



Academic Plan

2006 Update

Message from the President

Dear Colleagues:

I am pleased to provide this 2006 update to our Academic Plan as evidence of all that has been accomplished as an academic community over the past year. The details of many of our accomplishments document some of the solutions that have been contributed to the success of the plan.

The Ohio State University Board of Trustees was confident in 2001, when they gave their endorsement of the plan, that it would expand the culture of academic excellence at our institution. The six strategies and 14 initiatives of the plan were designed to achieve one overarching goal: that Ohio State would become the premier land-grant research university in the nation.

As this 2006 update to the Academic Plan demonstrates, we are moving unwaveringly toward that goal. Our recent top 20 ranking is just the latest evidence. *U.S. News & World Report's* 2007 edition of "America's Best Colleges" situates Ohio State in a tie for 19th among the nation's top 50 public universities. Only four years ago, we were ranked 24th. In addition, the 2007 edition of "America's Best Graduate Schools" lists 30 of our graduate programs or specializations within the top 25 nationwide—and 19 in the top 10. The *Washington Monthly College Guide*, which measures how much a school is benefiting the country, named us 17th among public universities.

The good news doesn't stop there. According to the latest federal statistics, Ohio State has moved up one notch to rank 9th among public universities in total research expenditures. And we made greater strides than any other top 100 university, jumping 15 places from 39th to 24th in federally financed research expenditures. Our medical center leads the region with nine specialties cited among the best in America, according to *U.S. News*, which for the 14th consecutive year named OSU Medical Center as one of "America's Best Hospitals." The University Health System Consortium has ranked Ohio State's hospitals among the top five university hospitals.

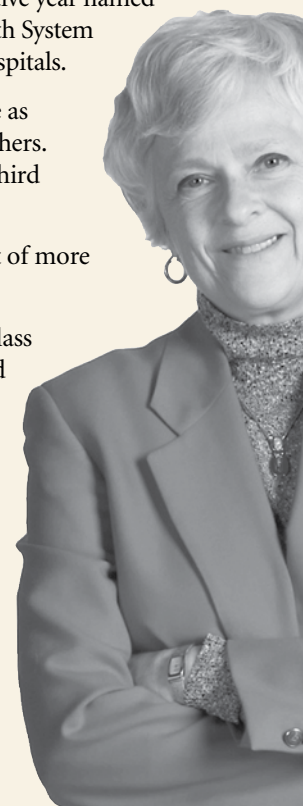
Another national publication, *The Scientist* magazine, has identified Ohio State as providing one of the country's best work environments for life sciences researchers. In a survey released in its October 2006 issue, *The Scientist* ranked Ohio State third in its list of top 15 U.S. institutions—and first among colleges and universities.

Ohio State also ranks among the nation's best in fund raising. Our endowment of more than \$2 billion is the seventh largest among public universities.

These rankings are strong evidence that Ohio State is on its way to the world-class status envisioned by our Academic Plan. All strategic plans, of course, are based on commitments to quality and excellence, and all of them lay out strategies for achieving both. Ohio State's Academic Plan is no less exacting. What matters far more than what is said or written, however, is what gets *done*. As you read the pages of this update, I know we can all take satisfaction and pride in the progress we made this year and will celebrate this rich legacy of achievement.

Sincerely,

Karen A. Holbrook
President



CONTENTS

The Targeted Investment in Excellence Program (TIE) 2

**Executive 5
Summary**

**Academic 7
Scorecard**

**Academic 8
Plan Strategies:
2006 Progress**

**Academic 16
Highlights**

Enhancing Our Mission, Advancing Our Academic Plan

The Targeted Investment in Excellence Program



Our institutional mission is uncompromising in its call for international distinction in education, scholarship, and public service. In 2006, with the inauguration of our Targeted Investment in Excellence program (TIE), we took the latest step in fulfilling that mission—and in continuing to discharge the mandates of our Academic Plan.

Fostering selected academic areas capable of achieving worldwide recognition, TIE is our most concerted strategy to date for promoting and sustaining Ohio State's international prominence. The program calls for us to reallocate some \$50 million in central dollars over the next five years to support 10 high-impact initiatives chosen for Targeted Investment in Excellence funding. These funds will be matched by the colleges representing the winning initiatives, for a total investment of at least \$100 million. In addition, *all* initiatives put forward for targeted investment funds are to be implemented—some 42 such plans—whether they received central funds or not.

As chief academic officer of the university, I am particularly proud that progress toward the goals of the Academic Plan was recorded in every area of the university in this sixth year of that 10-year vision. The Targeted Investment in Excellence Program is unique among this year's accomplishments, however, because the initiatives it has launched can be expected to accelerate our progress as never before. The winning TIE proposals, briefly described below, make it clear that Ohio State researchers are defining and driving the solutions to today's preeminent scientific, social, and cultural issues. And as it charts the way to our next level of excellence, our Academic Plan calls for no less.

Sincerely,

Barbara R. Snyder
Executive Vice President and Provost

1. Climate, Water, and Carbon Program

Cash: \$11,350,000

Continuing funds: \$510,000

The Climate, Water, and Carbon Program is a collaborative project of faculty in the Colleges of Mathematical and Physical Sciences; Food, Agricultural, and Environmental Sciences; and Social and Behavioral Sciences; the Byrd Polar Research Center; and the John Glenn School of Public Affairs. The work of these experts will lead to scientific and policy responses to questions of global importance—for example, what is causing abrupt climate change, whether there will be sufficient quantities of fresh water worldwide, and how climate change and water resources will be impacted by fossil fuel combustion.

2. Mathematical Biosciences Institute

Cash: \$1,490,000

Continuing funds: \$725,000

The targeted investment in this initiative of the Colleges of Biological Sciences and Mathematical and Physical Sciences will help us attract exceptional new faculty who work across the boundaries of biology, mathematics, statistics, and computational modeling. It will also expand opportunities for collaboration among biologically oriented mathematical scientists and mathematically oriented biologists.

3. Public Health Preparedness Program

Cash: \$3,331,112

Continuing funds: \$1,457,835

The Public Health Preparedness Program is spearheaded by scholars in the School of Public Health and the Colleges of Medicine and Veterinary Medicine. Their efforts will be complemented by those of researchers in the Colleges of Biological Sciences; Pharmacy; and Food, Agricultural, and Environmental Sciences. As their research accelerates the work being done on avian flu, anthrax, and other infectious diseases, it can be expected to lead to improved detection and monitoring mechanisms as well as new diagnostic tools, therapies, and vaccines for infectious diseases, including those resulting from bioterrorism.

4. Center for Cosmology and Astro-Particle Physics

Cash: \$4,780,000

Continuing funds: \$282,000

The Center for Cosmology and Astro-Particle Physics, a collaboration of our Departments of Astronomy and Physics, will provide new opportunities for research at the interface of cosmology, astrophysics, and high energy physics and, so, will allow our faculty experts to address fundamental questions about the nature and evolution of the universe as well as the physics of black holes and the highest energy cosmic particles.

5. Center for Clean, Sustainable Energy

Cash: \$1,273,000

Continuing funds: \$704,500

The targeted investment in the College of Engineering's Center for Clean, Sustainable Energy will expand the center's efforts to address both the national and the global need for energy—now and throughout the next century. Center affiliates will engage in research on clean coal and nuclear power, fuel cells, and new technologies that will allow us to use renewable energy sources for some of our energy needs. Their parallel study of the impact of these technologies on society, the environment, and the economy will help inform energy policy and the development of codes and standards to regulate the new technologies.

6. Advanced Materials Initiative

Cash: \$9,090,000

Continuing funds: \$624,500

A targeted investment in this collaboration of the Colleges of Engineering and Mathematical and Physical Sciences will support the creation of the Institute for Materials Research to coordinate existing and planned materials activities, facilities, and investments across the university. Because of the broad economic and entrepreneurial impact of materials research, and because such research is vital to so many business sectors within Ohio, the work of the institute can be expected to have a direct impact on the state's economy.

7. Population and Health Initiative

Cash: \$2,189,000

Continuing funds: \$224,165

The Population and Health Initiative is a project of the College of Social and Behavioral Sciences and its partners in the School of Public Health and the Colleges of Education and Human Ecology and Nursing. Building on Ohio State's critical mass of scientists who study population and health, this initiative will allow us to expand our research on such issues as the aging of the industrialized world's population, today's advances in medicine, the spiraling costs of health care, and differential access to effective health care. It will also capitalize on our Initiative in Population Research with its focus on health across populations as well as individual health behaviors.

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8. Translational Plant Sciences Initiative

Cash: \$3,225,000

Continuing funds: \$156,500

The Colleges of Biological Sciences and Food, Agricultural, and Environmental Sciences developed the Translational Plant Sciences Initiative to boost our expertise in the molecular plant sciences and to hasten the application of basic research in the plant sciences. As Ohio State researchers collaborate with such external partners as the Department of Energy National Laboratories, Battelle, and the Ohio Bioproducts Innovation Center, Ohio's economic growth will be fueled by the enhanced applications in agriculture, medicine, pharmacy, and engineering that will result from the Translational Plant Sciences Program.

9. The Music Industry Program

Cash: \$137,000

Continuing funds: \$315,500

The Music Industry Program offers students both a music business curriculum (including legal aspects of the music industry, music production, and merchandising) and an applied technology curriculum that concentrates on media and multimedia. These opportunities will qualify School of Music graduates for a wider range of career options in the music world—from recording engineer to music publisher, instrument designer, music executive, and more. With help from a targeted investment, this program will keep the School of Music at the cutting edge of the field.

10. Micro-RNA Project

Cash: \$6,134,888

Continuing funds: \$0

The Micro-RNA Project is a collaboration of the Colleges of Medicine, Veterinary Medicine, and Pharmacy; the Department of Chemistry; and the Comprehensive Cancer Center. Its goal is to develop, validate, and commercialize both tests and Micro-RNA drugs for the diagnosis, monitoring, prognosis, and treatment of human malignancies. Micro-RNAs are a newly discovered family of genetic material that plays a key role in controlling gene expression. Ohio State's focus on Micro-RNAs will lead to the creation of a diagnostic platform and new strategies for cancer therapy.

Executive Summary

Since the inception of the Academic Plan in 2001, The Ohio State University has taken considerable strides toward accomplishing its overarching goals. This year's progress on the plan's six strategies is summarized below.

<p>Strategy 1: Build a World-Class Faculty</p>	<ul style="list-style-type: none"> • Ohio State hired 48 faculty members at senior rank in 2006–07, nearly half at the rank of professor. The number of major recognitions garnered by our faculty attests to their stature, nationally and internationally. • Ohio State faculty salaries are within \$500 of our benchmarks, compared with a \$5,000 gap in 2002. • The university provided nearly \$1 million in 2006, making it possible to fund a number of successful counteroffers. • New and enhanced programs within Ohio State's comprehensive Plan for Health are promoting the health of our university community as never before.
<p>Strategy 2: Develop Academic Programs That Define Ohio State as the Nation's Leading Public Land-Grant University</p>	<ul style="list-style-type: none"> • Ten programs expected to spur our institution's rise in national reputation received more than \$100 million in central funding from the Targeted Investment in Excellence (TIE) initiative. As part of an Ohio Board of Regents program, Ohio State will invest still further in the doctoral programs of the winning TIE units representing the disciplines of science, technology, engineering, mathematics, and medicine. • Interdisciplinary research, teaching, and learning were boosted in 2006 by the establishment of a number of new entities at Ohio State. • Top quality research space on campus continues to expand. Recent and coming facilities with significant research space include the Physics Research Building, the Psychology Building, the Biomedical Research Tower, the Peter L. and Clara M. Scott Laboratory for Mechanical Engineering, Jennings Hall, and Phase II of the Recreation and Physical Activity Center.
<p>Strategy 3: Enhance the Quality of the Teaching and Learning Environment</p>	<ul style="list-style-type: none"> • Renovation of the Thompson Library began in autumn 2006. A new state-of-the-art library facility is expected to open in 2009. • The classroom pool was expanded with the opening of the Psychology Building and the Peter L. and Clara M. Scott Laboratory for Mechanical Engineering. • The campus landscape continues to evolve. The reopening of the renovated Wexner Center for the Arts makes the center's exhibits more readily accessible, and the Nationwide and Ohio Farm Bureau 4-H Center, the first "green" building on campus, is under construction. Enhancements to the grounds contribute to campus beautification, while providing operational efficiencies. Our four regional campuses have taken steps to enhance and upgrade their facilities. • In 2006, the campus community gained access to a host of new technologies, including a centrally managed wireless network, the initial stages of the Student Information Systems project, and additional tools to accommodate the needs of persons with disabilities.
<p>Strategy 4: Enhance and Better Serve the Student Body</p>	<ul style="list-style-type: none"> • The undergraduate curriculum is undergoing revision to make it more coherent and flexible. New curricular requirements could begin with the class entering in autumn 2007. • Under the leadership of a new dean of the Graduate School, steps are being taken to strengthen doctoral education at Ohio State. • Ohio State now boasts 13 Scholars Programs.

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Strategy 4 *(continued)*

- The Undergraduate Research Office, established last year, is providing students with resources that make research experiences more accessible than ever. The teams of judges for the 2006 Denman Undergraduate Research Forum for the first time included a number of corporate professionals.
- Ohio State is increasingly international. Last year we hosted the nation's 10th largest population of international students, and nearly 20% of our undergraduates earned academic credit abroad.
- This academic year, our four regional campuses collectively welcomed nearly 30% of our new first-quarter freshmen and 15% of all Ohio State undergraduates.
- The university has set aside \$71 million in financial aid for the 2006–07 academic year to ensure that lower-income students continue to have access to an Ohio State education. The position of senior advisor for economic access has been created to further promote economic diversity and access.
- Increased sponsorship of health insurance and a new program of paid parental leave and other personal and medical absences are among Ohio State's latest efforts to improve compensation and benefits for funded graduate and professional students.

**Strategy 5:
Create a Diverse
University
Community**

- Eighteen women and 16 minority regular faculty members, three of whom are female, were recruited into senior-level faculty positions during the 2005–06 academic year. The Faculty Hiring Assistance Program will provide \$400,000 in 2006–07 to support the hiring of senior women and minority faculty.
- Ohio State now ranks 26th nationally among all institutions for bachelor's degrees awarded to African American undergraduates. Thanks to a number of retention initiatives, undergraduate degrees earned by African American students increased by 6% last year, and the gap in first-year retention between minority and non-minority students narrowed to less than 2%.
- The Bell Resource Center on the African American Male was dedicated in 2006, and its lecture series on Ethics in American Sports was launched.

**Strategy 6:
Help Build Ohio's
Future**

- Ohio State researchers received some \$12.5 million in the most recent round of State of Ohio Third Frontier awards.
- Ohio State and other stakeholders have joined the city of Columbus in proposing the Route 315 Research and Technology Corridor.
- WOSU Public Media and Columbus's Center for Science and Industry have partnered to create WOSU@COSI, a state-of-the-art digital media center.
- Established at the university research park, the new Metro High School welcomed its first class in autumn 2006. Its science-, mathematics-, and technology-rich curriculum was designed by Ohio State faculty and representatives from Battelle and the Educational Council, a partnership of Franklin County's 16 school districts. To complement the goals of the school, Ohio State and Battelle have formed the Battelle Center for Mathematics and Science Education Policy to be housed within the John Glenn School of Public Affairs.
- In 2006, the P-12 Project played a leadership role in developing programs for middle schoolers and establishing the first Central Ohio P-16 Council.

Academic Scorecard

Strategic Indicator	Ohio State	Benchmark Universities	OSU Change from Previous Reported Year
Strategy 1: Build a World-Class Faculty			
		Benchmark Average	
1. Academic Honors and Awards (2005)	61	85.9	6
2. Market Share of Publications (2002–2004)	0.41	0.48	NC
3. Market Share of Citations (2002–2004)	0.63	0.82	NC
4. Market Share of Federal Research Dollars (2004)	1.04	1.42	0.23
5. Average Faculty Compensation (FY2006)	\$86,460	\$86,905	\$988
Marginal Increase in OSU/Benchmark Gap			
Strategy 2: Define Ohio State as Leading Public Land-Grant University			
		Benchmark Average	
1. <i>U.S. News</i> Academic Reputation Score (2006)	3.7	4.0	0.1
2. <i>U.S. News</i> Arts & Sciences Ph.D. programs among the Top 25 (2006)*	4	9.3	NC
3. <i>U.S. News</i> Professional Colleges among the Top 25 (2006)*	7	6.9	-1
4. <i>U.S. News</i> Professional College Ph.D. Programs/Subdisciplines Among the Top 25 (2006)*	17	18.4	NC
5. NRC Academic Ph.D. Programs Among the Top 25% (1992)	9	20	NC
Strategy 3: Enhance the Quality of the Teaching and Learning Environment			
		National Average	
1. % of Faculty Satisfied Overall (2005)	79.3	77.1	5.7
2. % of Seniors Satisfied with Quality of Educational Experience	80	86	NC
3. % of Seniors Satisfied with Class Size	75	79	NC
4. % of Seniors Satisfied with Quality of Instruction	81	88	NC
5. % of Seniors Satisfied with Relationships with Faculty	70	78	NC
Strategy 4: Enhance and Better Serve the Student Body			
		Benchmark Average	
1. % of Freshmen in the Top 10% of H.S. Class (2005 cohort)	39	60.9	5
2. Freshman Retention Rate (2005 data; 2004 cohort)	90	91.7	2
3. Six-year Graduation Rate (2005 data; 1999 cohort)	68	76.4	6
4. Four-year Graduation Rate (2005 data; 2001 cohort)	40	52	1
5. Average GMAT Score for MBA Students (2005)	662	665	-2
6. Average LSAT Range for Law Students (2005)	158-164	160-165	2
7. Average GRE Verbal Score for Graduate Students (2005)**	520	493	-2
8. Average GRE Quantitative Score for Graduate Students (2005)**	644	642	-4
9. % of Seniors Satisfied with Quality of Academic Advising	63	64	NC
National Average ***			
Strategy 5: Create a Diverse University Community			
		Benchmark Average	
1. % of Women Tenured/Tenure Track Faculty (2005)	28.2	27.1	NC
2. % of African American, Hispanic, and Native American Tenured/Tenure Track Faculty (2005)	5.5	6.7	NC
3. % of Minority Staff (2005)	19.2	21.6	-0.5
4. % of African-American & Hispanic Students (2005)	10	11.7	NC
5. African-American Freshmen Retention Rate (2005 data; 2004 cohort)	81	87	NC
6. Hispanic Freshmen Retention Rate (2005 data; 2004 cohort)	87	88	4
7. African American Six-Year Graduation Rate (2005 data; 1999 cohort)	45	58	3
8. Hispanic Six-Year Graduation Rate (2005 data; 1999 cohort)	53	63	NC
Strategy 6: Help Build Ohio's Future			
		Benchmark Average	
1. Number of Invention Disclosures (2004)	161	202	31
2. Number of Patent Applications (2004)	52	82	17
3. Number of Patents Awarded (2004)	26	50	5
4. Number of License/Options Executed (2004)	30	63	-12
5. Number of Start Up Companies (2004)	6	4	2
6. Revenue from Income Generating Licenses (2004)	\$0.6 mil	\$17.5 mil	NC

Note: Benchmark institutions are large, comprehensive, Research I universities, many of which currently outrank Ohio State in various reputational surveys. Some data discrepancies between this and previous years' scorecards exist due to minor changes in reporting methodologies and error corrections.

* The programs included in this report do not include specializations.

**The Academic Plan Scorecard reports weighted average GRE scores for students enrolled in programs for which 90% or more of admitted students submitted GRE scores and GRE scores were required. The included programs vary slightly from year to year. The "OSU Change from Previous Reported Year" reflects the change for all programs meeting the criteria for inclusion in 2004.

***National average computed from most recent available data (2005).

Academic Plan Strategies: 2006 Progress

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

STRATEGY 1: 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.

Within the first five years of the Academic Plan, Ohio State had considerably exceeded this recruitment goal. Among the distinguished faculty members who joined our ranks from 2001 to 2006, boosting our international stature in the arts, engineering, humanities, law, medicine, and the sciences, were 12 Ohio Eminent Scholars.

We continue to expand the ranks of our senior faculty, since October 2005 adding some 48 senior colleagues, almost half of whom were hired at the rank of professor. They include Lea M. McGee, who was named professor and holder of the Marie Clay Endowed Chair in Reading Recovery and Early Literacy in the College of Education and Human Ecology; Ziaodong Zhang, the Robert M. Critchfield Professor in Engineering and new chair of the Department of Computer Science and Engineering; and Wiley W. Souba, Jr., who has been named dean of the College of Medicine. Still other new senior faculty members expand Ohio State's international visibility in such areas as vitreo-retinal disease; U.S. foreign relations; speech perception development; the use of computers in the teaching of writing; high performance and distributed systems; and thoracic surgery.

The list of national and international recognitions garnered by our faculty continues to grow. During the last year, their honors have included the following:

- Professor of Electrical and Computer Engineering Kim Boyer was named a 2006 Jefferson Science Fellow at the U.S. Department of State. Jefferson Science Fellows are selected for their expertise in the science, technology, and engineering arenas that impact national policy decisions.
- For her research on gene expression, Professor of Microbiology Tina Henkin received the National Academy of Sciences Award in Molecular Biology.
- Professor of Chemical Engineering W.S. Winston Ho is the recipient of one of the biggest awards pledged to Ohio State in 2006. The \$1 million grant from Shell Oil Co.—among the largest Shell gave to a university this year—will fund Professor Ho's search for a way to draw pure hydrogen from fossil fuel waste.
- Lee Martin, professor of English and director of the Creative Writing Program, was a finalist for this year's Pulitzer Prize in Fiction for his novel *The Bright Forever*.
- Professors Steven MacEachern and Deborah Rumsey, both of the Department of Statistics, were named Fellows of the American Statistical Association.
- Professor of Dance Bebe Miller and her creative team received a 2006 Bessie Award for their dance multimedia performance entitled *Landing/Place*. This was Professor Miller's fourth Bessie Award, which recognizes outstanding creative work by independent artists in the fields of dance and related performance and are on par with the coveted Tony Award in theater.
- Architecture Professor Jose Parral was awarded the 2006–07 Rome Prize in the field of landscape architecture.

- Donald D. Glower Chair in Engineering Rajendra Singh has been elected a Fellow of the Society of Automotive Engineers.
- Alexander Wendt of the Department of Political Science was ranked among the Top 10 Most Influential International Relations Scholars in a survey of more than 1,100 colleges and universities published by *Foreign Policy*, the premier journal of global politics, economics, and ideas.
- The 2005–06 edition of the *Best Doctors in America* includes 173 faculty members at the OSU Medical Center. Only 3% of all board-certified doctors in the country make the list.
- The Fisher College of Business moved from third to number two in the region in *The Wall Street Journal*/Harris Interactive annual ranking of business schools.

2. Implement a faculty recruitment, retention, and development plan—including a competitive, merit-based compensation structure that is in line with peer institutions.

Bringing faculty salaries in line with those at our benchmark institutions continues to be a priority. With our average faculty salary now at \$87,934, faculty pay is within \$500 of our benchmarks, compared with a \$5,000 gap in 2002.

To retain our best faculty, the university provided nearly \$1 million in counteroffer support in 2006.

To support the health of our university community, Ohio State has designed a comprehensive Plan for Health. In 2006, plan programs such as tobacco cessation and weight management were enhanced, and coverage for many prescription drugs and alternative treatments was stepped up. The plan also offered free biometric health data screenings, and it inaugurated the Personal Health Assessment, a confidential online questionnaire developed by the OSU Medical Center to facilitate planning for improved wellness.

STRATEGY 2: 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 Strategic Investment approach was expanded last year into the Targeted Investment in Excellence (TIE) initiative, which is detailed on pages 2–4 of this update.

Ohio State will invest even more in the doctoral programs of the winning TIE units that represent the disciplines of science, technology, engineering, mathematics, and medicine. Over the next 10 years, as part of the Ohio Board of Regents' Economic Growth Challenge/Innovation Incentive, we will reallocate a portion of our university's state funding for doctoral programs in these fields. This reallocation, when combined with a match in state funds, will contribute as much as \$16 million for doctoral education, including research activities in these highly interdisciplinary areas.

Interdisciplinary activities are being spurred by the establishment of four new entities at Ohio State. The merger of the Colleges of Education and Human Ecology into the College of Education and Human Ecology has produced a richly interdisciplinary program offering a holistic approach to educational, human, and consumer issues. Another merger, that of the John Glenn Institute

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Overall Academic Plan Progress, cont'd

for Public Service and Public Policy and the School of Public Policy and Management, has created the John Glenn School of Public Affairs to serve as the center of the university's policy-related teaching, research, and outreach activities. The new School of Earth Sciences unites a range of earth science specialties, bringing broad interdisciplinary expertise to research and education in earth processes. The Department of Biomedical Engineering was established to support the work of faculty and students who combine engineering principles with the physical, chemical, and mathematical sciences to solve problems in biology, medicine, behavior, and health.

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.

The Physics Research Building was dedicated in November 2005. In addition to 210 state-of-the-art laboratory units, the building also contains the Center for Technology and Science, the university's highest bandwidth video conference center.

The Psychology Building, which opened in January 2006, contains research laboratories and animal facilities for Department of Psychology programs in cognitive, developmental, social, counseling, and clinical psychology, as well as psychobiology and behavioral neuroscience.

When it opens in late 2006, the 14-story Biomedical Research Tower (BRT) will be the largest research facility on campus, nearly doubling Ohio State's laboratory space for biomedical research.

The Peter L. and Clara M. Scott Laboratory for Mechanical Engineering, also opening in late 2006, will house the Gleason Gear and Power Transmission Laboratories, as well as laboratories for high-performance computing, precision engineering, micro/nano tribology, and advanced materials research.

Currently undergoing renovation and slated to reopen in autumn 2007, Jennings Hall will be home to the Mathematical Biosciences Institute, established with funding from the National Science Foundation and the recipient of a Targeted Investment in Excellence award. The renovated Jennings will also have six research laboratories and laboratory service spaces.

Phase II of the Recreation and Physical Activity Center (RPAC) is in the final stages of construction and set to open in winter 2007. The new building will house the College of Education and Human Ecology's School of Physical Activity and Educational Services, as well as classrooms, recreation areas, and a number of exercise science research facilities, including laboratories to train special education teachers, school psychologists, and clinical counselors.

STRATEGY 3: 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.

The Thompson Library closed its doors in summer 2006 and moved its collections and personnel to a temporary facility on Ackerman Road. These steps—and the start of construction—launched the final phase of the library's rehabilitation, slated to take three years at a cost of some \$109 million. Of that total, \$70 million will be provided by state funds and \$30 million by private fund raising, with the remainder coming from university sources previously set aside for this purpose.

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

Notable 2006 additions to Ohio State's classroom space included the Psychology Building's two teaching laboratories and three multimedia auditorium classrooms, with a total seating capacity of 240, and 14 state-of-the-art classrooms located in the Peter L. and Clara M. Scott Laboratory for Mechanical Engineering.

The Wexner Center for the Arts reopened in late 2005, following a three-year renovation that makes the center's artwork in all media—film, sculpture, performance, installation, and two-dimensional—more accessible than ever.

Construction began this spring on the Nationwide and Ohio Farm Bureau 4-H Center, which will be the first "green" building on campus. When it opens next year, the facility will showcase the role of 4-H as Ohio State's primary youth outreach organization and will serve as a youth development and training center for volunteers.

For each of the past five years, the Office of the President has committed \$250,000 to enhance the campus grounds. This funding has provided for incremental landscape restoration and pavement renovation, as well as the addition of seasonal plantings. Enhancements for 2006 included the installation of additional bricked walkways, ground cover plantings, and irrigation systems. While contributing to campus beautification, these projects also provide operational efficiencies through reduced labor costs.

Our regional campuses have all taken steps this year to enhance their physical environment for students. The John O. Riedl administrative and academic building and a wetlands ecological research area were dedicated this year at Mansfield. A new student services building opened at Marion, and the Warner Library and Student Services Center will open at Newark in 2008. A student life center at Lima is in the planning stages.

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

During the first five years of the Academic Plan, opportunities for the Ohio State community were enhanced by a significant number of new technology tools. These included the addition of 124 technology classrooms to the classroom pool; the creation of the Digital Union to provide access to new media technology for use in teaching, learning, research, and outreach; the establishment of videoconferencing opportunities at nearly 100 locations on campus; and the inauguration of Carmen, a course management system and e-learning environment for students. The latest advances in Ohio State's technoscape are as follows:

- Ohio State's centrally managed wireless network was officially inaugurated in September 2006. The wireless project enables faculty, staff, and students to log into Ohio State wireless hotspots at more than 600 public area access points on the Columbus campus.
- Preliminary implementation of the Student Information System (SIS) Project began in this past spring with tests of the new software by representatives from the offices of Student Records/Academic Advising, Student Financials, Financial Aid, Recruiting and Admissions, and Human Resources. SIS is a suite of management modules that will integrate all of the university's student-related data. It is expected to be fully operational in 2009.

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Overall Academic Plan Progress, cont'd

- The Office of Information Technology's Classroom Services and Technology Support Center, working with Ohio State's Disabilities Services and the ADA Coordinator, has undertaken a number of initiatives to accommodate the needs of persons with disabilities. These include establishing a HELP line for assistive technology users and establishing a database of users' assistive software to ensure that Technology Support Center staff are trained to service it.

STRATEGY 4: 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.

Selective admissions were fully implemented with the class that entered the university's Columbus campus in autumn 2003. The 2006 incoming first-year class was the best prepared in the university's history for the 12th consecutive year, with an average composite ACT score exceeding 26 for the first time.

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.

In light of last year's review of the undergraduate curriculum, a faculty-student committee made a number of recommendations intended to create a more coherent curriculum and give students more flexibility in choosing their course work. The committee also proposed that we reduce the minimum credit hours required for the basic bachelor of arts degree. Following review by the Council on Academic Affairs, the recommendations will be forwarded to the University Senate for action on those recommendations that need senate approval. New curricular requirements could begin with the class entering in autumn 2007.

Last year's parallel review of graduate education likewise resulted in a series of recommendations for strengthening Ohio State's doctoral programs. These suggestions included establishing a new internal funding formula, assessing programs on a regular cycle, improving data collection and exchange, streamlining the Graduate School's distribution of resources, and revising its recruitment, admissions, and career development practices. The implementation of these recommendations is being carried forward under the leadership of the new Graduate School dean.

Ohio State now has 13 Scholars Programs: Architecture; Arts; Biological Sciences; Business; Communication Technology; Environment and Natural Resources; Health Sciences; Humanities; International Affairs; Mount Leadership; Pharmacy; Politics, Society, and Law; and Tomorrow's Teachers. With these 13 programs, we have exceeded the goal of 10 recommended by the Academic Plan.

The campus-wide Undergraduate Research Office opened in January 2006 in Page Hall. Created last year by the Offices of Academic Affairs and Research, the new office offers workshops, personal advising, and web-based resources aimed at making research experiences more accessible to undergraduates. Its web site, ugresearch.adm.ohio-state.edu, provides students with a centralized source of information about getting started, finding research funding, and identifying forums and publication venues for presenting their work. In 2006, the Denman Undergraduate Research Forum featured 317 projects and 325 presenters of those projects. For the first time, a number of corporate professionals were part of the teams that judged each project.

Ohio State's campus is increasingly international. According to the 2005 report on student mobility produced by the Institute of International Education, with 4,140 international students enrolled on the Columbus campus, Ohio State ranked 10th among higher education institutions in the United States hosting 1,000 or more international students. In addition, over the past 12 years, participation in study abroad programs has increased six-fold. Last year, nearly 20% of our undergraduates earned academic credit at an international institution.

The regional campuses continue to provide important educational experiences for Ohio State students. This academic year, open access at Lima, Mansfield, Marion, and Newark allowed these campuses to welcome nearly 30% of our new first-quarter freshmen and 15% of all Ohio State undergraduates.

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.

In 2006-07, some \$350 million in financial aid will help ensure that lower-income students will have access to an Ohio State education. That total includes federal, state, and private support as well as \$71 million from university sources. Ohio State matches every increase in tuition with an equal or greater increase in financial aid.

To promote economic diversity and access still further, the university has created the position of senior advisor for economic access. This new leadership role will enable Ohio State to accelerate its efforts to educate students and their families about the financial resources available for low-income students who want to go to college.

We continue to improve compensation and benefits for funded graduate students. In the past year, in addition to increasing our sponsorship of health insurance for both graduate associates and their eligible dependents, we also implemented a program of paid parental leave and other absences for personal and family medical reasons.

STRATEGY 5: CREATE A DIVERSE UNIVERSITY COMMUNITY

11. Hire at least five to 10 women and five to 10 minority faculty at a senior level each year for five years through the Faculty Hiring Assistance Program (FHAP) and other initiatives.

In academic year 2005-06, 18 women and 16 minority faculty members, three of whom are female, were hired at a senior level. In the last five years, Ohio State has hired 77 women and 58 minority senior faculty members, five-year totals that exceed the targets set by the Academic Plan. To continue that trajectory, FHAP will provide some \$400,000 to support the hiring of 14 new faculty members in academic year 2006-07. Like other campuses, Ohio State works hard to retain these talented faculty.

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

Through such initiatives as the Freshman Foundation Program, the Morrill Scholars Program, the College Assistance Migrant Program (CAMP), and the Bell Resource Center on the African American Male, Ohio State is making steady progress in attracting, retaining, and graduating increasing numbers of minority students. We now rank 26th nationally among all institutions, including historically black colleges and universities, for bachelor's degrees awarded to African American undergraduates. The number of African American students earning Ohio State undergraduate degrees increased 6% last year, and the gap in first-year retention between minority and non-minority students has narrowed to less than 2%.

(continued)

Overall Academic Plan Progress, cont'd

The Bell Resource Center on the African American Male was dedicated in March 2006. The center was created last year to enhance the retention and graduation rates of Ohio State's African American male students. To support its efforts, the Todd A. Bell Lecture Series on Ethics in American Sports was launched this year. The inaugural edition of the annual series generated enough support to establish an endowment fund to continue the work of the Bell Center.

STRATEGY 6: HELP BUILD OHIO'S FUTURE

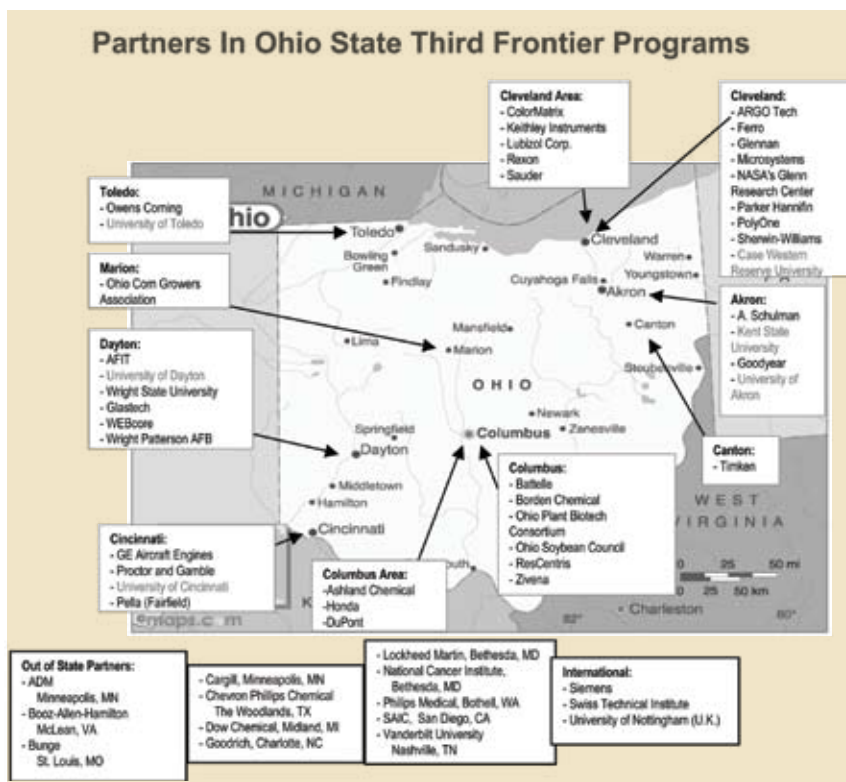
13. Become the catalyst for the development of Ohio's technology-based economy. Increase collaborations with the private sector to enhance research, successfully transfer university technology, and provide experiential learning and career opportunities for students.

Ohio State researchers were successful again this year in winning State of Ohio Third Frontier funding for projects that will lead to new products and commercializable services. The \$12.5 million awarded to our university in this year's competition will spur the development of a superconductive material for use in medical imaging equipment, allow for the refinement of magnetic cell-separation technology to treat cancer and bone marrow transplant patients, and establish the next level of imaging in which MRI and PET scans are conducted simultaneously.

Ohio State's research and development program has a significant effect on employment in our state. According to multipliers maintained by the U.S. Commerce Department, each \$1 million expended in R&D supports 32 jobs in the local community. That means more than 16,000 Ohio jobs are supported by our university's half-billion dollar per year R&D program. The employment impact of the Third Frontier program alone is statewide.

To expand opportunities for Third Frontier funding, Ohio State and other stakeholders, including Battelle Memorial Institute and the Columbus Chamber of Commerce, joined the city of Columbus last spring in proposing the Route 315 Research and Technology Corridor. This 10,000-acre corridor is intended to foster additional partnerships between industry and the academy, encourage the growth of technology-based businesses, and attract investment from outside the region. The 315 corridor will draw on and expand the successes of SciTech, Ohio State's research park for promoting the commercialization of new technologies.

WOSU Public Media and Columbus's Center for Science and Industry (COSI) have partnered to create WOSU@COSI, a state-of-the-art digital media center housed at COSI.



With generous support from Battelle, the center opened in September 2006 to serve as civic space for community forums, debates, and other activities. It will give visitors the opportunity to witness television and radio professionals and students at work and will serve as a resource for Ohio State faculty interested in media education.

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 and Human Ecology in the lead college role.

Ohio State's commitment to public education was underscored this year by the establishment at the university research park of Metro High School, a highly personalized school for grades nine to 12 with an emphasis on science, mathematics, and technology. The school's academic program was designed by faculty from the Colleges of Mathematical and Physical Sciences, Biological Sciences, and Education and Human Ecology in collaboration with representatives from Battelle and the Educational Council, a partnership of Franklin County's 16 school districts. Other Metro partners include COSI and the Ohio Center for Essential School Reform.

To complement the goals of Metro High School, Ohio State has joined with Battelle in forming the Battelle Center for Mathematics and Science Education Policy. To be housed within the John Glenn School of Public Affairs, the center will bring higher education experts together with leaders in K-12 education, business, technology, and government to develop policies and practices that will increase the number of students with competencies in the fields of science, technology, engineering, and mathematics.

Through its partnership with Johnson Park Middle School, the P-12 Project this year coordinated the efforts of more than 100 Ohio State faculty, staff, and students who developed such programs for the middle schoolers as campus visits to highlight academic areas of potential interest and, for their families, a session on financing college.

The P-12 Project, working with the Columbus Public Schools, Franklin County Educational Service Center, and other groups, spearheaded the establishment of the first Central Ohio P-16 Council to promote students' academic progress from pre-school through college. The council also supports teachers' efforts to help public school students meet the thresholds of readiness for success as they move through the P-16 educational systems.

Academic Highlights

- ✓ For the **12th** consecutive year, the incoming freshman class was the best-prepared class in Ohio State's history.

 - Average ACT score is now **26.4**.
 - **44%** of the freshmen were in the top 10% of their high school classes.
 - **80%** ranked in the top 25% of their high school classes.
 - **15.8%** of the incoming class were students of color.
 - **The class included 1,094 University Scholars, up from 902 in 2005.**
- ✓ Freshman retention rate was **91.5%**. The national average among public institutions that award Ph.D.s is 77.3%. **African American retention was up 1% to 89.1%, and Hispanic retention was up from 87.4% to 89.2%.**
- ✓ Six-year graduation rate was **71%**. Even though enrollment has remained fairly steady, the size of the graduating classes has been steadily increasing.
- ✓ Each of the last four spring graduating classes has set new records, with 6,882 degrees awarded in 2003; 7,203 in 2004; 7,335 in 2005, and a record **7,589 degrees in 2006.**
- ✓ **Research grants** reached an all-time high of **\$590 million in 2006**. The latest government statistics put Ohio State **ninth** among the nation's public universities in research expenditures. Ohio State maintained its **sixth** place among all universities in industry-sponsored research, a category in which overall funding is declining.
- ✓ Ohio State now has:

 - nine members of the National Academy of Sciences
 - 10 members of the National Academy of Engineering
 - three members of the Institute of Medicine
 - nine members of the American Academy of Arts and Sciences.
- ✓ For the third straight year, Ohio State has led the country in the number of faculty named as fellows of the American Association for the Advancement of Science (AAAS). This year, 20 faculty were so recognized. In all, **116 Ohio State current faculty members** have earned recognition as fellows of the AAAS, making the community of AAAS fellows at Ohio State one of the largest in the country.
- ✓ Two new Ohio Eminent Scholars joined our faculty in 2005–06, bringing to 12 the number of Ohio Eminent Scholars hired in the last five years.

For more information about The Ohio State University Academic Plan, visit
www.osu.edu/academicplan