond the OSU Medical Center and the University; Governor Taft's Third Frontier initiative is designed to maximize this potential and bring Ohio's economy to the forefront of biomedical research and technology. The Ohio State University Medical Center, a strong participant in this initiative, has received grants from the Third Frontier's Biomedical Research and Technology Transfer Commission and Wright Centers of Innovation for its research in biomedical informatics, advanced imaging, and cardiovascular bioengineering.

#### Create an Institute for the Study of Race and Ethnicity in the Americas

The Kirwan Institute for the Study of Race and Ethnicity officially launched its mission by hosting a national conference that examined the civil rights implications of regional planning and smart growth. Moving forward, the institute will promote social justice and foster cutting-edge scholarship and research on many social dynamics involving race and equity, putting Ohio State at the forefront of key societal issues. The approach will involve an interdisciplinary collaboration among the colleges of Law, Humanities, and Social and Behavioral Sciences, which founded the institute.

## Overall Academic Plan Progress

The following information highlights major areas of progress on the Academic Plan's six strategies and 14 initiatives.

### Build A World-Class Faculty

1. Over the next three to five years, recruit at least 12 faculty members who have attained or have the potential to attain the highest honors in their disciplines, concentrating these appointments in areas of strategic focus.
  - Joining Ohio State next year will be four new Ohio Eminent Scholars: Michael Bevis (Geodynamics) in the College of Engineering; George Wang (Macromolecular Structure) in the College of Biological Sciences; Richard Dick (Soil Ecology) in the College of Food, Agricultural, and Environmental Sciences; and Chris Kochanek (Astronomy and Astrophysics) in the College of Mathematical and Physical Sciences.
  
2. Implement a faculty recruitment, retention, and development plan, including a competitive, merit-based compensation structure that is in line with peer institutions.
  - Efforts to restore compensation to competitive levels are described above.
  - The Offices of Academic Affairs and Research joined with a wide variety of colleges in funding 19 successful counteroffers to retain valuable Ohio State faculty.
  - For the first time, recipients of University Distinguished Teaching, Scholar, and Service Awards were recognized during halftime of an Ohio State football game.

### Develop Academic Programs That Define Ohio State As The Nation's Leading Public Land-Grant University

3. Continue the Strategic Investment approach by competitively funding initiatives that build programmatic strength and open new fields. Build on existing capabilities and capture opportunities specific to Ohio State and to Ohio. Maintain ongoing multidisciplinary initiatives where appropriate and develop new initiatives that draw on University-wide strengths to attack major problems of the next quarter century. Create multidisciplinary centers that can attract additional faculty in key areas, helping reduce student-faculty ratios in high demand fields.
  - The Office of Academic Affairs continues to monitor progress in the 13 Selective Investment programs and to keep its commitments to academic enrichment initiatives and other targeted, centrally funded programs in spite of budget challenges. We are continuing to make transfers of rebasing funds so that colleges may use these funds to enhance their role in meeting the goals of the Academic

Plan, and we have completed more than 70 percent of the rebasing process with transfers for FY02, FY03 and FY04.

- After more than a year of planning and deliberation, the University completed restructuring of the Colleges of the Arts and Sciences, with a newly defined Executive Dean position. By maximizing synergies among programs in the five separate colleges of the arts and sciences, the federation of the colleges will enable us to enhance the availability of interdisciplinary courses, sequences, minors, and majors; build upon existing interdisciplinary academic program offerings; and create more effective collaborative interdisciplinary clusters of teachers and scholars across the arts and sciences.
- The Office of Research made significant multi-year commitments to a number of large-scale initiatives that show great potential to enhance the level and quality of research activities at Ohio State. Some of these commitments are in the form of start-up or retention packages for senior faculty, such as Ohio Eminent Scholars. The Office supported new and ongoing multidisciplinary programs (such as the NSF-funded Mathematical Biosciences Institute) and an assessment of research space on campus. The Office of Research strongly promoted the State of Ohio Third Frontier initiatives in the Biomedical Sciences and Engineering. In addition, significant resources were directed to federal compliance issues, technology transfer, and commercialization of faculty research. An important commitment of our resources is directed toward Ohio State's Program for International and Homeland Security. We are working with faculty, other academic institutions, the State of Ohio, federal government, and industry to better understand international and homeland security issues, support the creation of more-informed public policy, and develop the science and technology necessary to prevent, detect and deal more effectively with terrorist threats and acts.
- The nation's first Mathematical Biosciences Institute funded by the National Science Foundation (\$10 million) opened at Ohio State. The interdisciplinary center is designed to develop mathematical and statistical models and theories to answer the ever-growing need for data analysis in the life sciences.
- Total research funding has risen 80 percent over the past five years, to a total of \$426 million for 2001-2002. During that same year, 3,782 university research proposals were selected for funding, an 8 percent increase in one year.

4. Significantly increase space dedicated to funded research beyond what is currently planned. Include a multidisciplinary building devoted to high-quality research space as well as to office and meeting space.

- Construction was begun on the 233,000 square-foot Physical Sciences Research Building, which will include 210 laboratory modules. Construction is on schedule for completion in September 2004.
- The new \$72.5 million Peter L. and Clara M. Scott Laboratory for the Department of Mechanical Engineering, with 131,000 assignable square feet, is scheduled to be completed in 2007.
- Progress on the Biomedical Research Tower is described above.

- In partnership with the Office of Facilities Planning and Development, the Office of Research is supporting a benchmark analysis of the campus' long-term research space needs.

### Enhance The Quality Of The Teaching And Learning Environment

5. Transform the library into a 21st century Information Age center within the next five to 10 years.

- An architectural feasibility study to identify programmatic needs, architectural options and costs to renovate the Main Library was completed in 2001. An architectural team was selected in the first half of 2003, and planning continues on this project, which will cost \$99 million—a figure roughly at the mid-point of four options outlined in the feasibility study. Programming for the renovated library is under way, with input from the University community. The project is expected to be financed with 70 percent state funds and 30 percent from private fund raising. A detailed fund-raising plan has been developed by the Director of Libraries in consultation with the Office of Development, and significant progress has been made in raising funds from private sources.

6. Upgrade the quality of our classroom pool space and enhance the appearance of the campus facilities and grounds.

- Several projects to renovate large lecture halls with state funding are in the planning stages, including the renovation of the University Hall 014 lecture hall, which will be completed in time for Fall Quarter 2003. In addition, many classroom projects are included in large capital projects now under way, including renovation of Hagerty Hall as the location of the new World Culture and Media Center, renovation of Page Hall as the home to the John Glenn Institute for Public Service and Public Policy, construction of the signature facility for the Knowlton School of Architecture, renovation of Jennings Hall, and construction of the Mechanical Engineering facility. These facilities will be flexible and appropriate in size and design for their specific use and will include state-of-the-art equipment as well as gathering spaces that encourage out-of-the-classroom learning experiences among students.
- Opening this autumn will be the first new student housing since the late 1960s, a facility at Neil and 10th that will house about 500 graduate and professional students as well as honors/scholars undergraduates.
- Ground was broken in June 2003 for the first phase of a \$140 million, 605,000 square-foot recreation and physical activity center. This Larkins Hall renovation, which will substantially expand and enhance the current facilities, is a joint project of Student Affairs, the School of Physical Activity and Educational Services and the Department of Athletics. It is estimated that 10,000 to 15,000 students will use the new facilities every day, more than double the number who currently use Larkins Hall. The Adventure Recreation Center (82,000 square-foot), on west campus, featuring a climbing wall, fitness and conditioning equipment, courts and indoor fields, is scheduled to open in Spring 2004.

- A feasibility study on the renovation or replacement of Ohio Union is being conducted by Moody/Nolan, Inc. Built in 1950, the current Ohio Union no longer meets the needs of the university or its students, and a revitalized student union could help promote and maintain Ohio State's competitive edge as a premier institution.
- Campus Partners will receive \$35 million in tax credit allocations under the New Markets Tax Credit (NMTC) program for construction of the University Gateway Center. The tax credit, to be claimed over seven years, totals 39 percent of the investment in a CDE. CDEs are required to invest the proceeds of the qualified equity investments in low-income communities. In preparation for applying for NMTC, Campus Partners in 2002 formed University District Community Development Entity LCC and obtained certification of it as a CDE.
- The first phase of the Oval Renovation Project has been funded and will occur in summer 2004. Planning for phase 2 is now under way.

7. Provide faculty, staff, and students with the latest technology tools for leadership in teaching, research, and career development within the next five years.

- The Distance Learning and Education Committee developed and submitted to the Provost an e-Learning strategy and plan that describes how e-learning is now supported and delivered, how Ohio State would be better served in the future, and how to alleviate the gaps between where the University currently stands and where it must be to surpass benchmark institutions in the use of technology for teaching, learning, research and overall effectiveness.
- The technology infrastructure for teaching and learning has been improved by adding six new technology classrooms for a current total of 84. Also, all the computers in classrooms were replaced over the past year. Technology was installed in the Ohio Union's Conference Theater, video/data projection systems were upgraded in 11 existing technology-enabled centrally scheduled classrooms, and 87 computers were upgraded in student labs. The classroom Web site has continued to be refined and expanded, providing faculty with access to comprehensive information on each room's technology resources.

#### Enhance And Better Serve The Student Body

8. Within the next three years, make admission to Ohio State selective throughout the year for new freshmen and for all transfer students.

- With Board of Trustees approval last summer, we have moved to competitive admissions for all four quarters, beginning with the class admitted for 2003-04. This effort has been integrated with an aggressive process of offering students places at our regional campuses and with an enhanced partnership with Columbus State Community College. Our recruitment and enrollment management efforts are working very effectively. We intentionally increased the '03 NFQF target class size from 5850 to 5980 to prevent any financial loss from reduced winter/spring enrollments. In fact, higher than expected yield (numbers of

accepted students who in turn decide to attend Ohio State) made the incoming class several hundred students larger than the target, while still showing enhanced levels of academic preparation and good diversity.

9. Create a rich educational environment for undergraduates. Increase course accessibility, reduce class sizes, and establish at least 10 Scholars programs within five years—expanding opportunities for students to live with those who share common interests and enhancing students' academic success and sense of community. Provide academic programming, advising, and career counseling within these communities.

- We have increased class accessibility through data management and direct funding for courses in high demand. Now that budget restructuring is operational, revenues follow enrollments, so we are also seeing a salutary effect from that system.
- We have met our goal of establishing 10 Scholars programs, almost all of them enrolled to capacity. The overall Scholars Program is making a valuable contribution to our efforts to recruit well prepared students. The Scholar experience itself is also clearly positive; assessments done by Student Affairs show higher-than-expected retention rates for these programs.
- In our advising structure we are focusing on timely graduation, informing students and their families as early as Orientation of the steps they need to take to ensure that they can move through the University in an efficient way.
- A new program to prepare students for post-baccalaureate fellowships (now called the Collegium) has moved forward, and a faculty director has been named to oversee it. Last year Ohio State showed very well in preparing students to compete at high levels for various post-baccalaureate scholarships and placements. We had three Goldwater Scholarship winners; one Udall Scholarship winner; five NSF Graduate Fellowships; one Rhodes Scholarship finalist and two semi-finalists; one Mellon Fellowship in Humanistic Studies winner and one semi-finalist; three National Defense Science and Engineering Graduate Fellowships; one Phi Kappa Phi National Fellowship; one American Society for Microbiology Research Fellowship; and two Truman Scholarship finalists in 2002-2003.
- The Multicultural Center, opened in 2001, is conducting academic programming with colleges and departments across the University and in the spring appointed its first scholar in residence.

10. Provide ample need-based and merit-based aid for undergraduates and a competitive financial aid and fellowship support package for graduate and professional students to improve Ohio State's graduate and professional matriculation rate.

- We continue to be a leader nationally in using financial aid to provide access to higher education.
- The University has maintained its tradition of softening the impact of tuition increases for needy students. Over the past two academic years, approximately 20

- percent of such new fee revenue was earmarked for additional undergraduate student financial aid. As a result, Ohio State provided more need-based aid than other Ohio public colleges and universities. Ohio State increased its matriculation rate of neediest freshmen for both 2001 and 2002 despite fee increases, achieving for the first time parity between the neediest students and less needy students. Progress is under way in improving the retention rate of needy students, which will support the goal in the Academic Plan to remain economically diverse.
- The University phased in the subsidization of graduate students' health care insurance costs, which had increased from \$30 to \$50 per month between FY 2003 and FY 2004. Graduate assistant stipends are now included in benchmarking and the competitive compensation initiative.
  - The Research Commission Report advocated increasing the number and value of fellowships to recruit outstanding graduate students to Ohio State and for funds to support interdisciplinary programs. The G-QUE recommendations included various ways to increase support for graduate students. However, the current financial climate continues to limit our ability to implement these recommendations.

### Create A Diverse University Community

11. Hire at least five to ten women and five to ten minority faculty at a senior level each year for five years through the Faculty Hiring Assistance Program (FHAP) and other initiatives.

- Eleven women and 12 minority faculty members, three of whom are female, were recruited into senior-level faculty positions and arrived on campus for the 2002-2003 academic year. One of these individuals received some funding through the Faculty Hiring Assistance Program or FHAP.
- John Powell was hired as the first Director of the Kirwan Institute for the Study of Race and Ethnicity and as Gregory H. Williams Chair in Civil Rights and Civil Liberties in the Moritz College of Law.
- Colleges have developed their own diversity plans and must now report annually on their progress. The Diversity Council reviews these reports.
- In its third year, the President's and Provost's Diversity Lecture series brought 11 well-known scholars to campus for stimulating discussions of a broad range of diversity issues.
- Critical to future success will be effective retention strategies. To improve retention of women faculty members, Ohio State initiated the Cohort Project in 2001. The four-year project's goals are to improve university-wide connections for a group of 50 new faculty hires and gather information that can be used across the university to improve retention strategies. During the past year, project leaders collected information from the first year and distributed it to all deans. Next year, a research study on the cohort group will be conducted to formally identify effective strategies and report them to the University community.

12. Recruit, support and retain to graduation larger numbers of academically able minority students.

- Based on data for the Autumn Quarter 2002 class, for the second consecutive year, enrollment increased statewide among African Americans (3,941; 4.3 percent increase from 3,780), Hispanic Americans (1,034; 6.7 percent increase from 969) and Native Americans (233; 3.6 percent increase from 225). Asian Americans (2,652; 3.3 percent increase from 2,568) marked their highest enrollment since 1999.
- Our diversity numbers continue to hold steady while our preparation levels go up, something we believe to be unmatched nationally. The recent Supreme Court decision is very gratifying in that it affirms our right to strive effectively to create a diverse campus community.
- The Offices of Minority Affairs and Student Affairs organized a group of faculty and staff members to address issues relating to retention and graduation rates for male African American students. Called Black Men Achieving Collectively, the group has undertaken several initiatives, including individual mentoring. Students who participated in the program have indicated a high degree of satisfaction with the attention they received. To achieve a more systematic understanding of the factors that affect Black male retention and graduation rates, the Office of Enrollment Services is identifying a profile of risk factors that may provide early warning signs in students who can then receive individual attention tailored to their needs.
- Ohio State created two endowed scholarship funds specifically for gay, lesbian, bisexual and transgender (GLBT) students. The funds will provide six \$1,200 scholarships to be awarded annually.
- Ohio State created a Disability Studies minor and a four-course American Sign Language program.

### Help Build Ohio's Future

13. Become the catalyst for the development of Ohio's technology-based economy. Increase collaborations with the private sector to enhance research, successfully transfer University technology and provide experiential learning and career opportunities for students.

- Scitech, the University's affiliated research park developer, technology commercialization and venture capital entity, now houses 43 tenant organizations. Tenants include 22 start-up companies, two emerging growth companies, six corporate branches, seven nonprofits, and six university units. These tenant organizations employ 510 people, including 316 full-time and 194 part-time employees, of whom 116 are Ohio State students. Total annual payroll has grown to over \$30 million. This year Scitech's tenants provided over \$900,000 in sponsored research back to Ohio State, engaged in 57 cooperative research projects with the University, and involved 40 faculty consultants, who were paid \$327,000. Tenant organizations had total revenues of \$42 million. Twenty-five of the tenants are housed within the Business Technology Center (BTC), Scitech's affiliated incubator, which was designated by the National Business Incubation Association as the top incubator in the country.

- A recent economic impact study showed that combined investment over the past five years by Ohio State, the City of Columbus, and the State of Ohio has generated a 39 percent annualized rate of return based solely on income tax payments to the city and state. Total return, taking into account all economic activity, would be much higher.
- Scitech's commercialization and venture capital activities have grown substantially. Scitech has provided seed financing and company formation and management assistance to 11 companies (five are directly based on University technology and another is a Fisher College Business Plan Competition winner). Scitech's investment of \$790,000 in cash has been followed by \$21 million in additional venture capital, plus \$4 million in federal and state research grants and contracts. The passage of Senate Bill 286, which allows faculty to have substantial ownership in university spin-off companies, has increased Scitech's investing activity in university commercialization undertakings, and there are a number of additional OSU-originated commercialization transactions in various stages of diligence and negotiation.
- The high degree of integration of OSU's technology transfer and licensing office, Scitech, the City of Columbus, the state, and venture capital and business community is unusual and perhaps unique among universities. Issues remain about how to support and expand commercialization activities and make them a key driver of the growth of the Scitech research park operations during a challenging economic period.
- Ohio State ranks among the top five universities in the nation for industry-sponsored research, and a host of University research centers (including the Center for Advanced Polymer and Composite Engineering, the Center for Excellence in Manufacturing Management and the Food Industries Center) contribute to economic growth. Other academic-industry partnerships help prepare students for industrial jobs.

14. Significantly strengthen the scope and effectiveness of our commitment to P-12 public education, with a special focus on the education of underserved children and youth. In so doing, work with the State of Ohio and selected local school districts. This initiative will be a University-wide partnership with the College of Education in the lead college role.

- Community Connection, a web-based volunteer matching and training system, has been operating since autumn. Many local agencies, including schools, have taken advantage of registering opportunities on the system. Several regional campuses are considering migrating the system to their locale.
- The P-12 Project collaborated with the College of Human Ecology to bring Ohio's first JumpStart program to our local neighborhoods. Forty Ohio State work-study students worked in neighborhood Head Start and preschool settings throughout the school year and then for an intensive period during the summer.
- The P-12 Project became the University's "single point of contact" for the newly established Columbus Public Schools-Higher Education Partnership. This project

- brings together CPS, OSU, Otterbein, and Columbus State to develop a more strategic focus of university involvement in CPS initiatives.
- The P-12 Project facilitated and supported several key Ohio State initiatives involving CPS and especially those neighborhood schools that are part of our Learning Bridge initiative, including a service-learning initiative enabling about 125 students per quarter to help teach reading in area schools every week.
  - The Ohio Collaborative-Research and Policy for Schools, Children, and Families had a very successful year, conducting numerous seminars and programs and supporting policy seminars for Governor Taft's Families and Children First initiative. In July, the P-12 Project transferred the Ohio Collaborative-Research and Policy for Schools, Children, and Families to the College of Education.
  - The neighborhood schools initiative (The Learning Bridge) continues to seek ways to assist the Columbus Public schools that serve the students who live within the Campus Partners boundaries. We funded the start-up of an after-school program at Weinland Park Elementary. This program has earned continued funding from United Way. In collaboration with the Boys and Girls Clubs of Columbus, we upgraded the after-school program at Medary Elementary so that daily attendance has risen from 15-20 to over 75.
  - Ground was broken for the new Nationwide and Ohio Farm Bureau 4-H Center as the premier 4-H facility in the nation.