



Dear Colleagues,

In my 2009 State of Academic Affairs address to the University Senate, I discussed a number of personal values that guide my behavior and give focus to the efforts of my office. Among these values is a firm belief in the need for accountability in all that we do. This keyNotes newsletter helps me stay accountable to the university community.



Through the information shared in its pages, I aim to keep you abreast of the initiatives of the Office of Academic Affairs and the progress we are making in bringing those initiatives to fruition.

To begin this issue of keyNotes, I want to talk plainly about an issue of critical importance for those initiatives and, indeed, for us all: the uncertain economy and what it means for The Ohio State University.

The Economy: The Opportunities

Today's uncommonly challenging economic climate has all of us anxious about what tomorrow may bring. And yet, troublesome as it is, this moment presents opportunities to think in new ways, to work together more seamlessly, and to focus our efforts and our resources for the lasting benefit of our students and our state.

By now, you are familiar with Ohio's gloomy economic forecast. The state has a \$2 billion shortfall this year, with an anticipated \$7.5 billion gap over the coming biennium. Nevertheless, our university continues to enjoy strong support from Governor Strickland and excellent bi-partisan support from leaders in the Statehouse. In his January State of the State address, the governor reaffirmed his intent to hold much of our core funding relatively intact. Ohio's political leaders know—just as we do—that families are finding it increasingly difficult to pay for higher education and that students are accumulating ever-increasing debts to pay for college.

Given this fiscal context, we have taken several steps during the past year to ensure that we can and will continue to advance toward our goals. For example, as one of the nation's largest direct student-loan lenders, in conjunction with our Students First initiatives, we will continue to help students and their families finance their education at reasonable costs. In addition, we have saved nearly \$100 million through administrative efficiencies and cost-avoidances; and, thanks to the foresight and fiscal conservatism by unit heads, deans, and vice presidents, we have developed targeted reserves that will be used for short-term budget difficulties. Still other plans covering a broad range of expenditures are also being considered. Such planning is a regular part of our administrative process, ensuring that Ohio State is fully prepared to respond to a variety of budgetary scenarios.

Contingency planning is crucial because supporting faculty and staff success has never been more important. Even in today's difficult financial circumstances, competition for the nation's best minds is unrelenting. So, let me say unequivocally that the university is committed to attracting the finest workforce to Ohio State—and then keeping those colleagues here. President Gee and I are personally involved in the recruitment and retention processes, and we will continue our efforts unflaggingly.

Ohio State will likewise remain steadfast in its commitment to protect and enhance its areas of academic excellence and

assure that students continue to receive a superb education. That means continuing to upgrade our university facilities so that they provide the most up-to-date technology tools for leadership in teaching, research, and career development.

As I noted previously, this time of uncertainty and contingency planning is also an occasion for innovation, for fresh strategic thinking about how to achieve the academic excellence that is our mission and our mandate. A new program jointly sponsored by the Office of Academic Affairs and the Office of Research is meant to do just that. This summer we will be competitively awarding a limited number of Centers for Innovation and Innovation Groups to promote faculty research in emerging areas of intellectual interest. To encourage trans-institutional scholarship, affiliates of these centers and groups will represent many colleges, and their research focus will cross college boundaries.

In the current fiscal climate, responding responsibly to the aging of our infrastructure and many of our building systems calls for a different approach to capital planning. Ohio State's new integrated planning concept will transform the current capital planning process from a one-building-at-a-time effort to a holistic, long-term strategy for new construction, renovations, and replacements. By aligning university-wide facilities and technology needs with the colleges' goals for programs, recruitment and enrollment targets, and cooperative initiatives, the new integrated planning strategy will lead to a more efficient and effective use of the university's resources. It will also allow us to locate in close proximity those facilities that can share or complement services, functions, and research affinities. In this way, we will increase interdisciplinary opportunities and better utilize current space.

Like our capital planning effort, academic programming will also be revitalized, thanks, in part, to the restructuring of the arts and sciences and by the possible move to the semester system in 2012. In addition, efforts are under way to better coordinate the many life sciences and environmental and earth sciences programs across the university.

Despite today's fiscal realities, I hope it is clear that we can and will make progress on our institutional goals. I look forward to keeping you informed about that progress—in other words, to remaining accountable to you—and to working with you to use this unique moment to our lasting advantage.

Globalizing the University

Expanding Ohio State's global presence is another institutional goal on which we expect to make progress this year. Spearheading our efforts will be our new Vice Provost for Global Strategies and International Affairs William Brustein, who will join us on July 1. William is presently associate provost for international affairs at the University of Illinois at Urbana-Champaign, where he is also director of international programs and studies. He previously was director of the University Center for International Studies at the University of Pittsburgh as well as chair of the Department of Sociology and director of the Center for European Studies at the University of Minnesota.

William has been tireless and visible as an international programs administrator. His most recent professional service includes his presidency from 2007 to 2008 of the Association of International Education Administrators. In addition, he currently serves on the Board of Directors of the Association for Studies in International Education and is on the executive committee of the Commission on International Programs of the National Association of State Universities and Land-Grant Colleges.

Well known for his publications in the areas of political extremism and prejudice, William is a professor of sociology, political science, and history and the Alumni Professor of International Studies at Illinois.

At Ohio State, he will be a professor of sociology and history. William was named our vice provost for global strategies and international affairs following a rigorous international search. His charge is to promote Ohio State's eminence in research and teaching on a global scale. To do so, he will lead the development of the university's evolving global strategies and preside over the Office of International Affairs. I know we all look forward to his leadership in broadening Ohio State's international orientation and reputation.



William Brustein



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keyNotes



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The key in the *keyNotes* nameplate dates from the early days of the university. Though "R & E" originally referred to the key manufacturer, today those letters 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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Strategic Planning: An Update



Since autumn 2007, Ohio State's colleges have been formalizing their long-term agendas, with the result that a strategic plan for every college will be made public by the end of this quarter. Throughout this 18-month process, I have been gratified by the collegiality, forward-thinking, and willingness to make hard choices on the part of faculty, staff, and deans.

The purpose of a strategic plan is to provide guidelines for achieving compatibility among the goals of

the university, the Board of Trustees, the colleges, and their departments. Accordingly, the college strategic plans include goals for facilities, finances, technology, development, and talent—all to be realized as strategic initiatives are implemented. These initiatives, in turn, have been shaped in light of President Gee's overarching goals for the university.

Strategic plans, of course, are not static. We can anticipate that a number of university-level initiatives—including the capital campaign, the development of the Centers for Innovation and Innovation Groups, and the integrated planning strategy mentioned earlier—will influence and support the ongoing evolution of the strategic plans.

Success does not come about through serendipity. Planning strategically and aligning resources with goals are essential to success. The blueprints for the future that you and your colleagues have developed for your colleges, bolstered by continuing discussion of them, will guarantee that the university continues to grow in distinction and contribution.

Undergraduate Education: A New Administrative Structure

To enhance the university's emphasis on undergraduate education, later this year we plan to reorganize the office responsible for enrollment services and undergraduate education.

Martha Garland, our invaluable and indefatigable vice provost for enrollment services and dean for undergraduate education, has informed me that she will retire this summer. After consultation with Martha about how to further strengthen Ohio State's focus on undergraduate education, we have decided to divide her considerable responsibilities between two positions.

The first will be that of an associate vice president for enrollment services, who will be charged with attracting and retaining the highest quality student body possible.

The second position will be that of vice provost and dean of undergraduate education. This new officer's responsibilities will include coordinating all undergraduate program reviews, ensuring that student experiences are

of the highest quality, supporting such special initiatives as our nationally respected Honors and Scholars programs, and serving as a catalyst for the development of new undergraduate programs.

Because we will be seeking to alter titles and reassign responsibilities, these administrative changes will require approvals by the University Senate.

Undergraduate students and programs are at the core of our institutional identity. By taking these steps, we will gain an unprecedented focus in the critical areas of enrollment services and undergraduate education. Given our years of consistent improvement in

student quality, these administrative changes will be vital to Ohio State's success in the challenging arenas of student recruitment and retention.



Martha Garland

Let me close this issue of *keyNotes* by sharing the good news that the Carnegie Foundation for the Advancement of Teaching has recently recognized Ohio State for both its community outreach efforts and its community-engaged curriculum. The university is one of 68 public and 51 private institutions selected for the Carnegie Foundation's 2008 "Curricular Engagement and Outreach & Partnerships" classification. Ohio State's designation is in the category "Curricular Engagement and Outreach & Partnerships," which identifies institutions with substantial commitments in both areas. Only four of our benchmark universities were also chosen this year for this distinction.

This recognition by the Carnegie Foundation is one more visible signal that Ohio State is applying its expertise to real-world problems, reaching out to enhance its communities, and conducting research for the public good. Such activities, of course, are part of the DNA at this land-grant institution. And economic downturns will never affect that.

Sincerely,
Joseph A. Alutto
Executive Vice President and Provost