



Dear Colleagues,

With this inaugural message, I'm launching what will be a quarterly message to the campus community. It's my goal to be in touch with you in as many ways as possible to let you know directly about the initiatives and activities of the Office of Academic Affairs. This message is just one of those efforts.

Barbara R. Snyder

Our Vice Provosts

Another effort to keep in touch is a series of visits that started in the fall and will continue throughout the year. My colleagues in the Office of Academic Affairs (OAA) and I are meeting with the faculty of each of our colleges to increase the flow of communication, both from OAA and to OAA. At these meetings, I've begun by introducing the vice provosts, whose commitment to our institution daily defines our office as a place of goodwill, effective solutions, and unwavering integrity. Ohio State is privileged to be able to call on the talents of Carole Anderson, Martha Garland, Mike Sherman, Randy Smith, and Mac Stewart, as well as those of Faculty Fellow Matt Platz.

Carole A. Anderson
Vice Provost for Academic Policy and Faculty Resources
Interim Dean of the Graduate School



Carole has been vice provost for academic policy and faculty resources since 2004. In 2005, she was also named interim dean of the Graduate School. Prior to these appointments, she served as vice provost for academic administration from 2001 to 2004 and was dean of Ohio State's College of Nursing from 1986 to 2001. During her tenure as dean, she also served as assistant vice president for health sciences and executive dean of the health sciences and, in 2000, co-chaired the committee that developed Ohio State's Diversity Action Plan.

Her primary responsibilities as vice provost for academic policy and faculty resources include:

- Academic leadership training
- Academic personnel appointments, leaves, promotion, and tenure
- Academic personnel policies
- Department chair appointments and reappointments
- Faculty hiring assistance program (FHAP)
- Patterns of administration/promotion and tenure documents
- Searches for and evaluation of deans and directors

As interim dean of the graduate school, her responsibilities include:

- Governance of graduate education
- Graduate associate (GA) policies
- Graduate faculty coordination
- Graduate programs and curriculum
- Graduate student services
- Professional development for graduate students

Martha M. Garland
Vice Provost for Enrollment Services and Dean for Undergraduate Education



Martha has been involved in university administration since 1992, serving first as associate dean of the College of Humanities and since 1996 as vice provost and dean for undergraduate education. In 1994-95, she co-chaired the university-wide Committee on the Undergraduate Experience (CUE), whose report since its publication has framed Ohio State's institutional agenda in matters concerning students and undergraduate education. Martha is a member of the history faculty.

Among her primary responsibilities are:

- Academic advising
- Academic support services
- Academy of Teaching
- Admissions
- Enrollment planning and policies
- Financial aid
- First Year Experience
- Orientation
- Registrar
- Student-Athlete Support Services Office
- Student Information System
- Undergraduate Research Office
- University Honors and Scholars Center, Honors and Scholars Programs, and Honors Collegium

W. Michael Sherman
Vice Provost for Academic Administration



Mike joined the Office of Academic Affairs in January 2005. At that time he was director of the School of Physical Activity and Educational Services in the College of Education and was beginning his third four-year appointment. He was a lead collaborator with the Office of Student Affairs and the Department of Athletics on the feasibility study, programming, design, and construction of the Recreation and Physical Activity Center. Mike is a professor of sport and exercise science.

Mike's primary responsibilities include the following:

- Academic budgeting
- Academic space utilization
- Chair of the Space and Facilities Committee
- College annual reports
- Liaison to the University Senate Fiscal Committee
- Facilitation of OAA units, including:
 - ADA coordinator
 - Chief Information Officer
 - John Glenn Institute for Public Service & Public Policy
 - Office of International Affairs
 - P-12 Project
 - University Libraries

W. Randy Smith
Vice Provost for Academic Programs



Randy joined the Office of Academic Affairs in 1994 as the university's first provost's faculty fellow and, in that capacity, coordinated the university's 1997 decennial reaccreditation process. He was subsequently named an associate provost and, since 1998, has been the vice provost for academic programs (formerly, curriculum and institutional relations). He has been extensively involved in national professional organizations, statewide committees and task forces, and in university governance. He is a faculty member in Ohio State's Department of Geography.

Randy is primarily responsible for:

- Academic learning outcomes
- Academic program review
- Curriculum development and review
- Institutional and specialized accreditation
- Liaison responsibility with the Council on Academic Affairs

Mac A. Stewart
Vice Provost for Minority Affairs and Special Assistant to the President for Diversity



Mac was named vice provost for minority affairs in 2001, following brief service as interim vice provost. Before his interim appointment, he was dean of University College and associate provost for undergraduate studies from 1991 to 2001. In 2005, he was also named special assistant to the president for diversity. He is a member of both the Department of Human Development and Family Science and the School of Educational Policy and Leadership.

Chief among his responsibilities are the following:

- ACCESS program for single-parent students
- African-American Male Resource Center
- College Assistance Migrant Program (CAMP)
- Frank W. Hale, Jr. Black Cultural Center
- Minority scholarship services
- President and Provost's Diversity Lecture and Cultural Arts Series
- Young Scholars Program

Matthew S. Platz
Faculty Fellow



Matt joined the Office of Academic Affairs on August 1, 2005, as a faculty fellow. He works with Carole Anderson on the day-to-day operations of the office of the vice provost for academic policy and faculty resources, overseeing special projects in that office and representing Carole as needed. A Distinguished University Professor and former chair of chemistry, Matt has served extensively on university-wide committees, including the President's and Provost's Advisory Committee.

2005-06 Academic Priorities

In addition to introducing the vice provosts at the college meetings, I've also highlighted Ohio State's 2005-06 academic priorities: shaping Ohio State's undergraduate education into the most effective in the country, strengthening graduate education, and targeting our limited central investments in the most strategic way possible. These priorities are guiding our activities this year as we strive to meet the aspirations of our Academic Plan and become recognized as the nation's premier public land-grant research university.

1. Review of Undergraduate Education

The qualifications and aspirations of our undergraduate students have changed dramatically since the last comprehensive review of the undergraduate curriculum in the 1980s. In December 2004, I appointed a Committee on the University-Wide Review of Undergraduate Education chaired by Professor of English and Humanities Distinguished Professor Brian McHale. I asked the committee to examine all aspects of undergraduate education at Ohio State, especially in light of the enhanced preparation level of our undergraduates. You can find the committee's report at oaa.osu.edu/reports/ur_index.php. Recommendations to make the GEC more appropriate for today's students include encouraging minors and double majors; offering freshman clusters; and allowing minors, double majors, study abroad, and research experiences to satisfy some GEC requirements.

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The key in the *keyNotes* nameplate dates from the early days of the university. Whatever “R & E” stood for then, today it might stand for “research” and “education”—two keystones of Ohio State’s original mission. The key symbolizes the university’s foundational commitment to research and education. And it celebrates our rich tradition of opening doors, opening minds, and opening opportunities.

Key courtesy of the Department of Facilities Operations and Development, Key/Card Control Center.

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Academic Priorities *(continued)*

The committee has also proposed a reduction in the number of credit hours required for graduation from 191 to 180. I’ve asked the university community to review the report and provide me with reactions by March 15. Recommendations on changes to the general education curriculum will require approval of the Arts and Sciences Faculty Senate, the Council on Academic Affairs (CAA), and the University Senate, and recommendations on the number of credit hours required for graduation will require approval of CAA and the University Senate. I will ask that CAA’s formal reactions to the recommendations be sent to the senate for action during fall quarter 2006 so that implementation may begin with the class entering in the fall of 2007.

2. Review of Graduate Education

Providing quality graduate education is critical to our future success as a top public research university. Our funding model for graduate education has been a source of confusion and frustration for a number of years. Consequently, I asked a committee, chaired by Dean Rick Freeman of the College of Mathematical and Physical Sciences, to examine our internal system of funding doctoral education. I also asked it to recommend metrics for assessing the quality of doctoral programs. The committee found that the current fiscal model for distributing doctoral subsidy—based solely on credit hours generated—is not the best way to support quality. It also found that our 100 doctoral programs differ greatly in quality, admission requirements, and enrollment controls. The first part of the report is available at oaa.osu.edu/pdf/grad_report.pdf.

Another committee chaired by Paul Beck, dean of the College of Social and Behavioral Sciences, concurrently undertook an in-depth study of the structure and functions of the Graduate School. Though the committee found no compelling reason to alter the present structural arrangement, whereby a dean of the Graduate School oversees graduate studies and reports to the provost, it has proposed changes to the awarding of Graduate School fellowships and fee authorizations; is recommending new processes for the oversight of graduate education; and has suggested additions to the school’s recruitment, admissions, and career development roles. In accordance with these findings, we’re launching a nationwide search for a dean of the Graduate School, and we’ll begin conducting campus-wide discussions of the committee’s additional recommendations. The Beck Committee report is available at oaa.osu.edu/pdf/gsrc_final.pdf. I’m asking that all members of the university community review it and provide me with reactions by May 15.

3. Targeted Investments in Excellence

The reputation of our university is directly dependent on the reputations of our departments and programs. With that in mind, last summer I asked the deans to identify

We are striving to become recognized as the nation’s premier public land-grant research university.

ments and programs to the top of their fields. The college plans were presented on January 17 and are available at oaa.osu.edu/tie. They’ll be judged primarily by two criteria, excellence—whether a program is capable of achieving recognition as one of the top in the field—and impact—whether a program’s top ranking is likely to have a significant impact on the university’s academic stature. We’ve identified \$50 million in central funding over the next five years for investment in the selected programs. In choosing the programs to be funded, I’ll seek the advice of the President’s Cabinet, Council of Deans, the President’s and Provost’s Advisory Committee, University Senate Steering, and other senate committees, as appropriate. I want to have investment decisions announced by the end of spring quarter so that funds for the first year can be provided to the investment targets by July 1, 2006.

Deans Reappointed, Directors Named

Deans Joe Alutto, Betty Lenz, Bobby Moser, and Nancy Rogers have been reappointed as deans of their respective colleges. Professor Allison Snow has stepped to the helm of the newly formed Undergraduate Research Office as its first director, and David Graham has been named director of Ohio State’s Student-Athlete Support Services Office.

I’m pleased that Joe Alutto, Betty Lenz, Bobby Moser, and Nancy Rogers have agreed to continue serving as deans, respectively, of the Fisher College of Business; the College of Nursing; the College of Food, Agricultural, and Environmental Sciences; and the Moritz College of Law. Their five-year reappointments will be effective on July 1. All of us can be proud of the important strides these colleges have made under their leadership.

In addition, Senior Vice President for Research Bob McGrath, Vice Provost Martha Garland, and I are delighted that Professor Allison Snow joined the newly formed Undergraduate Research Office as its first director. Allison is combining the directorship, which is a half-time position, with her faculty position in the Department of Evolution, Ecology, and Organismal Biology. Her responsibilities include leading the development, planning, and direction of the activities of the office; working with faculty, academic units, and students to facilitate undergraduate research experiences; and developing resources that advance students’ research interests.

David Graham, formerly the director of student-athlete academic support services and learning programs at Miami University, has been named director of Ohio State’s Student-Athlete Support Services Office (SASSO). Previously under the auspices of athletics, SASSO has moved

to the Office of Undergraduate Studies to coordinate the academic advising and the athletic eligibility advising of our student athletes. David’s duties will include strengthening SASSO’s relationships with the academic colleges and integrating the academic support provided by SASSO with the efforts of the athletics department.

The university is fortunate to be able to call on the talents, commitment, and energy of all of these accomplished colleagues.

Compensation News

In closing, I’d like to share the good news that we’ve made significant progress in bringing faculty salaries in line with those at our benchmark institutions. We’re better serving our staff and funded graduate students, too, thanks to investments in salary competitiveness and benefits for those members of the Ohio State family.

Over the last five years, Ohio State’s faculty salary increases were more than 50 percent greater than the average raise at our benchmarks. As a result, we now rank 13th for faculty salaries among *U.S. News and World Report’s* top 25 public institutions. Our staff members are being better served, too, thanks to our investments in salary competitiveness, benefits, and work/life programs. In addition, Ohio State is in the middle of a long-term plan to improve compensation and benefits for funded graduate and professional students. Effective this year, we’re sponsoring 75 percent of our graduate associates’ cost of health insurance and 50 percent for their eligible dependents, and a program was implemented to provide for paid parental leave and other absences for personal and medical reasons.

Though we’ve clearly made some major strides, more work remains to be done. Eleven of our colleges are still below the average of their benchmark institutions. Our staff salaries are below the averages of the large public and private employers with which we compete for many staff positions. To address such issues, I am asking for recommendations on new compensation targets from the deans and our faculty, staff, and GA governance groups.

As you can see, the Office of Academic Affairs is working on many fronts to enhance the academic excellence of our institution. I invite you to contact me or any of the vice provosts with ideas for stepping up those efforts.

*Sincerely,
Barbara R. Snyder
Executive Vice President and Provost*