Remarks by Jim Patterson
Following Special Board of Trustees Meeting
July 25, 2002

Ladies and gentlemen—I would like to present to you Dr. Karen Holbrook.

I am Jim Patterson. In addition to being chair of the Board of Trustees, I also had the privilege of chairing the search committee.

This is an historic and exciting day at The Ohio State University as well as for the people of Ohio. It is also a very special day for me since I get to introduce Ohio State’s 13th President. Before doing so, however, there are several comments that I want and need to make.

One is to again thank Ed Jennings for delaying his retirement to serve as Interim President, service that while brief, will continue into early fall.

We anticipate that our new president will arrive on or about October 1 and know that Ed, along with everyone else on campus, will help assure a smooth transition.

As many of you will recall, the search process began in early April, just days after Brit Kirwan announced his intention to return to Maryland. Early on, the trustees took three key actions to set the search in motion.

First, we named a broadly representative, 18-member Presidential Search Committee that has worked tirelessly and effectively for almost four months.

We owe these committee members our most sincere thanks for their contribution to the university’s future.

Would those Presidential Search Committee members who are here today please stand and be recognized?

Second, we retained an outstanding search consultant, A. T. Kearney. And third, we prepared a Presidential Profile that identified six key attributes we wanted in a president. Those attributes were:

Exemplary integrity, trustworthiness and wisdom;
Superb interpersonal and communicative skills;
Breadth and depth of intellect;
High level of energy;
Tenacity and judgment; and
Self-confidence.

We sought a president who was strongly committed to our Academic Plan and would take us to the next level of academic excellence.
We wanted to build upon the momentum that has been generated over recent years, not start over by pursuing a new direction.

The search committee reviewed well over 100 names, narrowing the list first to about 50 names and meeting face-to-face with more than a dozen individuals. For the most part, these candidates were presidents or provosts at major American universities.

As time went by, our thinking crystallized and we reached certain conclusions.

For example, it became increasingly clear that Ohio State would be best served with a president whose experience was at a public university, where the culture is quite different than at our private counterparts.

Eventually, the committee recommended a small number of candidates to the Board of Trustees, which as you heard voted unanimously – and I should add, enthusiastically – for our next president, Dr. Karen Holbrook.

For obvious reasons, we are not going to identify any candidates other than our new president.

I must note, however, that we looked at and met with a truly exceptional and diverse group of men and women.

We were very impressed by the quality of people we met and, given Ohio State’s needs at this point in time, believe that we found the best of the best – and the perfect fit – in Dr. Holbrook.

Why do I say that? Why did we select her to lead us into the future, to help us realize our aspirations?

First and foremost is Dr. Holbrook’s total, unequivocal commitment to academic excellence and the Academic Plan. More than any person we spoke to, Dr. Holbrook conveyed a thorough understanding of our vision to become a great teaching and research university and what it will take to achieve it.

“If you want someone to hire the very best faculty,” one reference told us in a way that typified the glowing reports we received, “she’s the one you want.”

We were also impressed by her passionate – and I do mean passionate – interest in Ohio State. She strongly believes that all the pieces are in place to realize our vision and that her entire life has prepared her to achieve this result. She is a native Midwesterner eager to return to her roots and to lead us to the greatness we seek.

A second and related factor is Dr. Holbrook’s broad experience at three institutions – Washington, Florida, and Georgia – that bear many similarities to Ohio State.

As an Instructor, Assistant Professor, Associate Professor, Associate Dean, and Professor of Biological Structure and Medicine at the University of Washington; as Vice President for
Research and Dean of the Graduate School at the University of Florida; and for the last four years as Senior Vice President for Academic Affairs and Provost at the University of Georgia, Dr. Holbrook has consistently exemplified academic excellence.

One aspect of Dr. Holbrook’s background was especially important, and that is experience with academic medical centers, medical research, and biotechnology. Medicine is an important part of our university, and biotechnology is critical to the future of Ohio State and the State of Ohio.

For those who don’t know, the University of Georgia was founded in 1785 and is America’s oldest state-chartered university. Like Ohio State, it is a land-grant institution.

Fall 2001 enrollment totaled over 32,000 and its budget is approximately $1.3 billion. *U.S. News & World Report* ranked it 18th in its 2002 list of 50 top public universities.

At Georgia, Dr. Holbrook has served not only as Provost but as Professor of Cell Biology and Adjunct Professor of Anatomy and Cell Biology and Medicine at the Medical College of Georgia. Last year, she helped create the Biomedical and Health Sciences Institute. She is a national authority in the field of dermatology.

She also played a key role in developing Georgia’s Strategic Plan, analogous to our Academic Plan, which among other things includes a strong commitment to diversity and ambitious diversity goals.

And working with the National Institutes of Health and the National Science Foundation, she strongly supported the efforts of faculty and research leaders to successfully expand Georgia’s federal research funding.

At Florida, where she served as Vice President of Research as well as Dean of the Graduate School, Dr. Holbrook organized and chaired a meeting co-sponsored by the Governor’s Office, University System, private enterprise and AAAS [Triple AS] called, “The Future of Science and Technology in Florida: High Tech Florida Means Business.”

A third reason we were attracted to Dr. Holbrook is her extraordinary set of interpersonal skills. Her marks in developing positive relationships with faculty, staff, and students are more than high; they are almost stratospheric.

She bonds quickly with students, who immediately sense that she is interested in them and cares about them.

And it is easy to understand why, since she is someone whom you instantly like and trust.

She has a wonderful way about her that will be very effective on and off campus. In short, she is very much a “people person.”
Dr. Holbrook meets or exceeds all the attributes in our Presidential Profile. She brings boundless energy along with integrity; confidence; intellect; judgment; and, as I have said, superb interpersonal and communicative skills.

She is also a strong supporter of service to the community and the land-grant mission.

As you heard in the resolution, her own educational training was superb, with Bachelor’s and Master’s Degrees in Zoology from the University of Wisconsin and a Ph.D. in Biological Structure from the University of Washington.

She has also held leadership roles and participated extensively in the activities of Professional and Honorary Societies, including the American Association for the Advancement of Science, where she is a fellow and member of its Board of Directors; the American Association of Universities; the National Association of State Universities and Land Grant Colleges; and the American Association of Medical Colleges, to name just a few. Her editorial and publication activities are impressive, and her service on faculty senates, economic development groups, search committees and the like are truly extraordinary.

She has been deeply involved in national and regional efforts to strengthen graduate education in America and has been active in economic development partnerships at the community and state levels.

Her husband, Jim, now retired, is an oceanographer and past Deputy Director of the National Oceanic and Atmospheric Administration’s Pacific Marine Environmental Research Laboratory in Seattle. They have one son, also named James.

In summary, Dr. Holbrook is a high-energy and effective proponent of academic excellence and our Academic Plan. She builds constructive relationships with students, faculty, and others.

She has a broad understanding of higher education today, with special knowledge of medicine and biotechnology. Her values are first-rate, and she will fit well at Ohio State.

Under her capable leadership, Ohio’s flagship university will be in fine shape.

With that, I present to you the 13th President of The Ohio State University, Dr. Karen Holbrook.

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Trustees elect Georgia provost to lead university
Karen A. Holbrook to become 13th president

COLUMBUS – The Ohio State University Board of Trustees today elected Dr. Karen A. Holbrook the University’s 13th president. Holbrook, who has been Senior Vice President for Academic Affairs and Provost at the University of Georgia since 1998, will assume her new position Oct. 1.

Holbrook, 59, was recommended to the Board of Trustees by the 18-member Presidential Search Committee led by Board Chair James F. Patterson. Her appointment was approved unanimously at today’s special meeting of trustees.

“We stated at the beginning of our search process that we wanted to find the best person possible to advance Ohio State’s academic excellence and to succeed in positioning the university among the world’s truly great public teaching and research institutions,” said Patterson. “In Dr. Holbrook, we have found that person and have every confidence that her experience and leadership will create the momentum necessary to fulfill the vision and aspirations outlined in our Academic Plan.”

Beyond her unequivocal commitment to academic excellence, Patterson said that search committee members and trustees were impressed with Dr. Holbrook’s passion for Ohio State. “Her passion, and I do mean passion,” said Patterson, “was evident in every one of our many conversations. Dr. Holbrook believes that all the right pieces are in place – strong professional schools, excellent graduate programs and a commitment to further enhancing the undergraduate experience – for Ohio State to realize its ambitions for greatness.”

-more-
Trustees select Georgia provost 2-2-2

Patterson emphasized that Dr. Holbrook meets or exceeds all the attributes in the university’s presidential profile. “Across the board,” he said, “Dr. Holbrook best met our search criteria. She brings boundless energy along with integrity, confidence, intellect and judgment, all coupled with superb interpersonal and communicative skills.”

Patterson also said that Holbrook was chosen because of her broad experience at three institutions that bear many similarities to Ohio State – the University of Washington and the University of Florida, as well as the University of Georgia. He noted that while at those institutions Dr. Holbrook earned a reputation for building strong, positive relationships with faculty, staff and students.

At Georgia, Dr. Holbrook served for four years as Provost, Professor of Cell Biology, and Adjunct Professor of Anatomy and Cell Biology and Medicine at the Medical College of Georgia. She also played a key role in developing Georgia’s Strategic Plan, analogous to Ohio State’s Academic Plan, which among other things includes a strong commitment to diversity and sets ambitious diversity goals. Working with the National Institutes of Health and the National Science Foundation, she strongly supported the efforts of faculty and research leaders to successfully expand Georgia’s federal research funding. Dr. Holbrook was also instrumental in helping create the Biomedical and Health Sciences Institute at the University.

At the University of Florida, Dr. Holbrook served as Vice President for Research as well as Dean of the Graduate School. While there, she organized and chaired an effort co-sponsored with Florida’s governor to define a strategy for the future of science and technology in the state.

Born in Des Moines, Iowa, Holbrook received Bachelor’s and Master’s Degrees in Zoology from the University of Wisconsin and a Ph.D. in Biological Structure from the University of Washington. Before going to Georgia in 1998, she served as an Instructor, Assistant Professor, Associate Professor, Associate Dean and Professor of Biological Structure and Medicine at the University of Washington (1972-93) and as Vice President for Research and Dean of the Graduate School at the University of Florida (1993-98).

-more-
Trustees select Georgia provost 3-3-3

Her husband, Jim, now retired, is an oceanographer and past Deputy Director of the National Oceanic and Atmospheric Administration’s Pacific Marine Environmental Research Laboratory in Seattle. She and her husband have one son, James, who will soon graduate from the University of Georgia.

Patterson said that the search committee reviewed well over 100 candidates, narrowing the list first to about 50 names and meeting face-to-face with more than a dozen individuals. He added that the committee considered a broad and diverse universe of people, looking at presidents and provosts at major public and private universities.

Holbrook’s annual salary at Ohio State will be $325,000.

Founded in 1785, the University of Georgia is America’s oldest state-chartered University. Like Ohio State, it is a land-grant institution. Fall 2001 enrollment totaled 32,317, the highest in its history. Its annual budget is $1.3 billion, and the university is ranked 18th by U.S. News & World Report on its 2002 list of 50 top public universities.

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Editor’s note: Reporters may be interested in contacting University of Georgia President Michael F. Adams for comment. He can be reached at 706-542-1214.
OSU gets its first female president

By Alice Thomas
THE COLUMBUS DISPATCH

Ohio State University will name Karen Holbrook president today, making the University of Georgia provost the first woman to head the institution in its 132-year history.

Sources told The Dispatch yesterday that Holbrook, who is also Georgia's senior vice president for academic affairs, will be appointed Ohio State's 13th president at a special meeting of university trustees this morning.

The cell biologist, who specializes in embryonic development of human skin, will join two other women who lead Big Ten universities and one other woman who leads a public, four-year Ohio university.

"She's somebody that everybody likes," said Garrison Walters, vice chancellor for academic affairs at the Ohio Board of Regents.

He has worked with Holbrook since the mid-1990s, when she was hired as a consultant. The work at the Board of Regents focused on issues ranging from a review of the state's doctoral programs to a statewide program aimed at luring top academics to Ohio colleges.

Holbrook, 59, will replace Edward H. Jennings, who has served as interim president since the June 30
departure of William E. Kirwan. Kirwan, who was paid a base salary of $275,000 a year, left after four years at Ohio State to become chancellor of the University System of Maryland. It’s not yet known what Holbrook will be paid.

“She’s a great scholar, a leader among academics. Faculty and researchers will rally around her,” said Neil Sullivan, dean of the College of Liberal Arts and Science at the University of Florida. “She’s great at drawing consensus... and she is very good at making people want to get on the team and make things move.”

Sullivan, who worked with Holbrook at Florida, predicts she’ll be well received outside the university community, too. He said she’s a master at fund raising — on which OSU has become increasingly dependent.

“Certainly, in her interactions with private foundations she was very effective. She has a character that inspires trust,” Sullivan said.

Sources said Holbrook was one of several names that a search committee forwarded to OSU’s board of trustees several weeks ago. Trustees did not return calls for comment yesterday, and administrators were keeping mum.

Although the search committee’s chair — OSU’s board chairman James Patterson — said the group would consider internal candidates and possibly people from outside academia, no internal candidates were serious contenders, one source said.

Holbrook has achieved one of her goals in landing the OSU presidency. Since she became Georgia’s provost in September 1996, Holbrook has made no secret of her plans to become a college president.

Holbrook has been in the running for president at the University of Alabama at Birmingham, Arizona State University and the University of Kentucky. She also was wooed for the top spot at the University of Florida in 1999, where she was vice president for research and dean of the graduate school.

Last month, she withdrew from consideration for the Alabama post, saying she wished to remain in Georgia. In March, Arizona State released a statement that she was withdrawing from that search, quoting Holbrook as saying it wasn’t “the right fit for me at this time.”

After today’s announcement, Holbrook joins Mary Sue Coleman at Michigan and Katharine Lyall at the University of Wisconsin System as the conference’s only female presidents.

The only other woman now serving as president of a four-year public institution in Ohio is Carol A. Cartright at Kent State University.

Asked whether Holbrook was up to the task of running Ohio State, Sullivan said she performed extremely well as vice president in Florida — which has a hospital and is a “very complex operation,” he said.

Sullivan expects Holbrook to be successful at raising money — both from the private sector as well as the public.

Sullivan also predicted that students will adore Holbrook. “She looks after and cares for students... She’s done that everywhere she’s been.”

The University of Georgia, located in Athens, is about half the size of Ohio State, with 24,000 undergraduates, 7,000 graduate students and a $1 billion budget in 2001. OSU has 43,000 undergraduates, 9,000 graduate students and a $2 billion budget.

A native of Des Moines, Iowa, Holbrook has a doctorate from the University of Washington and bachelor’s and master’s degrees in zoology from the University of Wisconsin.

Her husband, James, worked as an oceanographer for the National Oceanic and Atmospheric Administration, according to a Georgia newspaper.

athomas@dispatch.com
DR. KAREN A. HOLBROOK
13\textsuperscript{TH} PRESIDENT OF THE OHIO STATE UNIVERSITY

Dr. Karen A. Holbrook was elected president of The Ohio State University on July 25, 2002, at a special meeting of the university’s Board of Trustees. She assumes her responsibilities on Oct. 1.

Born in Des Moines, Iowa, Dr. Holbrook earned B.S. and M.S. Degrees in Zoology at the University of Wisconsin in Madison in 1963 and 1966, respectively. After teaching Biology at Ripon College for three years, she earned a Ph.D. in Biological Structure from the University of Washington School of Medicine in 1972.

Building upon that excellent educational background, Dr. Holbrook became an Instructor and later Assistant Professor, Associate Professor, Associate Chairman, and Professor of Biological Structure and Medicine at the University of Washington School of Medicine, gaining a national reputation for her expertise in dermatology. Showing the leadership skills that characterize her career, she also served as Associate Dean for Scientific Affairs.

In 1993, Dr. Holbrook moved to the University of Florida at Gainesville, where she was Vice President for Research and Dean of the Graduate School as well as Professor of Anatomy and Cell Biology and Medicine (Dermatology). While there, she organized and chaired a meeting co-sponsored by the governor’s office, the University System, private enterprise, and the American Association for the Advancement of Science (AAAS) called, “The Future of Science and Technology in Florida: High Tech Florida Means Business.”

In 1998, Dr. Holbrook was named to her present position as Senior Vice President for Academic Affairs and Provost at the University of Georgia – serving also as Professor of Cell Biology and Adjunct Professor of Anatomy and Cell Biology and Medicine at the Medical College of Georgia. At Georgia, she helped create the Biomedical and Health Sciences Institute and played a key role in developing the University’s Strategic Plan, which among other things includes a strong commitment to diversity and ambitious
diversity goals. And working with the National Institutes of Health and the National Science Foundation, she strongly supported the efforts of faculty and research leaders to successfully expand Georgia's federal research funding.

Throughout her career, she has held leadership roles and participated extensively in the activities of Professional and Honorary Societies, including the AAAS, where she is a fellow and member of the Board of Directors; the American Association of Universities; the National Association of State Universities and Land Grand Colleges; and the American Association of Medical Colleges. Her editorial and publication activities are extensive, and her service on faculty senates, economic development groups, search committees, and the like is impressive. She has been deeply involved in national and regional efforts to strengthen graduate education in America and has been active in economic development partnerships at the community and state levels.

She is married to Jim Holbrook, a retired oceanographer and past Deputy Director of the National Oceanic and Atmospheric Administration's Pacific Marine Environmental Research Laboratory in Seattle. She and her husband have one son, James, who will soon graduate from the University of Georgia.
"I want to hear what people want."
Karen Holbrook | OSU's incoming president

Next OSU president called a good match

By Alice Thomas
THE COLUMBUS Dispatch

Her biomedical background and embrace of Ohio State University's push for improvement gave Karen Holbrook an edge in one of the speediest searches for a president in the school's history.

Holbrook, 59, provost of the University of Georgia, will become Ohio State's first female president on Oct. 1.

"Medicine is an important part of our university, and biotechnology is critical to the future of Ohio State and the state of Ohio," James Patterson, chairman of the OSU Board of Trustees, said yesterday at a meeting called to introduce Holbrook.

Ohio State plans to build a $130 million biomedical tower and hire 100 faculty members as part of its effort to beef up research.

Although the University of Georgia doesn't have a medical or engineering school, Holbrook helped launch a biomedical program there in partnership with the Medical College of Georgia, where she is a professor of anatomy and cell biology. Holbrook also has worked at other

The deal
Here are highlights of the contract between the Ohio State University Board of Trustees and soon-to-be OSU President Karen Holbrook.

- Term: Five years, beginning Oct. 1. The trustees may terminate services immediately for cause, such as a criminal or immoral act, or without cause by giving 90 days' written notice.

- Pay: $325,000 a year, plus annual raises and performance bonuses of one-fourth of her base salary for exemplary performance and meeting mutually determined goals.

- Deferred compensation: $100,000 annually; $50,000 to a 457(b) plan and $50,000 to a 457(f) plan. She will receive proceeds from the 457(f) plan only if she completes five years as president.

- Residence: Private living quarters in Pizzuti House, 80 N. Drexel Ave., plus a full-time housekeeper and necessary staff. Furniture and furnishings will be provided if desired.

- Automobiles: Two full- or mid-size, plus a driver upon request.

- Expenses: Moving expenses, including trips to complete business or personal affairs. Reimbursement for travel, business and entertainment, including for her husband when travelling on university business, and dues and expenses for membership in professional and business clubs and associations related to the function of president.

- Job security: Tenure as a full professor, which she can continue after ending her service with the university. At that time, she would receive salary and benefits at the level of the highest-paid professor in her department.

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Source: Ohio State University
universities with medical schools.

Trustees liked Holbrook’s experience with high technology, especially the merger of university research with the corporate sector — another initiative at Ohio State.

Those who didn’t know anything about her were impressed, too — and happy that Ohio State hired a woman. “It’s about time,” said J. Briggs Corman, president of the Council of Graduate Students.

Holbrook will be the third female president in the Big Ten and the second at a public university in Ohio.

She first met with OSU officials in May, but her name came up early and often in the search. It began in April after William E. Kirwan announced he was leaving to become chancellor of the University System of Maryland.

Sources said Holbrook was one of two candidates — the other was a man — that an 18-member committee recommended to OSU trustees, who made the final decision. Details of the search, which included a dozen face-to-face interviews, were kept private.

Some members of the search committee felt Holbrook was a bit of a risk because of Georgia’s size — about half that of Ohio State — and her position as provost instead of president, sources said.

When trustees decided to offer her the job, which will pay $355,000 the first year, negotiations went smoothly. “We didn’t really have any sticking points,” Patterson said.

Holbrook currently makes $255,000.

Trustees were all smiles yesterday when they presented Holbrook with a Longaberger basket full of OSU paraphernalia, including T-shirts and a football signed by coach Jim Tressel.

“She connects instantly with people,” Trustee Zhuleh Soffa said afterward.

In her first speech before the board, Holbrook talked more about Ohio State’s goals than her accomplishments and said her first impression of the university is that it’s big.

Among her goals, she listed starting programs that combine academic areas, recruiting the best and under-served students to OSU, and seeing that faculty members are rewarded for good performance.

In keeping with OSU’s reputation as a football powerhouse, she closed with: “I never dreamed I would be fortunate enough to return to my Midwest origins and cheer for the Buckeyes as they clean Michigan’s clock 121 days from now.”

At a news conference after the meeting, Holbrook, who grew up in Des Moines, Iowa, said her immediate plan is to listen. “I want to hear what people want.”

She said the OSU presidency is her “last career move” and acknowledged the continuing statewide budget crunch. OSU "can’t simply look to the state legislature for funding," she said.

While at Georgia, Holbrook helped hire top talent, raiding other schools for prized academics. She said she doesn’t plan to import colleagues but didn’t rule it out.

Asked which university has the better academic reputation — Georgia or Ohio State — Holbrook said, “I can only say that Georgia has become a superb institution.”

With her yesterday was her husband, James Holbrook, a retired oceanographer. The couple has one son, James, 28, who is a telecommunications major at the University of Georgia in Athens.

That school was taken by surprise when word leaked Wednesday night that Holbrook might be leaving. That day, before catching a plane to Columbus, she attended a groundbreaking for a rural-development center at a satellite campus in Tifton, Ga.

“She does have one fault. She works too hard,” said Gale Buchanan, dean and director of the College of Agricultural and Environmental Sciences at Georgia.

Leah Newman, editor of the student newspaper, said Holbrook caused a flap this summer. She e-mailed students that the university would be referring to them by their last year in college — “first year” instead of “freshman,” for example — in an effort to get them to graduate sooner rather than be known as a sixth- or seventh-year student.

“it didn’t sit well with students,” Newman said.

Still, she said of Holbrook, “She’s known as being a leader and doing her administrative job exceptionally well.”

Louis Castenell, dean of Georgia’s College of Education, said Holbrook persuaded him to leave his dean’s job at the University of Cincinnati three years ago.

He described her as straightforward, honest and highly regarded on campus. Holbrook created a round table for deans who can be fiercely competitive, to encourage them to discuss issues, Castenell said.

“She’s political, but she’s not a shark. Some people do everything because it has political weight or value. She’s not that way.”

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New OSU president must become adept fund-raiser

By Alice Thomas  
THE COLUMBUS DISPATCH

When she takes over one of the country’s largest colleges this fall, Karen Holbrook will have more to adjust to than just her job as Ohio State University president. She’ll have to adapt to Ohio, too. Just being in the Buckeye State will bring new challenges for Holbrook, provost at the University of Georgia.

"Georgia has been a case study of ours," said Roderick Chu, chancellor of the Ohio Board of Regents. "They have one of the finest higher-education systems in the country, and the state of Georgia has benefited from it."

In the 1980s, Georgia set aside money for programs that Ohio only dreamed about, most notably biomedical research. Today, Ohio college presidents warn that the state’s economy must be transformed from manufacturing to high-tech — or "Georgia has been a case study of ours. They have one of the finest higher-education systems in the country."

RODERICK CHU  
chancellor, Ohio Board of Regents

Ohio will risk losing jobs and personal income. Georgia has already been there, done that.

"This is a state that is still booming — growing even. We’ve imported on the range of 150,000 new residents a year for the last decade," said Michael Adams, president of the University of Georgia.

Georgia "clearly has continued to be a leader in focusing (university) research to economic growth," Chu said.

Tuition is another key difference, and a perennial, politically charged issue in Ohio. Compared with other states, Ohio has expensive public universities. The average tuition at a four-year school in 2002 was $4,485 in Ohio compared with $3,361 nationally, according to the Chronicle of Higher Education. Georgia’s average tuition at its public universities was $2,324. And many students pay nothing.

Last year, more than 83,000 of the 217,000 students at Georgia’s state universities went for free, thanks to a state program that turns lottery profits into tuition subsidies. Another 104,000 used the tuition program to get a technical education at no cost.

The state has a history of spending a greater percentage of its tax dollars on its colleges, according to the National Center for Public Policy and Higher Education.

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OSU PRESIDENT

FROM PAGE D1

17 percent of Georgia's state budget went to colleges in 1996, up from 15 percent in 1990. In Ohio, the amount decreased during the same time period — from 8 percent in 1990 to 7 percent in 1998.

After weathering state budget cuts this year, Ohio State officials said the university will be adopting more characteristics of a private school, including a greater dependence on private donations, which gradually have become a bigger share of its budget.

When the hunt for funds is on, a university president's job becomes just as focused on finances as on faculty and academics. At Georgia, Holbrook is the chief academic officer and has had limited experience in fund raising, Adams said.

That will soon change. Even though her official first day is Oct. 1, she has a meeting lined up this month with Jerry May, OSU's vice president for development.

"I'm already putting together a plan of who the people are she will meet with in the short term, and we'll be taking her on the road as soon as possible to meet with donors," May said.

The visits will take her across the country: California, Florida and Chicago are stops already on the list, not to mention numerous meetings in Columbus.

Holbrook's time will be divided in other ways, too: Instead of roundtables with deans in Georgia, she can expect regular meetings with the state's top legislators in Ohio and with the OSU Board of Trustees.

In Georgia, public universities don't have their own boards; they are run by one state board that sets policy — as well as hire presidents — for all public universities. Ohio's system has been known to foster competition among universities. Georgia's college presidents work as a team, said Adams, who has worked in both states.

"There is a higher level of cooperation here among the four research university presidents than in Ohio," Adams said.

The growing job requirements of public university presidents are one reason their salaries have shot up in recent years, said Cheryl Fielde, spokeswoman for the National Association of State Universities and Land-Grant Colleges. "I think it was in recognition of the fact that there is significantly growing pressure on the presidents and the growing complexity of the job."

Holbrook's salary will be $325,000 a year plus benefits including annual bonuses, a house with a housekeeper, two cars and $100,000 in deferred compensation annually. But that's not close to being one of the country's top-paying academic jobs.

The University of Michigan's new president, Mary Sue Coleman, has a $475,000 salary. Private schools tend to go even higher, paying a half million or more a year.

athomas@dispatch.com
Introducing President Karen Holbroook
Karen A. Holbrook becomes Ohio State’s 13th president
At a special meeting on July 25, Ohio State's board of trustees unanimously elected Karen A. Holbrook the university’s 13th president.

Holbrook, 59, who has been senior vice president for academic affairs and provost of the University of Georgia since 1998, will assume her new duties on Oct. 1. She was given a five-year contract and a starting salary of $325,000.

"It would be hard to be any more excited about standing before you than I am today—excited about the position and especially about this university," Holbrook told the trustees.

James F. Patterson, chair of the board and of the 18-member presidential search committee, said Holbrook is "the best of the best—and the perfect fit."

Born in Des Moines, Iowa, Holbrook earned bachelor's and master's degrees in zoology from the University of Wisconsin and a Ph.D. in biological structure from the University of Washington. From 1972 to 1993 she served on the faculty at the University of Washington, eventually becoming a professor of biological structure and medicine.

In 1993 she became vice president for research and dean of the Graduate School at the University of Florida. Her work there included chairing an effort co-sponsored by the Florida governor to define a strategy for the future of science and technology in the state.

Beginning in 1998, Holbrook served as senior vice president for academic affairs and provost at the University of Georgia, as well as professor of cell biology and adjunct professor of anatomy and cell biology and medicine at the Medical College of Georgia. She played a key role in developing the university’s Strategic Plan, analogous to Ohio State’s Academic Plan. Among other things, the Georgia plan included a strong commitment to diversity that set ambitious goals.

Working with the National Institutes of Health and the National Science Foundation, Holbrook supported the efforts of faculty and research leaders to expand federal research funding at Georgia. She also was instrumental in helping create the university’s Biomedical and Health Sciences Institute.

Patterson said Holbrook’s experience with academic medical centers, medical research, and biotechnology was especially important to the search committee. "Medicine is an important part of our university, and biotechnology is critical to the future of Ohio State and the state of Ohio," he said.

By Linda S. Crossley Photos by Jay LaPrete

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Presidents of The Ohio State University

Karen A. Holbrook, 2002–
Edward H. Jennings (Interim), 2002
John Richard Sisson (Interim), 1997–98
E. Gordon Gee, 1990–97
Edward H. Jennings, 1981–91
Harold L. Enerson, 1972–81
Novice G. Fawcett, 1956–72
Howard L. Bevis, 1940–56
William McPherson (acting), 1938–40
George W. Rightmire, 1925–38
William Oxley Thompson, 1899–1925
James H. Canfield, 1895–99
William H. Scott, 1883–85
Walter Q. Scott, 1881–83
Edward Orton Sr., 1873–81
"We stated at the beginning of our search process that we wanted to find the best person possible to advance Ohio State's academic excellence and to succeed in positioning the university among the world's truly great public teaching and research institutions," Patterson said.

"Dr. Holbrook believes that all the right pieces are in place—strong professional schools, excellent graduate programs, and a commitment to further enhancing the undergraduate experience—for Ohio State to realize its ambitions for greatness," he said.

Patterson emphasized that Holbrook meets or exceeds the attributes of the presidential profile created by the search committee. The six key attributes the committee wanted were:
- Exemplary integrity, trustworthiness, and wisdom;
- Superb interpersonal and communicative skills;
- Breadth and depth of intellect;
- High level of energy;
- Tenacity and judgment; and
- Self-confidence.

"Across the board, Holbrook best met our search criteria," Patterson said. "[We] have every confidence that her experience and leadership will create the momentum necessary to fulfill the vision and aspirations outlined in our Academic Plan."

Holbrook noted that she is a native Midwesterner who has studied and worked at three public, land-grant universities. "This is where I feel at home," she said.

"Public institutions are vibrant, exciting, and ever changing because they have both the mission and charge to be relevant: to serve society and to offer solutions in an increasingly complicated and complex world," she said.

"Universities today are no longer on the periphery of the action and the economy. They are front and center and looked to in ever broader domains for direction, collaboration, and leadership," she continued.

They also "must be able to respond with agility and a new sense of urgency," she said.

"We're big" is the theme Holbrook saw in much of what she read about Ohio State. In her view, "big" means more than size. It means Ohio State is connected—both internally, across colleges and programs, and externally, with the community, the state, the nation, and the world.

"Our challenge is to ever increase the strength and quality of those connections so that our size is invariably equated with our excellence, our leadership among institutions of higher education, and our value to the future of the state," she said.

Holbrook said she will be particularly interested in the following areas:
- Fostering multidisciplinary programs, including and extending beyond science;
- Emphasizing outreach via precollegiate programs to broaden the pipeline for students who need to see Ohio State as a goal—those who are the best students and those who are underserved;
- Providing focused support for a select group of programs poised for excellence;
- Continuing to enhance the undergraduate experience with innovative programs that capitalize on the richness of the research environment;
- Emphasizing the continuity of education over a lifetime, rather than education in separate, disjointed units;
- Assuring that the faculty reward structure is aligned with institutional goals and values;
- Encouraging more and more of the university's resources to be self-earned.

"Modern university leaders face a daunting array of pressures from various sources, but I am confident that together we will meet all challenges with the full strength of this great university," Holbrook said.

Overall, Holbrook will be looking for ways to increase Ohio State's excellence and to fulfill the goals set forth in the university's Academic Plan. And she means to stay put and get the job done. "This is my last career move," she said.

Holbrook's husband, Jim Holbrook, is a retired oceanographer and past deputy director of the National Oceanic and Atmospheric Administration's Pacific Marine Environmental Research Laboratory in Seattle. The Holbrooks have one son, James, who will soon graduate from the University of Georgia.

Linda S. Crosley '72 (LM) is vice president of communications and editor in chief of OSAM.
GOOD MORNING!

WELCOME TO OSUToday, the latest news and information from The Ohio State University for the week of Tuesday, Sept. 3, 2002.

********** TODAY'S HEADLINE NEWS

HOLBROOK IS PREPARING FOR HER NEW ROLE

-- Since the announcement that she will be the university's new president, Karen Holbrook has been corresponding and meeting with many university community members in preparation for her upcoming responsibilities at Ohio State. Her goal between now and Oct. 1, when she takes the reins of the university, is to become better acquainted with Ohio State and many of its faculty, staff, and student leaders. Last week, she attended summer quarter commencement and on Saturday (9/7), she and husband Jim plan to attend the 4-H Center groundbreaking and related events, and then they will join the many Buckeye fans at the football game against Kent State University. In the meantime, Holbrook is serving as acting president at the University of Georgia and is teaching "Biology and Human Affairs," a freshman seminar that explores the issues of contemporary biology.
Dr. Karen A. Holbrook will assume the role of the University's 13th president on October 1, 2002. Born in Des Moines, Iowa, she received her Bachelor's and Master's Degrees in Zoology from the University of Wisconsin and a Ph.D. in Biological Structure from the University of Washington. She currently is Senior Vice President for Academic Affairs and Provost at the University of Georgia. We welcome her to The Ohio State University!

Note: This caption, picture and name tag were used in a bulletin board display at the Main Library for Fall Quarter, 2002.
KAREN A. HOLBROOK
MEDIA ADVISORY
September 27, 2002

FOR IMMEDIATE RELEASE

University community to welcome 13th president
Crowd to gather on Bricker Hall steps as Karen Holbrook takes reins

The Ohio State University’s 13th President, Karen A. Holbrook, begins her tenure Tuesday (10/1). As part of her welcome, Board of Trustees President James Patterson will join a group of faculty, staff and students in holding a welcome celebration at 9:30 a.m. that day on the steps of Bricker Hall, the university’s main administration building. Members of the marching band as well as the cheerleaders also will be on hand.

Media are invited to the celebration, and will have an opportunity to interview Dr. Holbrook at some point after the ceremonies are over.

WHAT: A celebration for Dr. Karen A. Holbrook

WHEN: 9:30 a.m. Tuesday, Oct. 1

WHERE: Bricker Hall, 190 N. Oval Mall

WHY: A welcome to the Ohio State University’s new president

###
Delivered-To: orb-ihnat.1@osu.edu
Date: Mon, 30 Sep 2002 22:06:54 -0400 (EDT)
Date-warning: Date header was inserted by mail-mta3.service.ohio-state.edu
From: President <basinger.2@osu.edu>
Subject: A Message From The President
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <uts1@postbox.acs.ohio-state.edu>

Dear Colleague:

I cannot tell you how delighted and honored I am to serve as the 13th president of The Ohio State University. While the last several months have been hectic, and a steep learning curve lies ahead, I am confident that together we can do great things for our university and for the people of Ohio.

During the transition that began with my selection, I have had the opportunity to meet a number of faculty and staff, talk about our university's many strengths, and consider how we can achieve the academic excellence that is the basis of the Academic Plan. The Plan is impressive, and I am firmly committed to the vision, strategies, and initiatives that it embodies. Together, we can become the truly world-class university that the Plan envisions.

I am likewise impressed by the people of this university. I look forward to meeting as many of you as possible and encourage you to share suggestions and ideas that will make the university better.

Ohio State is the fourth broad-gauged, land-grant university at which it has been my privilege to work. As I told the Trustees in July, I feel very much at home in such vibrant, exciting, and ever-changing institutions, which have the mission and ability to serve society and offer solutions in an increasingly complex world.

Challenges surely await us. While the resource constraints that the university has faced over recent years are unlikely to disappear, at least in the near future, we will not permit such obstacles to keep us from the success that can be ours. While some see our size as a hindrance, we recognize it as a major strength.

There will be many opportunities to communicate in the months and years to come. For now, I want to say only how pleased I am to be here and how much I look forward to seeing you on campus.

Sincerely,

Karen A. Holbrook
President
Ohio State welcomes our 13th president

Welcome

President Holbrook!

By DAVID BIELEKMAN
Special Correspondent

Our need only spend a few minutes with Karen A. Holbrook to get a real sense of the boundless vigor and vivacity that surround The Ohio State University's new leader. "High energy" and "hard working" are the descriptions that virtually all her colleagues at the University of Georgia use to label their former provost. Her staff there report that she is always the first to arrive in the morning and regularly the last to turn off the lights at night.

During her last week in Georgia — between meetings about projects and initiatives that she had begun but would reluctantly now have to turn over to others — onCampus had the opportunity to sit down with Holbrook to discuss her transition from provost to president. In an interview peppered by phone calls and knocks on her door from staff and well-wishers, she mentioned that her plans for the remainder of that week were to finish work in Georgia on Wednesday, finish packing her home on Thursday, move to Columbus on Friday, and then start work at Ohio State at 9 a.m. Saturday for student move-in. That following Monday she was to spend time at the President's Convocation for new students and at a picnic with freshmen on the Oval.

"High energy" and "hard working" are the descriptions that virtually all her colleagues at the University of Georgia use to label their former provost.

At times tearful as she reflected on leaving one home for the challenges of finding a new one, but always speaking with the great humor, insight and candor that typify her conversation and style, Holbrook recalled how her Midwestern roots laid the foundation for her ascent to the presidency of the nation's second-largest institution of higher education and how her faculty background in teaching and research helped develop her career in administration. Born in Des Moines, Iowa, and raised in Madison, Wisconsin, Holbrook earned her bachelor's and master's degrees in zoology at the University of Wisconsin. She taught biology at Ripon College, also in Wisconsin, for three years before earning a Ph.D. in biological structure from the University of Washington School of Medicine, where she later became professor of biological structure and medicine and gained a national reputation for her expertise in dermatology. As associate chair of her department, Holbrook realized how much she enjoyed helping other faculty and felt her career might be best suited for administration. Her desire and extraordinary work ethic eventually led to her being named Washington's associate dean for scientific affairs.

It was in Seattle that Holbrook met and married Jim Holbrook, a now-retired oceanographer and past deputy director of the National Oceanic and Atmospheric Administration's Pacific Marine Environmental Research Laboratory.

New President Karen A. Holbrook enters Ohio Stadium through the Pride Tunnel after Convocation on Sept. 23. During the event, Holbrook spoke to 7,900 new freshmen and first-quarter transfer students, bonding with them in the shared experience of being new members to the Buckeyes family. "I know how privileged we are to spend our days in the environment of creative, energetic, talented, well-prepared and intelligent people — students and faculty alike," she told the audience. "We pledge to continually improve, to evolve and to be vigilant in maintaining and enhancing our standards to ensure a quality education." After Convocation, the students followed the OSU marching band through Ohio Stadium and onto the Oval for the President's Picnic and Buckeye Bash.

They have a 38-year-old son, James, who studies telecommunications at the University of Georgia. After five years at the University of Florida in Gainesville as vice president for research and dean of the graduate school, Holbrook was named in 1998 senior vice president for academic affairs and provost at the University of Georgia. Among her many achievements at Georgia, she helped create the Biomedical and Health Sciences Institute and played a key role in developing the university's strategic plan, which among other things includes a strong commitment to diversity and ambitious diversity goals. Working with the National Institutes of Health and the National Science Foundation, she strongly supported the efforts of faculty and research leaders to successfully expand Georgia's federal research funding.

Life's next great challenge, Ohio State's presidency, began July 25 when, at a press conference attended by members of the statewide and national media, Board of Trustees chairman and leader of the presidential search committee James F. Patterson announced Holbrook's selection as the institution's 13th president. The 59-year-old had previously made it clear that she wanted to end her career as a president. And on October 1, 2002, that goal became reality as Holbrook officially took the reins of The Ohio State University.

From her by-then nearly barren office in Georgia's administration building, surrounded by boxes of files and books, her collection of glass — fish are her particular favorite — and other artwork and athletics posters, Holbrook shared some of her thoughts about Ohio State and its future under her leadership.
Getting to know

President Holbrook

The new president shares her excitement and vision for Ohio State

onCampus What are you most looking forward to during your first days at Ohio State?

Dr. Holbrook: I am really looking forward to dealing with one institution as opposed to two. And I am looking forward to getting to know my new institution. It takes time to know an institution. I have not had the time to do all the preparation and reading that I would really have loved to have done. You know how it is when you're leaving some- where, there are so many last things that must be done. So I've been pretty engrossed with that. I feel strongly about finishing my job as provost before starting another, as much as I would have liked to have had more transition time.

onCampus You have said that you want to spend the first part of your tenure as Ohio State's president listening to people at the University — that it is your top priority. How do you plan to accomplish this?

Dr. Holbrook: I am really anxious to go about campus. I can't be any good externally if I don't know what's going on inside the University. It's not going to help that I know what happens in Georgia, Florida or Washington. I have to know what goes on at Ohio State to be of value in an external world. I want to spend as much time as possible getting to know people, programs, and what is happening on campus, and learning who to talk to, where to get information, and just being a part of the campus. I don't want to be seen as somebody who is aloof or set aside from what goes on. I very much want to be a part of the Ohio State campus. I like the campus. I like the faculty. I came up through the faculty ranks, and universities have been my life. I'm going to enjoy putting as much effort as I can in the beginning into really getting to know Ohio State's people and programs. Then I can help get the University's messages out more broadly.

onCampus You have made several trips to Ohio State since your appointment. Would you tell us about these visits?

Dr. Holbrook: These trips have been very interesting for me. I flew up one morning just to attend summer commencement. I had just done the commencement at the University of Georgia, so that was very fresh in my mind, and then seeing how Ohio State does it was really a good contrast and a good comparison. I think there are things that are better at both institutions. There are some ideas that I would like to bring with me to Ohio State, and there are a lot of things at Ohio State that I think are done better than what is done in Georgia.

onCampus You have with you a copy of Ohio State's Academic Plan with some highlighted items. What is your assessment of the Plan?

Dr. Holbrook: I think this is the right plan for Ohio State. I think it is a very good plan. I think it is very logical. It makes sense. It's contemporary. What I like most about it is that it's candid, it's not hype. Many universities that are not terribly good hype what it is that they are about. Universities that are really good provide a lot of candor about themselves. They look at themselves with a much more critical eye toward getting better. That is one of the things I like about Ohio State's Academic Plan. It really is a very candid document in which people have been extremely realistic about where we are, and yet it is not a bragging document. It is just a good, strong sensible plan.

onCampus Now that you've had an opportunity to become more fully acquainted with the Academic Plan, what initiatives do you think we should advance given the current economic environment?

Dr. Holbrook: Ohio State has been quite strategic in how it has made its investments. I like the idea of investing in programs in multi-disciplinary areas that are pre-eminent and capitalize on Ohio State's excellence. I like the idea that we invest in our own faculty. And I particularly like the idea of differential investments among colleges. Ohio State's budget restructuring was a very major transition that has allowed people the incentives to get better, reward faculty accordingly and actually reap the benefits of doing more for themselves. I think Ohio State has done some things very wisely with the funding cuts. Georgia and other institutions can learn some lessons from Ohio State.

Another thought is continuing to enhance pre-collegiate programs that connect students with Ohio State before they come to the campus. That's one of the things I think about if this is where they want to be and why they want Dr. Birck. I'm very keen on continuing to build partnerships with other state universities where they make sense. I am very interested in helping to grow research and in the role of the University in economic development. I'm excited about undergraduate students getting involved in research. And I am really interested in knowing about the faculty. I'd like to know what the faculty see for themselves because they are the heart and soul of any university. The faculty are what really make things happen.

onCampus Are there additional initiatives you would like to see added to the Academic Plan?

Dr. Holbrook: I recently co-taught a class, a freshman seminar called "Biology and Human Affairs." I would love to see Ohio State institute a freshman seminar series. It is a wonderful program that engages senior faculty with freshmen. Faculty design whatever courses they are most excited about. If I tell you that I know something about this, I could teach a course on glass. But anything that I felt I was an expert on, even if it wasn't my area, I could put together a course. Freshman seminars are capped at 20 students and faculty volunteer to teach the seminars. Most students do not know what they are doing. I think that Ohio State could put that in place very easily. The nice thing is that the seminars provide a one-on-one relationship with a faculty member. When you sit around a table with 10 to 20 students for a semester and talk, I think you can really make an impact on students' lives. I think that is important.

onCampus Do you anticipate teaching at Ohio State?

Dr. Holbrook: I would love to. Certainly not this fall! But I would love to do that, maybe after I feel a little bit more grounded. I've already told my new colleagues in dermatology to please call on me to give some lectures in dermatology on fetal skin development or other topics where I have some expertise to residents or medical students.

GREETING AT WELCOME WEEK

Although new herself, Holbrook welcomes incoming freshmen at the President's Picnic and Buckeye Bash, held on the Oval on Sept. 23.
onCampus: How do you feel about the Plan's emphasis of recruiting "star" faculty?

Dr. Holbrook: Every institution where I have been throughout my career has had one of the components to excellence. One of the things that the State of Georgia, for example, did when it first began to select the key professors is that it focused on the growth and excellence was to invest money in three ways: First, to bring in eminent scholars at the top of the field; second, to recruit the best and the brightest people from around the nation; second, to invest in equipment and infrastructure; and third, to invest in research in areas that benefit the state specifically. That is the strategy.

Eminent scholars are recruited with very high price tags. When you bring in one of these faculty stars, 99 of his or her colleagues come along. Buying huge programs like that is often necessary to underscore an area where the university wants to build its strength. It does a lot for an institution instantaneously. Such faculty attract new research money, other faculty, and students. So there are terrific benefits to bringing in a few of those programs.

But I think such recruitment should not be seen as something that the university should look at competitively, rather as a way to jump-start a program where the university wants to gain a foothold. I am sure that within the institution there are the same number of stars and rising stars — people who are very quickly and in a short period of time, together programs that garner the same kind of interest. If you don't do it, I don't think it's an either/or situation; the University should do both. Both are very important strategies.

The Academic Plan talks a lot about recruiting and building via faculty development.

onCampus: What role do you think a president should play in development and fund-raising?

Dr. Holbrook: I am very much looking forward to working with Jerry Muy in development activities. I like connecting with our alumni and develop a reputation for excellence in the institution with students and alumni being easily identified, the kind of administrator who was regularly spotted at University functions, as both a participant and an observer. People are very visible and accessible. Said UGA's Joe Morehead, associate provost and director of the Hooper Program. "In fact, to the point that I couldn't leave my job to talk to her anymore. If you ask her, she'll come.

During dinner in the University in Athens, Ga., Holbrook's colleagues and friends praised her professionally for her ability to sustain information, set priorities and facilitate change in partnership with faculty, administrators and staff. They praised her personally for having a warm and engaging personality, keen mind and compassionate heart.

Research, particularly by undergraduates, was a special area of focus for Holbrook at UGA.

"Professor Holbrook's high marks in the sounds of interest, commitment and dedication to research in general, and in particular to undergraduate education," said Pam Flicker, director of the Center for Undergraduate Research Opportunities (CURO) "She doesn't actually like the term 'undergraduate research' because research is its own thing. It doesn't matter what it is." CURO was started in 2000 and Holbrook is crediting with supporting several initiatives related to the center, including starting a Summer Research Fellows Program, which uses annual end funds to support undergraduate research projects; a CURO Apprentice Program, which is used to recruit minority students to work as paid research assistants for faculty; research symposiums for students; and an Excellence in Undergraduate Research Award which is given to outstanding faculty mentors.

Holbrook, with the support of the University's resources for undergraduate research through CURO, is set up to attract the off-campus units and that had previously worked in her faculty member's home.

She credited that process in part to the way Holbrook's approach to situations "Professor Holbrook is the type of person that I continue to be amazed by am she is very conceptual in her thinking, but there isn't a detail that escapes her," Klein said. "I remember when she had a similar appointment at Holbrook, based on his experience working with her as UGA's Biomedical and Health Sciences Institute (BHS) grew from a concept into a reality, the Institute is now the leading biotechnology center in the state.

As provost, Holbrook surveyed the university's offerings in the biomedical and health sciences and set up committees to work on the feasibility of building new facilities as a centralized clincing space for research and outreach. The new campus is being built with an emphasis on recruiting and building via faculty development.

onCampus: How did the transition to higher education administration come about?

Dr. Holbrook: I started out as associate chair quickly in my department and I really liked that. I like helping other people accomplish what they want to do. At the same time, I had my own very large lab. Then the opportunity arose for me to become associate dean for scientific affairs. I would sit in my office in the morning and think, "Gee, I wish I could stay here all day." And then I would go to my lab in the afternoon and think, "Gee, I wish I could stay here all day.

When I had the opportunity to go to Florida State and be the first president for research and dean of the graduate school, I decided that those were two of the things I enjoyed the most, graduate education and research. So I turned back a grant to the National Institutes of Health, a merit award, and turned over a program grant to a colleague and went. I stopped doing research cold. I kept writing some things, but I never looked back. I left Florida because I wanted to be broader than research and graduate education, get more into the undergraduate side and know the whole campus, which I was able to do as provost at the University of Georgia.

When I decided to begin considering opportunities away from that institution, I had one objective: to find the right fit for the final goal of my academic career — to serve as a university president. I feel so fortunate to have come to this university. Ohio State is a perfect fit for me. I hope I am for Ohio State!

Colleges praise Holbrook's energy, warmth and intelligence.
The Ohio State University

Welcomes

Our 13th President,

Karen A. Holbrook

From the Faculty, Staff and Students
Members of the University Community:

Recently, I met with 50 Ohio State students who are part of a diversity leadership initiative in Student Affairs. I left the session awed by their energy and commitment to working cooperatively with others. I was tremendously impressed as they recounted their efforts to build supportive organizations that promote cross-cultural participation, and to educate and inform the community and nurture a welcoming environment for all. I was amazed by the quantity and quality of the activities and programs they described, and even more impressed by the depth of their commitment to creating a community of acceptance, respect and understanding of differences. The optimism of our students was contagious, and I left that meeting confident of our ability to lead in these troubling times.

For as all of us know, the world is increasingly focused on conflict and violence, what divides rather than unites us. From the policy debate over Iraq to heightened and senseless terrorism at home and abroad, the relations among peoples of differing ethnic, racial, religious and political convictions seem increasingly strained. When so much of our world is engulfed in hate, violence and misunderstanding, it is reassuring to find among Ohio State's students such enthusiasm and determination directed to positive, affirming activities.

These students exemplify the kind of community we strive to be, here and beyond the boundaries of our campus. At its best, a university provides a supportive arena for debate and discussion where diverse ideas and opinions are not simply tolerated but genuinely respected and encouraged. Personal attacks, racial slurs and ethnic intimidation have no place here and I affirm to all of you that our university respects the right of all members of our community to express their views without fear of censorship, intimidation or harassment.

Like so many noble concepts, acceptance and the free expression of conflicting ideas are easiest to embrace from a distance. Although we may find our convictions tested at times, I know that we share a common commitment to keep Ohio State a place of reason, dialogue and civility. All of us, as citizens, must demonstrate our commitment to these principles and use the vast array of learning opportunities this great university provides to test our thinking and gain knowledge about
these complex and emotional issues of our time.

Karen A. Holbrook
President
Delivered-To: orb-ihnati@osu.edu
Date: Thu, 21 Nov 2002 09:24:41 -0500
From: Amy Murray <murray-goedde.1@osu.edu>
Subject: OHIO STATE 02-11-21 President Holbrook available to media
Sender: owner-release@lists.acs.ohio-state.edu
X-Sender: amurray@pop.service.ohio-state.edu
To: release@lists.acs.ohio-state.edu
Reply-to: murray-goedde.1@osu.edu
X-Mailer: QUALCOMM Windows Eudora Version 5.0

OHIO STATE 02-11-21 President Holbrook available to media

MEDIA ADVISORY
November 21, 2002

FOR IMMEDIATE RELEASE
CONTACT: Elizabeth Conlisk

(614) 292-3040

Ohio State president to speak with reporters
Holbrook plans to discuss great sports rivalries

Ohio State President Karen Holbrook will speak with reporters about great sports rivalries at 2:30 p.m. Thursday (11/21) in the Fawcett Library at the Fawcett Center, 2400 Olentangy River Road. The Fawcett Library is located to the right of the entry lobby.

WHAT: Ohio State President Karen Holbrook will speak with reporters.

WHEN: 2:30 p.m. Thursday (11/21).

WHERE: Library at the Fawcett Center, 2400 Olentangy River Road.

WHY: To discuss great sports rivalries.

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Delivered-To: orb-ihnati.1@osu.edu
Date: Sun, 24 Nov 2002 20:07:42 -0500 (EST)
Date-warning: Date header was inserted by mail-mta4.service.ohio-state.edu
From: "Karen A. Holbrook" <OSUToday@osu.edu>
Subject: A Message from the President
To: ihnati.1@osu.edu
X-BulkMail-Envelope-From: <uts1@postbox.acs.ohio-state.edu>

To all students, faculty and staff:

As a university community, we all congratulate our football team and coaches for their extraordinary season and Saturday’s tremendous victory. It is a remarkable accomplishment and they have made us very proud. We all left Ohio Stadium knowing that our Buckeyes had given their all to bring us to the verge of a national championship.

Sadly for all of us, the line between celebration and rampage was crossed Saturday night. I am certain you have all seen the news accounts of the illegal and destructive behavior exhibited in the university area by a number of our students and fans. While some may say it was in response to our great victory, there is no way to draw any connection between the remarkable grace and poise of our team and the appalling actions that took place between 1 a.m. and 4 a.m. Sunday morning. To even try and make that connection is a gross insult to our coaches and our players.

Throughout Sunday, I met with members of the senior university administration and with Mayor Michael Coleman and members of his staff. Following our discussions, we invited members of the news media to meet with us and I released the statement that follows below. The mayor shares my dismay and disappointment with what took place, and together we have agreed that we will vigorously pursue all legal sanctions -- both criminally and through the university’s judicial process where students are identified. For the university, I have authorized Vice President for Student Affairs Bill Hall to use all means necessary to deal with this unacceptable behavior by members of our student body.

The majority of our students celebrated appropriately and in moderation. Many students took leadership roles in an attempt to ensure a safe celebration. Unfortunately, a minority chose to ruin for the rest of us what had been a joyful occasion. Rather than reveling in our opportunity to become national football champions, we are obligated to respond to the damage to our community, our reputation and our university.

This is a community problem, and its solution will require collective ideas, support and cooperation. In the days ahead, we must all give thought to how we address this situation, both immediately and for the long term.

Sincerely,

Karen A. Holbrook
President
For Release

STATEMENT FROM OHIO STATE PRESIDENT KAREN A. HOLBROOK
IN RESPONSE TO OFF-CAMPUS RIOTS
NOVEMBER 24, 2002

Yesterday afternoon, we witnessed all that's great about intercollegiate athletics — a spirited, competitive football game that went right down to the last second. Last night, between 1 a.m. and approximately 4 a.m., we witnessed the very worst in reaction to what had been a joyful occasion. The behavior was criminal and unacceptable. And unfortunately, most of those responsible appear to be our students.

First allow me to apologize on behalf of The Ohio State University community for last night's actions. I express apologies to our city, to those who suffered property damage, and to those fans and supporters who did celebrate in an appropriate manner.

Mayor Coleman and I have been speaking throughout the morning. In addition to expressing apologies, I commended the actions of our city police and firefighters, along with our university police and security personnel, for their effective and professional approach to dealing with these appalling circumstances. I also informed the Mayor that the University will cooperate in every way possible with the police as they investigate this event. As in the past, those who were arrested will be immediately suspended from the university. Those who engaged in criminal activity will face expulsion. Earlier today, I authorized Ohio State's vice president of student affairs, Bill Hall, to use all means necessary to identify and address those responsible.

To this end, we will review the television tape and other photographic evidence of last night's events and identify as many of those as possible who were involved. We also ask that anyone, students or otherwise, who can help identify the participants in criminal and destructive behavior to come forward and do so by contacting Bill Hall, vice president of student affairs.

We have 49,000 students at our Columbus campus. The vast majority celebrated responsibly and in moderation. Some even took leadership roles in an attempt to ensure a safe celebration. It is embarrassing that the actions of others, exhibiting the worst behaviors, have blighted what was otherwise an exceptional day.

Finally, it is sad to note that last night's behavior is not unique to Ohio State. There were similar events at other campuses in the hours following major games yesterday afternoon and evening. And, indeed, this is a national and ongoing problem and regrettably has become an all too common characteristic of our society. What the ultimate answer might be, I am not certain. But, it is my view, that such behaviors must be addressed on many fronts by university presidents, parents, and by the students themselves.

Let me now ask Mayor Coleman to present his remarks.

###
December 15, 2002

Contact: Elizabeth Conlisk
614-329-2945 (cell)

Mother of Ohio State president dies at 93
Helen Horney was a graduate of the University of Illinois

COLUMBUS – Helen Horney, the mother of Ohio State President Karen A. Holbrook, died Sunday morning of a heart attack at the Ohio State University Medical Center. She was 93.

Mrs. Horney was born in Des Moines, Iowa, and graduated with a bachelor of arts degree in political science from the University of Illinois. She also did post-graduate work at the New York School of Recreation.

An avid reader who enjoyed working on puzzles and handcrafts, she moved to Columbus with her daughter, who assumed the Ohio State presidency on Oct. 1.

In addition to her daughter and son-in-law, James Holbrook, Mrs. Horney is survived by a son, James M. (Carol), of Littleton, Colo., four grandchildren and two great-grandchildren.

In lieu of flowers, friends may contribute in her name to the Richard M. Ross Heart Hospital at The Ohio State University Medical Center.

There are no services scheduled and arrangements are by Schoedinger Midtown Chapel, 229 East State St.

###
HORNEY
Helen Horney, age 83, died Sunday, December 15, 2002 at the Ohio State University Medical Center. She was born in Des Moines, Iowa, graduated with a Bachelor of Arts degree in political science from the University of Illinois, and did postgraduate work at the New York School of Recreation. She was an avid reader and enjoyed working on puzzles and handicrafts. She recently moved to Columbus to be closer to her daughter. She is survived by her daughter, Dr. Karen Jim Holbrook of Columbus; son, James M. (Carol) Horney of Littleton, Co.; 4 grandchildren, James Holbrook, Michael Horney, Pamala Nesselhof, and Mark Horney; 2 great grandchildren, Paige Nesselhof and Craig Nesselhof. In lieu of flowers, friends may contribute in her name to The Ross Heart Hospital, 473 West 12th Ave., Room 110V Davis HLRJ Ohio State, Columbus, Ohio 43210. There are no services scheduled and arrangements are by SCHORDINGER MIDTOWN CHAPEL, 229 East State St.
To The Ohio State University Community:

In these days of heightened anxiety over possible war and terror alerts, universities have special challenges and important responsibilities to members of the university community and to the broader public that we serve to provide venues for open discussion and dialog about our national situation at the same time we prepare to protect the safety and security of our people and our environment. I would like to address some of these challenges and responsibilities and tell you where to find continually updated information.

The Association of American Universities has issued a statement on "The Responsibility of Universities at a Time of International Tension and Domestic Protest," [http://www.aau.edu/resources/AAUState1.15.03.html](http://www.aau.edu/resources/AAUState1.15.03.html), indicating that a university must "provide a forum in which individuals and groups can advocate their views," "assure an environment for civil discourse to take place," and "protect the rights of all members of the campus community to pursue ... the work of learning, teaching, scholarship and research." At Ohio State, we are committed to ensuring that outlets for dialog about the important issues of our times are provided.

Educational opportunities for the University and outside communities to learn about issues behind international conflicts and about the complexities of international cultures, religions, politics, and history can be found at the web sites for the Mershon Center, [http://www.mershon.ohio-state.edu](http://www.mershon.ohio-state.edu), and the Multicultural Center, [http://multiculturalcenter.osu.edu](http://multiculturalcenter.osu.edu). One of the most important contributions that Ohio State can make in these uneasy times is to expand and enrich the understanding about our world, its people, and our complex interactions.

We are closely monitoring the safety of all students, faculty, and staff studying or working abroad, and we urge all members of the Ohio State community who are traveling abroad to consult the State Department's web site, [http://travel.state.gov/travel_warnings.html](http://travel.state.gov/travel_warnings.html), and take the appropriate precautions.

If faculty or staff members are called to active military service, information about relevant University policies is available at...
http://nr.osu.edu/events/callduty.htm. If students are called to active military service, relevant information is available at http://www.osu.edu/csutoday/0202/milserv.html.

In February, the FBI noted the possibility of terrorist attacks against "soft targets," including colleges and universities. While we have received no specific threats or information about imminent danger at Ohio State, the safety and security of all members of the campus community is a foremost concern. To this end, the University is undertaking a number of actions to preserve the safety and security of our students, staff, and faculty, as well as the facilities and systems on our campuses.

Staff and faculty from across the University have worked together, and with other organizations in our community, to develop plans to deal with extraordinary or crisis situations. These plans address such issues as evacuation of buildings, communications, and cyber security. In addition, the Medical Center has an extensive system of plans in place to ensure that adequate medical care and supplies are available should a crisis occur. We will continue to update and revise these plans as circumstances change, and we will diligently monitor all avenues for any information that could affect us.

We will maintain open and frequent communication with the University community, including via our new emergency information web site, http://www.osu.edu/urgent/index.php, where you can find up-to-date information about crisis situations.

As individuals, it is vital that we continue to go about our daily activities as usual. Yet, at the same time, I encourage you to:

-- Take advantage of the many opportunities to learn about the cultural and political background behind this situation.
-- Take extra measures to respect, support, and value each other as individuals.
-- Be alert for suspicious or potentially dangerous activities.

In conclusion, The Ohio State University embraces tolerance and a rich exchange of diverse ideas. The true test of our commitment to those values is our ability to maintain them during times of fear, anger, and conflict. I am confident that the University community will rise to the occasion now to confirm and uphold the highest values of our great institution as we also work to maintain safety and security.

Sincerely,

Karen A. Holbrook
President
Delivered-To: orb-ihnat.1@osu.edu
Date: Thu, 20 Mar 2003 11:07:02 -0500 (EST)
Date-warning: Date header was inserted by mail-mla5.service.ohio-state.edu
From: "President Karen A. Holbrook" <OSUToday@osu.edu>
Subject: A Statement from the President
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From:

Statement from Ohio State President Karen A. Holbrook
On the Conflict with Iraq
March 20, 2003

The war with Iraq that was once "possible" and "likely" is now under way. On behalf of the university community, I would like to express our support for those Americans who are now engaged in the conflict, whether on the front lines or within the United States. And to those members of the armed forces who are our classmates and colleagues, parents and children, spouses and friends, we are especially proud of their commitment to our country, and we offer our thoughts, prayers and heartfelt wishes for their safe return to our community.

The state of Ohio, city of Columbus and the university have plans to deal with extraordinary or crisis situations that could affect our security or disrupt campus operations. We will continue to monitor our plans as circumstances change. While students and many faculty and staff will be gone as we observe spring break, we have taken precautions to provide security for those who will remain on campus.

I am proud that members of our university community have been respectful of the differences of opinion that have been expressed regarding the war with Iraq, and I am optimistic that we will maintain these values of tolerance and acceptance. While we are hopeful that the duration of this conflict will be short, members of the university community should continue to monitor http://www.osu.edu/urgent for up-to-date information on campus operations that could be affected as the situation unfolds. Additional current information on homeland security issues and activities can be found at http://www.osu.edu/homelandsecurity.

Sincerely,
Karen A. Holbrook
President
MEDIA ADVISORY
May 28, 2003

FOR IMMEDIATE RELEASE

CONTACT: Elizabeth Conlisk
(614) 292-3040

Formal ceremony to install Holbrook as 13th president
Remarks will outline her priorities for the university

Ohio State’s Board of Trustees will formally install Karen A. Holbrook as the 13th president of the university during an investiture ceremony at 1:30 p.m. Thursday (5/29) in Mershon Auditorium, 1871 N. High St.

The investiture is an opportunity for various constituencies to formally welcome Holbrook to Ohio State and provides an opportunity for Holbrook to share her priorities with the entire university community.

The platform party will include members of the university’s Board of Trustees; President’s Cabinet; deans; student, alumni, faculty and staff representatives; and some local and state government leaders.

Following remarks by members of the Board of Trustees and the reading of a poem by Ohio State Poet Laureate David Citino, Holbrook will be sworn in as president and presented with the medallion of office. She then will deliver her address. Following additional greetings and comments, the assembled group will conclude the event by singing Carmen Ohio.

For more information, see http://www.osu.edu/investiture/

WHAT: Ohio State’s Board of Trustees will formally install Karen A. Holbrook as the 13th president of the university during an investiture ceremony

WHEN: 1:30 p.m. Thursday (5/29)

WHERE: Mershon Auditorium, 1871 North High St.

WHY: To give various constituencies the chance to formally welcome Holbrook to Ohio State and to provide an opportunity for Holbrook to share her priorities with the entire university community

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President Karen Holbrook
Visits Main Library

Monday, April 21, 2003
2:00 - 3:30 pm
William Oxley Thompson Memorial (Main) Library
Room 210

Agenda

2:00-2:30 Tour of Library, Jim Bracken
2:30-2:45 Renovation Update, Wes Boomgaard
2:45-3:00 Knowledge Bank Update, Sally Rogers
3:00-3:15 Remarks by President Holbrook
3:15- Open Reception for Library Personnel

A Great University - A Great Library
Dear Staff,

I want to remind you that President Karen Holbrook will be visiting the Library today. All library employees are invited to meet with President Holbrook. Beginning at 2:30 p.m. in Room 210 Main Library, President Holbrook will hear brief presentations from Wes Boomgaarden and Sally Rogers on the renovation of the Main Library and the development of the Knowledge Bank. At 3:00 p.m. President Holbrook will make brief remarks, and at 3:15 there will be an open reception for all library employees with the President. I hope you will be able to attend. Thank you.

Joe Branin
Delivered-To: orb-ihnmat.1@osu.edu
Date: Sun, 13 Apr 2003 17:05:42 -0400 (EDT)
Date-warning: Date header was inserted by mail-mta4.service.ohio-state.edu
From: President Holbrook <OSUToday@osu.edu>
Subject: A message from the president regarding fatal fire
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <devnull@osu.edu>

All of us are deeply saddened by the tragedy of the fire that occurred early Sunday morning on 17th Avenue. Five young people have died, and several others were injured. Still others have lost their friends, homes, property and sense of security.

We are clearly a community in mourning. Our hearts and prayers go out to the families and friends of the young people who lost their lives and to those who were injured. We are doing everything in our power to provide support and comfort to those in need. Bill Hall, our vice president for student affairs, and his staff are providing assistance through our Student Advocacy Center and other university offices to the students and families affected.

We are extraordinarily grateful to the Columbus firefighters for saving the lives of several who were in the house. Their rapid response prevented further loss of life. We value the dedicated service provided by both the Columbus fire and police departments to the University District. I pledge the university's full support and cooperation as they continue their investigation.
BOARD OF TRUSTEES

Zuheir Sofia
Chair

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Edward Orton 1873-1881
Walter Q. Scott 1881-1883
William H. Scott 1883-1895
James H. Canfield 1895-1899
William Oxley Thompson 1899-1925
George W. Rightmire 1926-1938
Howard L. Bevis 1940-1956
Novice G. Fawcett 1956-1972
Harold L. Enarson 1972-1981
Edward H. Jennings 1981-1990
E. Gordon Gee 1990-1998
William E. Kirwan 1998-2002
Karen A. Holbrook 2002-
Karen A. Holbrook became the 13th president of The Ohio State University on October 1, 2002.

Before joining Ohio State, Dr. Holbrook served as an instructor, assistant and associate professor, associate dean, and professor of biological structure and medicine at the University of Washington; and vice president for research and dean of the graduate school at the University of Florida. Most recently she served as senior vice president for academic affairs and provost at the University of Georgia, while also professor of cell biology and adjunct professor of anatomy and cell biology and medicine at the Medical College of Georgia.

Dr. Holbrook is presently a member of the Board of Trustees of the International Life Sciences Institute, Inc., Embry Riddle Aeronautic University, and Oak Ridge Associated Universities (ORAU). She serves on the Board of Directors of the American Association for the Advancement of Science (AAAS), the American Council on Education (ACE), the National Merit Scholarship Corporation, and ACT. She is on the Council of Presidents of the National Association of State Universities and Land-Grant Colleges (NASULGC), the Advisory Committee of the Executive Leadership in Academic Medicine, and the Program Committee of the American Association of Universities (AAU). She has also held leadership roles and participated in the activities of the Association of American Medical Colleges (AAMC), the National Institutes of Health, and the National Science Foundation.

Her honors and awards include the Kung Sun Oh Memorial Prize, Yonsei Medical College of Seoul, Korea; Fellow, AAAS; the Distinguished Contribution to Research Administration Award from the Society of Research Administrators International; and the 34th Annual Marion Spencer Fay National Board Award of the Medical College of Pennsylvania to the Distinguished Woman Physician/Scientist in 1996.

Her editorial and publication activities are extensive, and her service on faculty committees, economic development groups, search committees and the like are impressive. She has been deeply involved in national and regional efforts to strengthen graduate education in America and has been active in economic development partnerships at the community and state levels.

Born in Des Moines, Iowa, Dr. Holbrook received her B.S. and M.S. degrees in zoology (protozoology) from the University of Wisconsin in Madison and her Ph.D. degree in biological structure from the University of Washington School of Medicine.

PRELUDE
The Wind Symphony
Professor Russel Mikkelson, Conductor

PROCESSIONAL

WELCOME
Zuheir Sofia
Chair, Board of Trustees

INVOCATION
Chaplain Robert L. Brummel
Director, University Hospitals Pastoral Care

NATIONAL ANTHEM
Professor Loretta Robinson
School of Music

INTRODUCTIONS
Zuheir Sofia
Chair, Board of Trustees

POEM
Professor David Citino
Poe: Laureate for the University

GREETINGS
George Wang
Senior, College of Biological Sciences

Gene Mumy
Chair, Faculty Council

Robert Meier
Chair, University Staff Advisory Committee

Dan Heinlen
President and CEO
The Ohio State University Alumni Association
The Honorable Thomas J. Moyer
Chief Justice, Ohio Supreme Court

REMARKS
James F. Patterson
Past Chair, Board of Trustees

OATH OF OFFICE
Zuheir Sofia and
Members of the Board of Trustees

INVESTITURE ADDRESS
President Karen A. Holbrook

CLOSING
Carmen Ohio
Professor Loretta Robinson

RECESSIONAL
The
INVESTITURE
ADDRESS
of
KAREN A. HOLBROOK
Thirteenth President of
The Ohio State University

THURSDAY, MAY 29, 2003
ACCEPTING THE KELLOGG COMMISSION
CHALLENGE: GOOD ENOUGH TO LEAD,
STRONG ENOUGH TO CHANGE AND
COMPETENT ENOUGH TO BE TRUSTED
WITH THE NATION’S FUTURE

Remarks by Dr. Karen A. Holbrook
President, The Ohio State University
Delivered at her Investiture Ceremony
May 29, 2003
President Karen A. Holbrook

Karen A. Holbrook became the 13th president of The Ohio State University on October 1, 2002.

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Born in Des Moines, Iowa, Dr. Holbrook received her B.S. and M.S. degrees in zoology (protozoology) from the University of Wisconsin in Madison and her Ph.D. degree in biological structure from the University of Washington School of Medicine.

My first impression of The Ohio State University was of a very large institution, well connected to people and programs, steeped in the Land-Grant tradition, and providing service to Ohio and the world. The word “connections” so accurately describes Ohio State, “one university, many campuses,” but so much more than Columbus, Lima, Marion, Mansfield, and Newark. It is also OARDG, ATI, the extension sites and experiment stations in Ohio’s 88 counties, the field programs ranging from the large binocular telescope on Mount Graham in Arizona to the Washington, D.C. offices of the John Glenn Institute for Public Service and Public Policy, to the Sun Devil Stadium where Coach Tressel and our team worked their magic, to Social Work’s exchange programs in Poland and India, to sites all over the world where our students gain an international experience, research is conducted, and alumni clubs connect our graduates. Buckeyes are everywhere! The value of this enormous enterprise in teaching and learning, research, service, and outreach and engagement, is unequaled. Ohio State’s people, size, breadth, depth, host city, and global influence are among our greatest assets.

Our challenge is to ever increase the strength and quality of our connections so that our size is invariably associated with excellence, leadership among institutions of higher education, and value to the future of Ohio and the nation.

Ohio State’s vast connections span time as well as space. The Morrill Act of 1862 that established the 59 Land-Grant colleges and universities could be described as the then “Academic Plan” giving all classes of people access to higher education. The goals were to provide a practical education that prepared workers in agriculture and the mechanical arts, and a liberal education to prepare thinkers. William Oxley Thompson, president of Ohio State from 1899 to 1925, focused his remarks on these ambitions when he addressed his colleagues attending a meeting of the Agricultural Colleges and Experiment Stations. Subsequent discussion about the roles and responsibilities of Land-Grant universities—held 140 years ago—focused on many of the issues that still confront us today:

- The content of the curriculum;
- The university’s role in K-12 education;
- Access, admission standards, and completion rates;
- Service to the nation;
- A responsibility to help students develop character and civic responsibility; and
- A role in economic development.

All of these were issues then and now. President Thompson further emphasized that all colleges within the university must strive to attain the highest state of excellence.

One wonders if President Thompson and those who crafted the legislation establishing Land-Grant universities ever imagined how far Ohio State would come in building connections that span continents and two centuries, and whether we can envision how far, and in what ways, those who come after us will go in connecting Ohio State with people throughout the state, our nation and the world.

I am frequently asked about my agenda for Ohio State’s future and my standard answer is: “We have a University agenda, the ‘Academic Plan,’ a clear and thoughtful, collective vision to enhance our academic quality, diversity, and stature as a world class research university for the people of Ohio.” How we emphasize, prioritize, apply resources, and measure our progress in implementing the plan will frame a near term agenda and the strategies for long term gain.

It took courage to develop the highly principled “Academic Plan” with a sense of purpose, a vision of excellence, and with realistic goals and strategies. I will also be guided by several principles:

- We must recognize and embrace change. If our Academic Plan is to produce dramatic results, we must not be complacent about our success to date, but view change as exciting, as a strategic opportunity, and as keeping pace with a rapidly changing world. We live in an impatient world operating on a time scale that is uncharacteristic for universities. What used to occur over years, months, and days now occurs as fast as one can push the “send” button. The new scale enhances the pressure of competition. We remain aware, however, that as President Carter said, “Our challenge is to adapt to changing times while holding fast to unchanging principles.”
- We must take reasonable risks, think boldly and on a grander scale, even when we are challenged by loss of financial resources and tighter regulation.
- We must venture beyond university issues to focus on public purpose and societal goals; to uphold our legacy as Ohio’s Land-Grant, flagship university and to cement our relevance in the daily lives of all citizens.
- We must recognize that diversity is not a choice, a goal, or a promise, but a reality and a characteristic of institutions that have the greatest potential to shape the future.
- We must value and sustain respect for each other. Collegiality is even more important at times when there are so many issues that can divide us. Separateness imposes barriers; our combined strength will allow no limits to success.
- We must believe in ourselves. Many aspects of our humility are refreshing, but others hold us back. I believe we can achieve anything we are committed to accomplish.
- We must be distinctive as an institution. All AAU universities believe they are excellent, forward-looking, student-centered, accountable, critical in thought, and nimble—and all of us who are not in the Top 10 aspire to be. We must identify the signature elements that make Ohio State unique and enhance our upward mobility.

Teaching, research, service, and outreach are integrated into each goal of the Academic Plan, but connected as they are, it is our research activities that impart distinctiveness to Ohio State. I am committed to research as one of my highest priorities.

**Research and Ohio State**

The opening sentence of the preface to the Academic Plan reads, “The Ohio State University aspires to become one of the world’s great public research and teaching universities.” When I first read the document, I paused and read it again thinking how unusual—and bold—for a university to consciously select this order of words over “teaching and research,” the more typical sequence.
I do not believe that Ohio State was simply emphasizing research over its other missions. My impression, and the view I will share with you today, is that:

- research is connected to learning;
- it is embedded in the learning environment;
- it enriches outreach and engagement;
- it responds to and creates opportunity;
- it provides a profile that distinguishes us from other institutions; and
- it underpins Ohio’s future.

Research increases our value to our students and the public. It is key to our national and international reputation, and to our future.

**RESEARCH, LEARNING, AND THE LEARNING ENVIRONMENT**

Emphasizing research does not diminish or place secondary the importance of teaching and learning. On the contrary, it makes teaching and learning richer and broader, more practical and more profound. Research is a dynamic part of a complete academic program connecting faculty with students, connecting Ohio State with other research universities and with strong partners like Battelle, with industry and government, public and social service organizations, elementary, and secondary schools and with people around the world.

Research enhances the quality of the undergraduate experience. It enlivens the classroom, continually updates the curriculum, and forms the basis for new courses addressing contemporary themes in society. Faculty engaged in generating knowledge are also excited about sharing it.

The research experience brings faculty and students together to work side-by-side in creating new knowledge and developing mentor-student relationships that may influence a lifetime of learning for both. Students become “intentional learners” through projects that capture their attention and imagination. They learn skills of design, analysis, and presentation and work across generations and with people of different backgrounds. Our undergraduate, graduate, and professional students present their projects at the annual Denman Undergraduate Research Forum, the Hayes Graduate Research Forum and college-wide research colloquia. Their work is often indistinguishable in quality and sophistication from faculty research. Their enthusiasm for the experience is palpable. One of our undergraduate pre-med students recently sent me a letter. He wrote, “the opportunity to do bench-top research singularly marked my passion at Ohio State for the last three years. Involvement in the lab and faculty support afforded me opportunities that other universities simply could not match.” I am committed to making new resources available so that more undergraduates can engage in research and I am pleased that a new research experience will be added through a freshman seminar program next year.

Research is responsible for a top flight, learning environment. Only at a research university like Ohio State will one find the best libraries, museums, state-of-the-art laboratories and equipment, field stations, research vessels, art and performance studios, supercomputers, and local, national, and even international opportunities for co-op, internship, and field experiences. Students can interact with visiting artists, historians, authors, filmmakers, musicians and dancers, economists, and world leaders invited to our campus. These experts provide master classes, seminars and direct engagement with students.

Such an environment, created by faculty, also supports the recruitment and retention of the very best faculty and they, in turn, attract the best students. Investment in faculty is a top priority for my administration. We must continue to bring faculty salaries to a competitive level with our peers; engage in targeted hires; increase strength in priority areas; reach closure on two to four eminent scholar positions during the year; and invest when needed to retain our current faculty.

Research also brings a global perspective to Ohio State through collaboration with international colleagues, work in countries all over the world, and attraction of first-rate graduate and undergraduate students whose skills, knowledge, and culture enrich our educational environment.

And, to underscore the far-reaching importance of a research environment, let me mention that 35,000
seventh through twelfth graders in Ohio participated in this year’s state science fairs. Add to this number, the students who are working in the humanities and arts at the pre-collegiate level and it becomes clear that the learning experience for Ohio State’s prospective students will demand a research emphasis. Even the elementary and middle school children in The College Bound Institute have research time set aside in their program. A research experience will be the standard for the students we want to attract.

Our research also brings economic benefit to Ohio and beyond. The ideas, products, and know-how generated by research are transferred to the public for commercialization. They result in start-up companies that promote economic development and return new resources to re-invest in our own research and academic programs. We are relatively new at this and must support faculty who are engaged in these activities to a greater extent. But, no matter what “products” we transfer to the private sector, our students will always be the most important way we transfer expertise to serve the knowledge economy.

Simply put, research underpins academic excellence, builds the reputation of Ohio State and Ohio’s future. Research connects Ohio State, period.

**Opportunities, Strategies, Partnerships, and Investments to Enhance Research**

Our challenges in research are to be clear about our assets, capitalize on our strengths, encourage a climate of possibility, and help faculty achieve their goals. We have many opportunities to invest in our strengths. Biomedical and the life sciences are the dominant theme of this era and Ohio State will capitalize on this opportunity through interdisciplinary collaborations with programs in engineering, mathematics and the physical sciences, arts and ethics, and many other programs as well. We have unique advantages with the Comprehensive Cancer Center and its multiple links to programs outside of the health sciences, such as Food, Agricultural, and Environmental Sciences and Human Ecology. We have unique opportunities with the School of Public Health to develop other interdisciplinary collaborations in highly visible areas of global health, vaccine development, national security, and emerging diseases. I will provide additional funds for seed grants to stimulate interdisciplinary research, and for work in the humanities and the arts. I will seek input from the faculty to develop a prioritized research agenda, expectations in research, and ways to reward success and to leverage internal resources to garner external ones. And, we have the opportunity to recruit an outstanding research administrator who will join my leadership team as a senior vice president.

Outreach and engagement connect the power of Ohio State’s research and academic programs to support the people of Ohio. President Lincoln stated, “We are not public institutions, we are the public’s institutions.” As an urban university, the opportunity to connect with our community is at our doorstep and as the Land-Grant University our domain is the state. No other college or university in Ohio can boast of being this broad and inclusive. Ohio State’s outreach and engagement activities are embedded in instructional programs through service learning and are subscribed to enthusiastically by our academic units. We are committed to involving people of all ages, backgrounds, and experiences in education throughout their lives.

The public, however, may tend to think of an educational experience at Ohio State as beginning when a student enters as a freshmen, graduate or professional student and leaves with a degree in hand. We have a far broader impact on education than this image. We are involved in education that spans a lifetime, but the pre-collegiate, collegiate, and post-collegiate segments are not always well connected. Innovation, improvement, and efficiency can help eliminate barriers among these segments along the educational continuum.

As a Land-Grant university, we have a responsibility to work with pre-collegiate students to help them prepare for college, develop aspirations for careers that require a college education, overcome the fear of engaging in an educational experience unfamiliar to their families, and provide accurate information about affordability. Our most important role, however, is to help young people experience the joy of learning.

We sponsor a multitude of pre-collegiate programs in the community and on campus in partnership with
schools, teachers, and groups of students across the city and the state—literally hundreds of programs ranging from 4-H that sponsors activities for nearly 300,000 urban and rural children in Ohio, to the summer National Youth Sports Program that engages student athletes with 650 youngsters in sports and life skills sessions, to instruction provided in the schools by chemistry faculty, to the summer digital animation program for high school women, to assistance for elementary and middle school teachers to create good science demonstrations in their own classrooms, and on and on.

The benefits are obvious—more Ohio youngsters in the pipeline for higher education and an expanded pool of applicants from all backgrounds who are prepared for college and their future role in Ohio’s educated workforce. The Business and Higher Education Roundtable’s report, Investing in People, describes under-served minority children as individuals with “untapped potential” who, without our assistance, could slip through the K-12 system without detection and without an acceptable rate of success. The annual loss from failure to prepare and educate these potential learners is estimated to be $200 billion.

Another important aspect of outreach and engagement is the post-collegiate segment focused on continuing, community, and re-education programs—programs for experienced learners who may or may not have earned a college degree. Opportunity abounds in this segment and it can be an area for great creativity. We can tailor-make special programs, such as the Fisher College has done for Nationwide, Cardinal Health, and The Limited, and we can use technology to provide distributed learning that will reach people anywhere. Ohio State is poised to be a leader in new learning paradigms.

The strength of the educational continuum offered by Ohio State is that it can facilitate a match between readiness and exit/entry. Some students are not ready after high school graduation, while others are long since ready and need to have an earlier articulation point into university life. We are especially proud of our Critical Difference for Women program that allows adult learners whose educational paths may have been interrupted by life’s circumstances to earn an Ohio State degree. Equally satisfying was last fall’s celebration of Mr. Oliver Hamilton who left Ohio State in 1920. After completing his career and retiring, he returned to the Marion campus to earn his degree. Mr. Hamilton is 99!

**Opportunities, Partnerships, Strategies, and Investment**

We will be more effective in transferring university research and educational programs to better serve our citizens if we can get our arms around all that we do and gain some synergies among the many, many programs we have created. Better coordination of these programs would attract external support and state wide and national visibility, better serve our citizens and our state, and enrich the learning experience for our own students, as they become engaged citizens. I will provide enhanced resources to promote the objectives of outreach and engagement following the self-evaluation and external review currently underway.

Let me conclude by asking a rhetorical question in the context of today’s constrained fiscal environment. How can higher education be perceived as anything less than a top priority for public investment when the needs to be served are so great, when there are so many connections between research and learning and the citizens of this state, when our civic purpose is so vivid and apparent, and when higher education is central to the personal success of individuals and the economic success of the state? The Kellogg Commission challenges us “to persuade the American people that we are good enough to lead, strong enough to change, and competent enough to be trusted with the nation’s future.” The Ohio State University can meet this challenge.

As a researcher, I understand the “joy of discovery”—the exhilaration of uncovering something new, seeing the reality of an original idea unfold as predicted, creating a work of art or completing a book. For me, the joy of discovery occurs every day as I visit colleges, attend events, and meet with members of the Ohio State family.

Ohio State is a vast treasure and I feel I have been given a gift only a privileged few are offered—the opportunity to work with outstanding faculty, students, staff, trustees,
administrative colleagues, alumni, and friends, to learn something new every single day—a phenomenon that will always exist, because as certain as I think I understand the many aspects of Ohio State, they will surely have changed in this dynamic environment. I am grateful for this chance to work with you and for you as together we add to the legacy of this great Land-Grant university.

THE OHIO STATE UNIVERSITY

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INVESTITURE OF
KAREN A. HOLBROOK
AS THIRTEENTH PRESIDENT OF
THE OHIO STATE UNIVERSITY
Wednesday, April 16, 2003
3:00 P.M.
Mechan Auditorium

INVESTITURE OF
PRESIDENT KAREN A. HOLBROOK
AND PRE-CEREMONY LUNCHEON

Name
☐ will attend the luncheon and ceremony on April 16, 2003
☐ will attend the ceremony only
☐ will be unable to attend

Please return this stamped and addressed card to the Board of Trustees office or fax it to (614) 292-5903 by Wednesday, April 9.
Questions? Call (614) 292-8153.

The Ohio State University Board of Trustees requests the name of your presence at the Investiture of President Karen A. Holbrook as the Thirteenth President of the University.

Please return this stamped and addressed card to the Board of Trustees office or fax it to (614) 292-5903 by Wednesday, April 9.
Questions? Call (614) 292-8153.

James F. Patteson, Chair
The Ohio State University Board of Trustees
7-13-2003

Contact: Elizabeth Conlisk, (614) 329-2945

Statement from President Karen A. Holbrook from July 13 news conference regarding New York Times allegations

COLUMBUS – "Good afternoon. We are here today to address the allegations reported in today’s news media. Let me be clear that no complaint by any student, faculty member or teaching assistant has been filed through any university process. Nonetheless, we take the allegations made by the New York Times very seriously and will investigate them thoroughly. Anyone found in violation of our policies will be dealt with appropriately through our well-established procedures.

"In light of these allegations, I have asked incoming Interim Provost Barbara Snyder and Athletics Director Andy Geiger to take full responsibility for fully examining the allegations and reporting the findings back to me. Work has already begun.

"I have the utmost confidence in Andy Geiger, and the partnership between Athletics and Academics, and in the university’s processes that have been designed to prevent and address academic misconduct on the part of any student.

"At The Ohio State University, we value our reputation and are constantly mindful of our need to safeguard it. Our reputation is our number one asset and is based on our unwavering commitment to integrity in all that we do. We recognize that the spotlight will always be on the national champion. Being in the spotlight makes it even more important for us to respond quickly and appropriately to these allegations. I assure you that integrity will be the foundation of our investigation."

The Ohio State University Committee on Academic Misconduct Procedures and Rules
"We are most grateful for the hard work and dedication of the fire investigators from the Columbus Division of Police and other law enforcement agencies as an arrest is made in the tragic arson fire that claimed the lives of five young people last April. From the start, investigators were unrelenting in their commitment to solving this crime, and they engaged the entire community to assist them in their efforts. The arrest is an important first step in helping our community bring some closure to this tragedy.

"The hearts of everyone in the Ohio State family remain with the families and friends of the five students who died. May they take some comfort in the arrest and know that their children, brothers and sisters will be remembered for their contributions to the lives of everyone they touched."
Two years ago today, Americans found themselves suddenly united by common bonds that, while not always expressed in daily life, underlie our democracy. We experienced a common sense of pride, strength, compassion and resolve. On our campus and across the nation, we mourned the extraordinary loss of life, celebrated the unmatched courage of fire and safety personnel and ordinary citizens, and demonstrated the resiliency of our people and our system of government.

What happened two years ago forever changed our world and our university. We value even more the academic freedom that is our foundation. The tragedy of September 11, 2001 and more recent world events have also provided opportunities to educate our students and our community about different cultures. We know that we must be vigilant in protecting the principles of diversity and tolerance that our university holds dear.

Today, and on every anniversary of September 11, let us pause and remember all that was lost, cherish all that was gained, and reflect on what we learned and treasure about our country, about each other and about ourselves.
STATE of the UNIVERSITY ADDRESS

Delivered by
Dr. KAREN A. HOLBROOK
President
The Ohio State University

Thursday, October 9, 2003
This is a time of profound change for higher education across the nation as we adjust to the demands of a knowledge-based economy and a global marketplace; diminished state budgets accompanied by the challenges of cost and affordability; demands for accountability; competition among institutions on all levels; new responsibilities for faculty; assaults on college athletics; and an unrelenting demand for quality. In this uncertain climate, I was privileged to join an institution that understood its mission and goals for the future, its connection to the economy, and its standing among the nation's research universities. We are also a university that is aware of our great potential and unlimited opportunity.

**Progress on the Academic Plan**

That vision and understanding resulted from the work of hundreds of Ohio State faculty, staff, and administrators who participated in a comprehensive strategic planning process that, in the end, produced the Academic Plan. The strength of the Academic Plan today is the sustained commitment of faculty, staff, students, and our Board of Trustees to its goals. It is exceptionally rare for an institution the size of Ohio State to share a unity of vision—and this is our great advantage.

The Academic Plan is the University's agenda to enhance our academic quality, diversity, and stature as a world-class research university. It is imperative, therefore, that each year we pause to assess our progress and then move forward with informed action toward our goals, recognizing that in our fiscally constrained, publicly scrutinized environment, intentional change will be necessary if we are to control our own destiny.

My goal in this address today is to review the progress we have made in each of the six basic strategies described in the Academic Plan, identify challenges, and to outline what lies ahead of us during this academic year.

The first Academic Plan strategy is to build a world-class faculty.

This year we welcomed 166 new faculty members among all the colleges. The largest number joined as assistant professors but we have also added three new chaired or
named professors, four Eminent Scholars, several new department chairs and directors. We have new deans of the colleges of MAPS, Pharmacy, Public Health, as well as the Mansfield and Lima campuses. New vice presidents of Government Relations, University Relations, and Development have joined the administration.

Compensation is prerequisite to retaining our current faculty and to recruiting new colleagues. No initiative has received more attention than our efforts to move compensation to competitive levels. Although we made some progress last year in a difficult fiscal environment, faculty salaries continue to remain below the average of our benchmark peers. Last year was the first year of a multiyear compensation initiative to reach the benchmark average, and while Ohio State’s faculty salaries did increase by an average of 4.8%—more than 2% above market—our overall average faculty salaries still remain 4.4% below the average for our benchmark peers. This was, nonetheless, an improvement from a year ago. Staff salaries increased by an average of 4.6% but staff salaries, too, remain well below competitor’s levels.

We must remain committed to our compensation goals over the next several years. Reaching the benchmark average in four years, however, will require significantly more than 1% progress per year and may necessitate hard decisions among competing priorities.

Through Senate action, the cap on clinical faculty was removed allowing the College of Medicine and Public Health to add faculty who can focus specifically on the clinical training of medical students, thereby freeing tenure track professors to spend more time on research and other activities.

I will support a similar proposal for a research faculty track that will be coming before the Senate in the next two months. These faculty researchers will help us enhance the magnitude and success of our research enterprise.

The second strategy of the Academic Plan is to develop academic programs that define Ohio State as the nation’s leading public land-grant university.

Last year we launched a major initiative to create the federation of the Colleges of the Arts and Sciences, a coalition of five strong and important colleges that awards 50% of the undergraduate degrees, houses 70% of the honors students and forms the core of a great research university. The advantages of the federation enumerated in a white paper include the development of interdisciplinary majors, minors, courses, and research projects, and other opportunities for collaboration in hiring, streamlining administrative functions, and improving the counseling and advising of students.

One of our most noteworthy efforts has been the drive to enhance Ohio State’s position as a national leader in biomedical and life sciences research. These are areas that engage programs of at least 14 of our 18 colleges and provide enormous opportunities for collaboration across campus—with the physical and social sciences, engineering, and with humanities and arts as well—and to compete for federal, private, and state funding.

Our athletic program enjoyed a successful year, with Ohio State finishing third in the Director’s Cup, our highest ranking ever. It was achieved on the basis of a national championship in football and top-ten rankings in men’s gymnastics and lacrosse and women’s fencing, golf, lacrosse, rowing, and baseball. A record 411 student athletes (48%) achieved GPAs of 3.0 or better. We led the Big Ten Conference with 250 student-athletes named to Academic All-Conference teams. The review team for NCAA recertification was strongly positive about our athletes and our athletic programs.

The third strategy of our Academic Plan is to enhance the quality of the teaching and learning environment.

Ohio State is presently involved in a significant number of construction and renovation projects that are transforming our campuses and enhancing facilities for academics, research, student activities, housing, and clinical services. The Aronoff Biological Sciences Laboratory and Veterinary Medicine Administration Building both opened this fall; the Knowlton School of Architecture, The Peter L. and Clara M. Scott Laboratory in Mechanical Engineering, the Physics Building, and the Richard M. Ross Heart Hospital are well underway; construction and renovation of an expanded Larkins Recreational facility are in progress, and we have broken ground on a new Biomedical Research Tower that will

* Reflects compensation for FY03
nearly double our square footage for biomedical research. There is extensive remodeling of Page, Jennings, and Hagerty Halls and the largest ever renovation project—the William Oxley Thompson Library—is in the design phase. The library is the heart of the campus and will be restored to its original magnificence and incorporate state-of-the-art functions.

A new student services building is planned at the Marion Campus, and we will cut the ribbon on the Gib Reese High Technology classroom building next week in Newark. The first new residence halls to be built on the Columbus campus since 1969 opened this fall, and student housing needs are being addressed on all of the regional campuses. The traffic disruptions you have noticed signal new bridges to campus and the beginning of the long awaited retail, living, and office space of the South Campus Gateway Project. And, we’re investing in technology in classrooms all across the University to enhance teaching and learning experiences. An E-Learning and Strategy and Implementation Plan has been developed that includes distance learning opportunities for students on campus and around the world. Campus appearance has been improved with new plants, flowers, and attention to maintenance. The quality of the physical environment connects with a positive atmosphere for learning and engenders pride in our campus.

Our alumni and friends have helped make these improvements possible through their support, which this year increased by 9% over the previous year with a record number of 102,777 donors.

**Important steps have also been taken to enhance and better serve the student body—a fourth strategy of the Academic Plan.**

Last fall we instituted selective admissions for all four quarters on the Columbus campus and better integrated the regional campuses and Columbus State Community College in our admissions process.

Our recruitment and enrollment management efforts are working effectively. This fall we welcomed the most academically accomplished and diverse freshman class in Ohio State history, a class that includes about 130 National Merit, National Achievement, and National Hispanic Scholars and 250 high school valedictorians.

More than a third come from the top 10% of their high school classes. The average ACT score is a record high of 25.4, but we are not content with these numbers. Our goal is to recruit an entering class with a median ACT score of 26 by 2006 and 27 by 2008. The latter score equates to the top 10% of all students taking the ACT. Reaching these goals will require a significant investment of additional funds for recruitment and scholarships.

While the statistics of our entering undergraduate students are impressive and continually improve, it is the accomplishments of the students while they are here that tell the story. Last spring 595 freshmen were inducted into Phi Eta Sigma and Phi Lambda Delta honorary societies on the basis of their academic accomplishments; numerous upperclass and graduating students earned prestigious Truman, Goldwater, Udall, Mellon, NSF and Defense fellowships and scholarships, and were accepted by some of our nation’s most revered graduate and professional schools, including Ohio State, for postgraduate work.

We have increased accessibility to classes through data management and direct funding for high demand courses, expanded our successful First Year Experience program, and met our goal of establishing ten Scholars programs, which help us recruit well-prepared students. The student retention rate for the freshmen year is 87%, up from 78% seven years ago.

This winter a two-year pilot program will be launched through the Colleges of the Arts and Sciences to develop 40 new freshman seminars designed to give students, in classes of 20 or fewer, an early exposure to research concepts and ideas under the tutelage of some of our most distinguished faculty. Sixty more seminars will be added next year.

Undergraduate research has continued to flourish in all colleges and more than 240 students presented their work at the Denman Forum, a 60% increase over the previous year. Some of those students also displayed their work at the State House. I was enormously impressed with the quality of their presentations.

Attracting the very best graduate students to Ohio State is also fundamental to our mission. Last spring, nearly half a million dollars was awarded to the Graduate School to
increase the number of fellowships available for recruiting outstanding students. We will set aside new money to support interdisciplinary research by graduate students and will work to increase health coverage as resources allow.

Creating a diverse university community is the fifth strategy in the Academic Plan.

More than 70 women and minority faculty members joined Ohio State this fall as new assistant professors, and nine more women and 13 minority faculty members were hired as associate professors or above, thus meeting our goal of attracting at least five to ten women and five to ten minority faculty at a senior level each year. As important as it is to recruit new faculty, our efforts must be equally directed to retention and advancement of those who are here. The Cohort Project, under the direction of The Women's Place, is creating a greater sense of community and is gathering data on effective retention strategies.

The Kirwan Institute for the Study of Race and Ethnicity was formally opened, and has already hosted one national conference. Students held an open discussion with administrators and faculty before the Michigan decision was reached in the Supreme Court, and Ohio State has already responded to the Court's favorable ruling by modifying our undergraduate application process to solicit more individualized information from prospective students about their backgrounds and talents. We are steadfast in our goal to recruit and retain a student body that reflects the diversity of society and contributes to a rich educational experience for all.

Ohio State remains one of the top three non-minority institutions in the nation in awarding doctorates to African Americans. And the Fisher College of Business ranks second in the nation for having the largest percentage of African-American students in its MBA program.

A significant investment of continuing funds will be available to expand our efforts in recruitment and in awarding financial aid to further enhance the diversity of our student body. But money alone does not make the difference; it is also opportunity, a welcoming and positive environment, the presence of role models and mentors, and special efforts to enhance retention and success.

The President's and Provost's Diversity lecture series has been expanded in number of presentations and includes cultural and artistic events as well.

The final major strategy stated in the Academic Plan is to help build Ohio's future.

As we succeed in pursuing the five previous strategies, we are not only building Ohio State, but also Ohio's future. The focus of this sixth strategy is on our efforts to enhance economic development, which to a great extent is based on our research programs, and on our outreach activities.

Faculty have been highly successful in research, increasing the total amount of sponsored research by 80% over the last five years, now reaching a level of $426 million, ranking us 17th in the nation among public universities and 32nd among all universities. We are fifth nationally in the amount of research funded by industry and are pleased that more than 800 awards from the private sector sponsored undergraduate research projects last year. Large awards from the state have been received for a new Wright Center of Innovation for Biomedical Imaging, a Wright Capital project in Engineering, and for five Hayes Investment Fund grants.

The newly staffed Office of Technology Licensing has become more visible and active in mining and protecting intellectual property of faculty for purposes of licensing, expanding research agreements and commercialization, and in some cases even by developing startup companies through Ohio State's research park, SciTech. This year, a new company was launched through a partnership of Ohio State, the British Technology Group and the Industrial Technical Research Institute in Taiwan to commercialize novel flat-panel technology developed in the Department of Physics.

Ohio State is actively involved with the Columbus Chamber of Commerce in leading the Life Sciences Initiative and participating in the Creative Services Initiative. We are fortunate to continue building strong interactions with Battelle in the biomedical sciences, arts and sciences, pre-collegiate education, engineering
science and technology programs, and in the area of homeland security. Ohio State and Battelle have begun to investigate seriously the possibility of a bold and viable business plan for a live, learn, create, and work community that could include academic and research programs co-located with private industry, government labs, and residential sites.

Funded research and technology transfer receive wide public acclaim because the numbers translate into jobs and imported dollars; but I feel strongly that research and scholarship in the humanities, arts, and other fields also add to the quality, excellence, and reputation of a great research university. Ohio State has such premier programs, and I have invested new resources to assure these programs are a priority.

Ohio State touches people of all ages through outreach programs that impact hundreds of thousands of people across the state. Extension, of course, provides enormous value to the citizens of Ohio, but all academic units and all of our campuses have programs and initiatives that advance the economy, help prepare pre-collegiate students for college, provide health care services to low-income Ohioans, and enhance learning and re-learning for older adults.

A faculty committee has reviewed our outreach and engagement program and, along with the University Leadership Team, has joined me in the belief that a freestanding vice presidency for outreach and engagement will be better able to coordinate and publicize our vast array of outreach activities, provide leadership for central initiatives, greatly expand the target audience, provide central support and oversight for service learning courses and develop new revenue streams as we connect Ohio State’s academic excellence with societal needs.

We will continue to face economic hardships and will need to be more vigilant in conserving resources, controlling expenses, and investing strategically in the programs that best promote our success and excellence. We need to discontinue programs that are under-producing and streamline administrative functions in order to assure that our students are not short-changed in their education. We will need to generate more of our resources whenever possible and constantly persuade friends that Ohio State is worthy of their generosity.

Increasing demands will be placed on us for accountability at the state and federal levels and by students and their parents who believe the cost of education—even public education—is becoming unaffordable. We will continue to provide more financial aid, as we have, if tuition is increased so that no qualified student is unable to attend Ohio State for financial reasons.

Safety for our students on and off campus is a serious issue that we will continue to address with our students and their families and with other campus and neighborhood partners and city officials. The Task Force on Celebratory Riots is already engaged in implementing strategies in the neighborhoods adjacent to campus.

We will work to strengthen shared governance with the faculty and staff and enhance our partnership with undergraduate, graduate, and professional student governments in developing a shared agenda to meet our mutual goals for this great institution.

Leadership Agenda

This summer, a leadership team of the cabinet, the Council of Deans, selected directors, and faculty leaders focused their attention on a single question “How can Ohio State Become Distinctive as a Research University?” The two operative words were “distinctive” and “research.” We identified three overarching goals designed to capture and focus more specifically on strategies within the Academic Plan. Let me summarize the key elements:

- pursue cutting-edge, interdisciplinary research for short- and long-term societal benefits,
• provide distinctive educational experiences and opportunities for undergraduates, and
• develop a 21st century model of outreach and engagement.

The leadership team also recognized that business-as-usual is not the path to distinction. To be successful, we need an enabling culture that emphasizes high performance; we need sufficient resources to incentivize and reward change whether by reallocating faculty time or by removing financial barriers that inhibit success; and we need to exploit technology across campus to leverage the power of our most important resource—human capital.

Let me briefly address each of these areas where we will pursue distinction.

First, pursue cutting-edge, interdisciplinary research for short- and long-term societal benefits. Success in interdisciplinary research demands strong disciplinary expertise, but the most intractable problems in society will be solved through application of the collective skills and knowledge of individuals with different perspectives. Because of the breadth and depth of faculty expertise at Ohio State, we have a remarkable advantage in forming interdisciplinary teams and programs to compete for major resources, such as the program project and center grants characteristic of the Comprehensive Cancer Center and other health science programs. The Third Frontier Project offers unprecedented opportunities to match Ohio State’s research goals with those of the state. Issue One on the November ballot is critical to the success of the Third Frontier.

Interdisciplinary programs are common all across campus on various scales ranging from large organizations such as the Mathematical Biosciences Institute to multi-investigator projects. We will invest $1 million this year to jump-start new multidisciplinary centers or projects that have the potential to become self-sustaining from new external resources and will provide support to aid in the preparation of proposals. The NIH, the nation’s largest single source of funds for university research, has announced a new $2.1 billion set-aside fund for innovative, high-risk interdisciplinary research to solve a range of complex health problems. The Director of the NIH describes this as a funding approach needed “to change strategy and culture.” Ohio State is prepared to do both.

I have established three funds through the Office of Research to make competitive awards in the arts, humanities, and social sciences for projects that benefit the university and for which external funding is not available; to support interdisciplinary research by our graduate students; and to help faculty on regional campuses design and carry out projects that meet the three leadership goals in research, student initiatives, and outreach.

A second area of distinction for Ohio State will be our ability to offer more and inventive opportunities for active learning by undergraduates within and outside the classroom—through service-learning courses, scholar programs, and living-learning opportunities, and internships and co-ops that provide career experience as part of the academic program. Internships are offered by many colleges, including the arts and sciences, that provide experiences for as many as 2,000 students. Our 650 student activities offer a multitude of opportunities for students to develop skills of leadership, organization, and collaboration.

No other college or university in Ohio offers undergraduate students the vast opportunities to conduct research with renowned faculty and in top facilities that Ohio State offers. Research has become an essential part of an undergraduate education. It helps students create knowledge as they learn and to work closely with faculty and graduate students. Colleges and departments are being asked to offer research experiences for undergraduates in every discipline.

Our student-focused initiatives for the coming year will also include:

• a $3.7 million annual investment in technology that supports faculty teaching and student learning,
• student housing as an institutional priority to enhance academic achievement, retention, and timely graduation, and
• curricular reform to improve the path and time to degree.

Finally, the third area of distinction we will pursue is the 21st century model of outreach and engagement—or public scholarship. This is part of our land-grant mission and already an area of great strength at Ohio State. It encompasses the efforts of thousands of our students,
faculty, and staff members. We must better coordinate our outreach efforts to match Ohio State’s expertise with the most important needs of our community and our state, expand partnerships with public and private organizations to enhance our work and institute measures to assess our outcomes. A vice presidential office devoted to Outreach and Engagement will help us achieve our outreach goals and generate new revenue streams so that these activities become self-sustaining.

I closed my Investiture address with the statement that I believe even more strongly today. I feel I have been given a wonderful gift only a privileged few are offered—the opportunity to work with outstanding faculty, students, staff, trustees, administrative colleagues, alumni, and friends, to learn something new every single day—a phenomenon that will always exist—for all of us—for as certainly as we think we understand the many aspects of Ohio State, they will surely have changed in this dynamic environment.

I look forward to working with the Senate, faculty, student government, USAC, and administrative colleagues as we pursue our ambitious agenda for excellence. Thank you for the support and advice I have received over the past year, and thank you for the work you do to help make Ohio State a university of true distinction. We have a very promising future and much work to do together.

Thank you.
***** LETTER TO GOV. TAFT FROM PRESIDENT HOLBROOK

Dear Governor Taft:

I was pleased to attend the State of the State address and encouraged to see that the principal focus for your administration in the coming year will be the "Jobs Agenda." In particular, I value the emphasis that you placed on the role Ohio's universities have played and will continue to play in job creation and career development. Thank you for making special mention of Ohio State and its collaborative efforts in research. In such initiatives, you can count on the continued interest and engagement of The Ohio State University.

One point that you made in your address did draw my special attention. You said that "[w]ith every decision we make, every bill we pass, and every budget we approve, we must ask ourselves -- how are we improving Ohio's climate for jobs?" There is a bill currently pending in the General Assembly that invites that very inquiry.

HB 272, in its present form, would have an adverse impact on the efforts of Ohio State, one of Ohio's largest employers, to attract and retain employees. The bill goes beyond the denial of state recognition of civil unions and addresses the ability to provide statutory employee benefits to same-sex or opposite sex domestic partners. Ohio State would have no protection from HB 272 because we are not classified as a political subdivision and our faculty are not unionized. HB 272 would put us at a significant competitive disadvantage relative to private universities, eight of our Big Ten counterparts and 42 of the 60 elite research universities that comprise the Association of American Universities.

As you know, The Ohio State University competes in a global marketplace for the best and brightest employees. These people provide Ohio State with the rich, diverse, and productive environment that is required to make Ohio competitive and economically healthy. We are working very hard at Ohio State to create a culture of acceptance, tolerance, and dignity in every aspect of our institution, and HB 272, as it now stands, will impede our progress. We will lose some of our best and brightest if HB 272 is enacted as is. In light of this, I respectfully request that you ask of HB 272 the question that you called for in your address to the State of Ohio.

If you do intend to sign HB 272, I ask you to see that it is amended to allow a clear path for The Ohio State University to continue to be the employment engine for Ohio's economic recovery that it can be.

Thank you for your consideration of this request.

Sincerely yours,

Karen A. Holbrook
President
OHIO STATE 04-03-22 Holbrook joins nationally known leaders in receiving award

Ohio State News

March 22, 2004
Contact: Shannon Wingard
(614) 247-6821

Holbrook joins nationally known leaders in receiving award
Group also honors Pentagon, naval and political experts

COLUMBUS - President Karen A. Holbrook of The Ohio State University joined four nationally known leaders in being honored by a Washington, D.C.-based organization designed to support women. Joining Holbrook in receiving the 2004 Women's Center's Leadership Award for leadership and for enriching the lives of women were Torie Clarke, former Pentagon spokeswoman and assistant secretary for public affairs in the Bush Administration; Vice Admiral Patricia A. Tracey, vice chief of Naval Operations who directs the Navy Headquarters Support Functions for 1,200 personnel; and Donna Brazile, the first African American woman to manage a presidential campaign when she led Al Gore's effort in 2000. In addition, Helen Thomas, a Hearst Newspaper columnist who served for more than 50 years as a correspondent for United Press International and White House Bureau Chief, received the organization's Pioneer Award.

The Women's Center's Leadership Award is given to women who are first
in their fields, who have assumed a position of leadership that allows them to benefit women and their families, or who are actively involved with helping women. The awards were presented Saturday at the group's 19th Annual Leadership Conference, "Women Leaders: Creating a New Dynamic," in McLean, Virginia.

Holbrook became the first woman to serve as president of Ohio State in October 2002. There, she has continued the university's focus on the Academic Plan, Ohio State's strategy for moving into the nation's top tier of research institutions. Prior to joining Ohio State, she served as senior vice president for academic affairs and provost at the University of Georgia as well as professor of cell biology and adjunct professor of anatomy and cell biology and medicine at the Medical College of Georgia. At Georgia, she helped create the Biomedical and Health Sciences Institute, the New Media Institute, and played a key role in developing the University's Strategic Plan, which among other things includes a strong commitment to diversity and ambitious diversity goals.

Past Leadership Award recipients include Madeleine Albright, former Secretary of State for the Clinton Administration, and Sarah Ferguson, the Duchess of York.

In its 30th year, the Women's Center is a nonprofit organization that provides immediate and affordable counseling, education and information to women and families in the Washington, D.C. area with respect to their psychological, professional and legal needs.

For additional releases go to: http://www.osu.edu/news_db/index.php
OSU Faculty Experts guide is online at http://www.osu.edu/news_db/experts_index.php
Tuesday, June 8, 2004

Statement from President Karen A. Holbrook regarding the termination of Coach Jim O’Brien

“I was shocked and saddened when informed of the events which led to the termination of Coach O’Brien, and can understand the sense of loss and disappointment that will be shared among the team, other coaches and athletics staff, and our students and fans.

“A serious violation of NCAA Bylaws by someone in whom the University has placed great trust and responsibility simply cannot be tolerated. Since being presented with pertinent facts, the Director of Athletics, Andy Geiger, has acted appropriately and expeditiously. I can assure you that the University is continuing to cooperate completely with the NCAA in the ongoing joint investigation.

“It is of paramount importance that Ohio State maintain its core values of academic excellence and ethical conduct. We are committed to clear, strong leadership on integrity in all academic and athletic endeavors. This principle is our guide as we see our way through this matter.”

###
Statement of President Karen A. Holbrook
On Proposed State Issue One

COLUMBUS, Ohio—President Holbrook today issued the following statement on a proposed amendment to the Ohio Constitution that restricts the definition of marriage and states, in part, that “this state and its political subdivisions shall not create or recognize a legal status for relationships of unmarried individuals that intends to approximate the design, qualities, significance or effect of marriage”:

“Ohio State has adopted health care benefits for sponsored dependents. They are consistent with current law and in line with those of many other employers in our region and with our benchmark university peers. We believe they are necessary to attract, retain and support the best faculty, staff and students. Ohio tax dollars do not pay for this benefit at Ohio State.

“Ohio State competes in a global marketplace for the best and brightest. These valued faculty, staff and students provide Ohio State with the rich, diverse, and productive environment that is required to make Ohio competitive and economically healthy.

“Our administration is firmly committed to offering sponsored dependent coverage as part of our benefits packages. However, if Issue One passes, the Ohio Attorney General has indicated that institutions like Ohio State may be prohibited from doing so. In fact, the language of the initiative lacks clarity, and its effects will almost certainly be litigated for an extended time.

“If it is determined that Issue One prevents Ohio State and others from offering these benefits, it will be harmful to our institution’s ability to remain competitive with other employers and institutions of higher learning. Such an outcome would have negative consequences for our community and state.”

###
Holbrook describes ‘State of the University’
Annual address outlines accomplishments and challenges

COLUMBUS – Ohio State University continues on course to become one of the world’s top public research universities, according to President Karen Holbrook.

Delivering the 2004 State of the University address to the University Senate, Holbrook discussed the impact that Ohio State continues to make in the state, the nation and the world.

The University Senate is composed of faculty, administrators and student representatives. It is a legislative and policy-setting body and is the highest level of the university's internal governance system.

Holbrook told senators that the university is making advances in reaching the goals of the Leadership Agenda, which is the framework used to direct the university’s activities. Those areas of emphasis include: an excellent academic experience for students; world-class research that benefits society; and outreach and engagement for positive community impact.

“Our overarching goal is to be one of the world’s leading public research universities,” Holbrook said. “And we are on track.”

Holbrook announced that Ohio State was again ranked 22nd among public universities by the 2005 US News and World Report. Other rankings that she highlighted include:

- The National Science Foundation ranks universities by the total amount of research funding. Ohio State ranked 12th last year among public universities in all funding and 6th in corporate support.
- The Association of Research Libraries ranks our library as 12th among public universities in the country

- more -
OSU ranks 10th in the nation among public universities in total private support. Our
annual giving this year was a record $203M donated or pledged by a record number of
104,446 donors.

Holbrook also announced just a few of the recognitions awarded to faculty this year:

- Three were elected to the American Academy of Arts and Sciences
- Three faculty members earned Guggenheim fellowships
- Twelve faculty members were named Fulbright Scholars, fifteen were recognized as
fellows of the American Association for the Advancement of Sciences – the most of any
university in the country
- 145 of our physicians from the College of Medicine and Public Health were identified
among the best doctors in America.

Holbrook also highlighted the benefits of ongoing cutting-edge interdisciplinary research,
and noted one outstanding accomplishment in the area of promoting distinctive educational
experiences for undergraduate students. She announced the success this week of the Buckeye
Bullet, a student project that broke a world speed record.

“The Ohio State University’s electric land speed vehicle, the Buckeye Bullet, was
designed, built, and maintained by students at Ohio State using world-class engineering. Just
yesterday at the Bonneville Salt Flats the Buckeye Bullett officially set the new international
land speed record for electric cars, with an average speed of 272 miles per hour,” Holbrook said.

In addition, she described the impact that Ohio State is having through university
outreach and engagement. She said the university will continue to embrace its role as a land
grant institution. “Our goal is to establish Ohio State as a 21st century model for outreach and
engagement and to use our 865 outreach activities to connect our academic and research
programs with the public,” she said.

She also discussed measures in place that are designed to improve the quality of the
student experience, including construction of a number of new buildings to support the student
learning and research environment. Those include the renovation of and opening this year of
Page and Hagerty halls, the Richard M. Ross Heart Hospital, the Adventure Recreation Center,
and the Knowlton School of Architecture.
Holbrook added that the university is not without its challenges. Among those are a projected shortfall in the next state biennial budget that will undoubtedly affect Ohio State as well as other public universities in the state.

She said that Ohio State has an excellent record in controlling costs and that the university is taking a number of steps to keep the cost of an Ohio State education affordable for students. “We operate with an average of $828 less per student in resident undergraduate tuition than other public universities in Ohio with competitive admissions,” she said.

Holbrook concluded by reminding senators that Ohio State continues to meet the challenge of the Kellogg Commission, which offers direction on the future of state and land grant universities. “We are good enough to lead, strong enough to change, and competent enough to be trusted with the nation’s future,” she said.

###
Good afternoon. Thank you for the opportunity to talk with you today about Ohio State's impact and to highlight some of the extraordinary successes of the past year and the progress we have made together toward our goals.

Tomorrow I will be traveling to Mount Graham, Arizona, with a delegation of Ohio State students, faculty, administrators, and trustees. There, more than 10,000 feet above the Sonoran Desert, we will be dedicating the world's largest optical telescope, the Large Binocular Telescope or LBT, which will allow researchers to see planets in distant solar systems with 10-fold greater resolution than with the Hubble. Ohio State's Department of Astronomy is a partner with national and international colleagues in its design and construction.

This is an exciting event for Ohio State, and worth celebrating in its own right. But I mention it today because it symbolizes my message about the impact of Ohio State. Think of the LBT as a window on the worlds of opportunity we offer at Ohio State, and the impact our work has on society.

The LBT project is just one example of Ohio State's impact and our progress toward the long-term goals outlined in the Academic Plan and the short-term priorities set forth in the Leadership Agenda.

Our overarching goal, as you know, is to be one of the world's leading public research universities. And we are on track. Let me share with you some data about our position and our people.

Ohio State was again ranked 22nd among public universities by the 2005 U.S. News & World Report based on the undergraduate experience. U.S. News also ranked seven professional programs (audiology, business, education, engineering, health sciences administration, nursing, and speech pathology) in the top 25 graduate programs and six of our Ph.D. programs (chemistry, history, physics, political science, psychology, and sociology) among the top Ph.D. programs. The Fisher College of Business is one of only 10 business schools with both undergraduate and M.B.A. programs ranked in the top 20.

Although the rankings by U.S. News are perhaps best known, we pay attention to a variety of other rankings of our programs. For example:

- The National Science Foundation ranks universities by the
total amount of research funding. Ohio State ranked 12th last year among public universities in all funding and sixth in corporate support.

- The London School of Economics published a study of faculty scholarly productivity in political science and ranked our department as fourth in the world.

- The Association of Research Libraries ranks our library as 12th among public universities in the country.

- Ohio State ranks 10th in the nation among public universities in total private support.

- Our annual giving this year was a record $203 million donated or pledged by a record number of 104,446 donors, and your generosity brought our cumulative Campus Campaign sum over the top of $100 million.

Time allows me to mention only a few of the vast number of accolades and recognition of our faculty.

- Three faculty members were elected to the American Academy of Arts and Sciences: Drs. Marilyn Brewer, Malcolm Chisholm, and Brian Joseph.

- Three faculty members earned Guggenheim fellowships: Drs. Fritz Graf, Andrew Hudgins, and J. Marshall Unger.

- Twelve faculty members were named Fulbright Scholars, 15 were recognized as fellows of the American Association for the Advancement of Sciences (the most of any university in the country), and 145 of our physicians from the College of Medicine and Public Health were identified among the best doctors in America.

Dr. David Denlinger, chair of the Department of Entomology, was elected to the National Academy of Sciences, and Dr. Bill Mitsch, professor of natural resources and environmental science and director of Ohio State’s Olentangy River Wetland Research Park, received the Stockholm Water Prize, presented by the King and Queen of Sweden. Dr. Clara Bloomfield, cancer researcher in the College of Medicine and Public Health and James Cancer Hospital and first Ohio State Cancer Scholar, received awards from the American Cancer Society and the American Association for Cancer Research.

As you can see, it is critical that we work hard to retain our current faculty and that we recruit new faculty who are our top choices when retirements occur. Retention and recruitment both depend upon top students to work with, a good research environment and quality facilities, competitive salaries and favorable benefits, and opportunities for advancement.

Salaries for faculty and staff must be competitive, and we will retain our emphasis on improving compensation levels. This past summer our trustees affirmed the administration’s decision to include sponsored dependent’s benefits package and in response to the results of the Faculty Work/Life survey, the Faculty Career Enhancement Committee, chaired by Dr. Chris Zacher, was created to recommend positive and practical ways to support the professional development of women and minority faculty members, and associate professors, especially. A new parental leave program provides new parents with paid time off after the birth or adoption of a child.

Two hundred and thirteen new faculty members were successfully recruited across all colleges, mostly at the assistant professor level. A few senior-level faculty joined us who bring world-acclaimed research programs in specific areas of institutional growth and investment.

Dr. Carlo Croce, a member of the National Academy of Science, will play an integral role in the creation of a new Institute of Genetics at the James Cancer Hospital and chair the Department of Molecular Virology, Immunology, and Medical Genetics. We welcomed four new eminent scholars: Dr. Harvey Graff, the Ohio Eminent Scholar in Literacy Studies and professor in English and History; Dr. Imrich Chlamtac, an expert in network and communications in the Department of Computer Science and Engineering/Electrical and Computer Engineering; Dr. Michael Paulatits, an eminent scholar in nanotechnology who joins Chemical and Biomolecular Engineering; and Dr. Richard P. Dick in Crop and Soil Science who is an eminent scholar in the microbiology and biochemistry of soil.

Top-notch faculty attract increasingly stronger students to Ohio State and for the 10th consecutive year, our incoming freshman class is the best prepared in our history. Thirty-five percent of them placed in the top 10% of their high school classes, and 72% ranked in the top 25. About half of our 5,900 new students received awards or recognition for leadership or other special academic or athletic talent. The retention rate of the freshman class is 88%, up from 78% just 10 years ago. The average ACT score is now 25.6 and the diversity of our student body continues to hold steady. A
goal of the 2008 Enrollment Management Plan is to recruit
an entering class with a median ACT score of 26 by 2006
and 27 by 2008. We are on track.

As important as it is to recruit well-qualified undergraduate
students, it is their success during their years here and after
graduation that tells the story of their educational experiences.
This spring about one-third more students received national
scholarships, fellowships, and awards over the previous year.
Lindsey Long, in German, was designated a Fulbright Scholar.
We also recognized five Fulbright Grant recipients and three
Fulbright alternates, three Goldwater Scholars and a Goldwater
Honorable Mention, a Mellon Fellow, nine National Science
Foundation Fellows, and 11 NSF Honorable Mentions.
Tracking our graduates shows they go on to top graduate and
professional schools—including Ohio State—and to career
positions of their choice. Many remain in Ohio but others leave
for all parts of the nation and the world. For example, Andrea
Shemberg, a 1997 graduate of the Moritz College of Law who
founded the Pro Bono Research Group as a student, has since
founded a legal clinic for the homeless in Bologna, Italy, where
she lives.

When I was introduced as president in 2002, I indicated that
during my tenure at Ohio State I would be committed to:

1) enhancing the undergraduate experience that capitalizes on
the richness of the research environment;

2) fostering multi-disciplinary programs, including and
extending beyond science;

3) assuring the faculty award structure is aligned with
institutional goals and values;

4) broadening the pipeline to capture both the best and the
underserved students;

5) emphasizing the continuity of education over the lifetime;
and

6) encouraging more of our resources to be self-earned.

These goals are now embodied in the Leadership Agenda that
was crafted over a year ago to “provide specific priorities under
the Academic Plan for action and resource allocation guided by
administrative and faculty, staff, and student leadership.”

The three specific goals are to:

• Provide distinctive educational experiences and opportunities
  for our students.

• Invest in cutting-edge interdisciplinary research for short- and
  long-term societal benefits.

• Develop a program of 21st-century outreach and engagement
  that connects areas of academic excellence with societal needs.

Meeting these goals will be facilitated by a positive
campus environment that supports creativity, inclusion,
communication, integrity, and respect—an environment in
which excellence and innovation can flourish.

I will address our successes within the framework of these goals.

DISTINCTIVE EDUCATIONAL EXPERIENCES
FOR STUDENTS

Let’s look first at what has been accomplished to promote
distinctive educational experiences for undergraduate students
—and let me add that the undergraduate students themselves
have been articulate about their own objectives to seek a quality
education and educational environment at Ohio State and have
offered direction. Aftab Pureval, our current USG president,
continues to advocate USG’s agenda, which emphasizes greater
student-faculty interaction, improvements to the honors
program, and reforms of the General Education Curriculum.
Aftab has also expressed students’ concerns about rising tuition
and is committed to and has asked us to continue to increase
financial aid for minority and low-income students.

Research opportunities bring students and faculty together.
The 2003 Leadership Agenda recommended that research
opportunities for undergraduates be available in every
discipline. Last year, every college that teaches undergraduate
students offered research experiences ranging from funded,
summer- or quarter-long experiences, assistantships, or
internships to workshops on proposal-writing, research elective
courses, honors projects, and college-wide research forums.
More than 500 psychology majors and 200 biological sciences
majors work with faculty and graduate students to learn how
to do research and gain laboratory and other investigative skills
and methods of analysis—to experience a dimension of their
discipline that extends well beyond the classroom.

Nearly 300 freshmen participated in the Denman Under-
graduate Research Forum last spring and several of the award
winners also displayed their posters at the Statehouse and discussed their work with legislators from their districts. The Denman Forum provides students like Tiffany Reinemann with an opportunity to show off the sophisticated research undergraduate students produce at Ohio State. Tiffany won first place in the Health Professions category for her honors research on the effect of blackberries on esophageal cancer. The Forum prepared her to present her research at the 95th annual meeting of the American Association for Cancer Research in March in Orlando, an honor generally reserved for graduate students and faculty.

The Ohio State University’s electric land speed vehicle, the Buckeye Bullet, was designed, built, and maintained by students at Ohio State using world-class engineering. Just yesterday at the Bonneville Salt Flats the Buckeye Bullet officially set the new international land speed record for electric cars, with an average speed of almost 272 miles per hour.∗

Two years ago, I suggested Freshman Seminars as a way to connect faculty with small groups of students in informal settings where free-flowing discussion could occur to broaden and intensify the student's academic experience. Instituted last year through the Arts and Sciences, students explored topics such as “A Literary Approach to Understanding Creativity in Mathematics” and “Learning and the Architecture of the Mind.” Ultimately, the goal is for one-third of the freshmen to engage in these exchanges.

The Honors Program has undergone internal and external review and an implementation plan is being developed. The Honors Collegium is preparing our top undergraduate students to compete for the most prestigious post-baccalaureate fellowships and graduate and professional programs.

Ohio State, like the world’s other leading universities, is internationally oriented in all of its activities. Sixteen percent of our undergraduates participate in an international experience through more semester- or quarter-long programs, or through a course that includes a few weeks abroad at the end of the quarter. The Southern Africa Study Program, for example, is an extension of an interdisciplinary course offered by the Department of African American and African Studies. During the classroom experience, students are introduced to

the cultural, social, and historical themes of the region. They then travel to Southern Africa to visit sites they have studied. Experiences like these are life-changing.

Students cite their co-curricular activities as some of the most important experiences at Ohio State to prepare them for life beyond their disciplines. Internships and co-op experiences are elected by 83% of our business students, 87% of the undergraduate engineers, and 2,300 Arts and Sciences students. The new activity fee enhanced support of the more than 750 student activities that provide opportunities to engage in scholarship, leadership, service, and citizenship.

Our students embrace Ohio State’s motto “Education for Citizenship.” More than 200 student volunteers built a Habitat for Humanity house on the lawn of the Ohio Union. The completed house was moved to the Weinland Park neighborhood near campus. Last spring, 1,700 students participated in the “Rock the Block” community service event, and each fall Ohio State students participate in the national “Make a Difference Day.” During Welcome Week, more than 25% of our incoming students took part in “Community Commitment”—starting their college experience with a service project. Students are clearly interested in the world around them, especially this election year. Campus organizations prepared “Get Out the Vote” information, set up kiosks and voter registration booths across campus, and developed a voter registration website.

Our students read and tutor in elementary and middle schools, lead high school students in building and competing robots, conduct blood drives, and work at food banks, soup kitchens, animal shelters, and elsewhere, taking seriously the service goals of their organizations.

Student safety on and off campus is a serious concern for all of us—and one of Aftab Pureval’s highest priorities. Student-led activities promoted neighborhood clean-up and better lighting and enhanced awareness of self-protection. Mayor Coleman and I announced earlier this month an increase in police presence in the University District and construction of a much-needed neighborhood Policing Center. Next fall, the South Campus Gateway Project will restore the “front door” to the university with new retail, entertainment, office, and living space, revitalizing a distressed neighborhood.

Our student athletes make us proud with their successes in the classroom and in competition. For the second year in a row we ranked #1 in Academic All Big Ten honorees, and 48% of our
student athletes were recognized last spring with a 3.0 or better. Our athletes are engaged in campus leadership, outreach to youngsters in the community, tutoring, and fund-raising events for charities. Twelve current or former Ohio State student-athletes and coaches took part in the 2004 Olympic Summer Games. Over time, a total of 107 Buckeyes have competed in the Olympics, winning a collective 64 medals.

Taking some bold and much needed action, Provost Snyder is assembling a faculty committee to evaluate and improve the undergraduate curriculum to better reflect contemporary programs and university priorities and to revisit the General Education Curriculum as well as the total number of hours required for graduation.

I am pleased to tell you that the Leadership Agenda was expanded this year to include goals related to graduate and professional students, who were not adequately considered in the Academic Plan and are absolutely critical to the successes of our quality research university.

We are providing new and innovative programs for graduate and professional students, including a new Ph.D. program in Health and Rehabilitation Sciences and a doctorate in Audiology. We have established a new interdisciplinary master's program in Business Logistics and Engineering. A first-ever joint Ph.D. program among three universities in plant molecular biotechnology is under consideration by Ohio State, Rutgers University, and the University of Sao Paolo in Brazil.

The master's degree in the Study of Law is being offered for the first time this fall to students in non-law disciplines who wish to acquire a background in legal principles and an understanding of our legal system, and the Graduate School, as part of the Leadership Agenda, is facilitating the development of 20 new graduate minors and interdisciplinary specializations for graduate and professional students.

We are improving the benefits we provide our graduate associates to ensure that we attract the best graduate students. The minimum stipend was increased by $100 per month and the university subsidy to GA health care coverage, at 42% last year, increased to 64% this year. It will climb to 75% next year. And, for the first time, we are subsidizing health care coverage for GA dependents.

Cutting-edge Interdisciplinary Research for Short- and Long-Term Societal Benefits

Nothing distinguishes Ohio State nor has a greater impact on education more than the scope and quality of our research programs. The presence of world-class scholars and facilities offers our students unique experiences and opportunities, connects the university broadly throughout the world, and supports economic development in Ohio and the quality of life for all. As I said in my investiture speech, research makes teaching and learning richer and broader, more practical, and more profound. Research is a dynamic part of a complete academic program, linking students and faculty with other research universities, industry and government, the public schools and social service organizations, and with special partners like Battelle Memorial Institute.

One measure of our success in research is the level of externally sponsored research awards, which reached an all-time high this past fiscal year of more than $528 million. Third Frontier awards from the state contributed $40 million. And since the end of the fiscal year, new major grants are continuing to be funded. A Nanoscience and Engineering Center was awarded to Dr. Jim Lee. Ohio State is the lead institution with our partners at UC Berkeley, Johns Hopkins, Purdue, Boston University, Florida A&M, and the University of Akron. Dr. David Culver in Biological Sciences will use an NSF award to investigate the human effects on the health of Lake Erie, and Dr. John Francis Holtzhuater will use new CDC funding to train public health professionals to prepare for and respond to disasters and terrorism.

Faculty are working in their disciplines or engaging in often large-scale projects across disciplines, contributing to every possible environment—local and in the state, national and international, and even in outer space—to solve key problems in society and contribute to the quality of life.

Research under way at our Ohio Agricultural Research and Development Center makes Ohio a leader in many of the most important challenges facing the agriculture industry today: agrosecurity, food safety, biotechnology, and environmental protection and restoration. OARDC is "a consistent source of new products, processes, and techniques that help make Ohio's agricultural producers among the most productive in the world."

Project Cancer, a 10-year initiative to expand the Medical Center's cancer program and facilities, brings together
researchers and clinicians from the James Cancer Hospital and Solove Research Institute and our Comprehensive Cancer Center and 13 of our 18 colleges.

The impact of our research is also international. Music Professor David Frego, an expert on a music-movement therapy technique called Dalcroze Eurythmics, has worked in Bosnia with children suffering from the physical and psychological effects of war and has trained Bosnian teachers to use the technique with other children.

Professors Lonnie Thompson and Ellen Mosley-Thompson and colleagues from our Byrd Polar Research Center are analyzing ice core samples from the world's largest tropical glacier in Peru in order to understand thousands of years of climate history and predict future global climate trends.

And the impact of our research extends beyond our planet. The Large Binocular Telescope is not our only venture in outer space. Dr. Ron Li, professor of civil and environmental engineering, and his colleagues helped develop the navigation software used on NASA's Mars rovers during their current Mars missions and they will adapt that software to guide a new rover that NASA will deploy in 2009. And when a NASA spacecraft passes Saturn's largest moon, Titan, in January, an atmospheric probe using an instrument improved by chemistry professor Dr. Susan Olesik will be launched to collect and analyze samples.

To add investigators who can support the research agenda, the University Senate voted to allow departments to implement guidelines for a research faculty track. A few have done so and the first research faculty were hired this summer.


Our goal is to establish Ohio State as a 21st-century model for outreach and engagement and to use our 865 outreach activities to connect our academic and research programs with the public. This is our role as a land-grant institution and one we fully embrace.

All academic units and all of our campuses have programs and initiatives that drive the economy, help prepare pre-collegiate students—especially minority students—for college, train teachers, provide health care services to low-income Ohioans, and enhance learning and re-learning for older adults. More than 50 service-learning courses across the colleges fully integrate a community assignment with in-class learning, exposing students to a broader world and the need to address social problems.

Extension, of course, provides enormous value to the citizens of Ohio by linking them to educational opportunities, new technology, and know-how and by offering support services for youth and family, health and safety, and community assistance.

Few areas of contribution match the importance of what we do in our Health Sciences colleges. They provide bilingual neighborhood clinics, non-reimbursed care of patients with financial need, and dental care to the underserved in community-based sites. Free eye exams and glasses are offered to 1,500 Central Ohioans, and nursing students perform physical exams and vision and hearing screenings for Headstart children. More than 1,500 Ohioans with speech, language, voice, and hearing disorders are treated by Ohio State's Speech-Language-Hearing Clinic.

Our professional colleges also offer summer M.D. camps, science camps, and innovative language-oriented preschool for children with language delays and impairments.

Through an interactive environmental education program offered by Ohio State Lima's Education Outreach, students at Lima North Middle School wrestled with the hypothetical question: saving the wolves, hawks, and other wildlife or building a new school. This program offered hands-on interactive learning and introduced students to more than 20 different careers related to environmental sciences.

Through the Wexner Center for the Arts, high school students in Central Ohio benefit from an interdisciplinary Art and Environment course, and a Global Film Links program provides them with the opportunity to study and discuss identity, culture, and perspective as expressed in films from developing nations.

Our outreach and engagement efforts are also integral to assuring Ohio State is an engaged neighbor and partner and a stakeholder in the future of Columbus.

We recently announced a joint project with Battelle and the City of Columbus to access space in the vacated Lazarus department store to create the Columbus Center for the Arts and Sciences focusing in the area of applied environmental sciences and to develop a Center for the Urban Arts in partnership with CCAD and local community arts organizations. Through SciTech, Ohio State's technology park, we are also participating in the formation of TechColumbus, an umbrella organization intended to serve as an entry point for entrepreneurs and businesses interested in starting and locating technology-based
organizations in Columbus. These partnerships reflect Ohio State’s commitment to the economic revitalization of the downtown area.

And in line with the report of the Governor’s Commission on Higher Education and the Economy, recommending broader collaboration among institutions of higher education, we are beginning to develop joint initiatives with our colleagues at the University of Cincinnati and Case in the areas of the urban environment, advanced manufacturing, and in the health sciences.

SUCCESS AT OHIO STATE DEPENDS UPON A POSITIVE ENVIRONMENT—PHYSICAL AND CULTURAL

The Academic Plan directs Ohio State to focus on the quality of the physical facilities that support a 21st-century learning environment. More than 250 building projects on our campuses are in various stages. Only 52 of Ohio State’s 309 academic buildings are less than 20 years old. More than 85 are older than 50, and 153 buildings are between 30 and 49 years of age. This suggests that many of our buildings do not meet current standards for living, learning, teaching, conducting research, or providing clinical care. To support student learning:

• We will dedicate Knowlton Hall for the School of Architecture this month.

• Historic Page Hall is nearing completion of a total renovation to accommodate the John Glenn Institute for Public Service and Public Policy and the School of Public Policy and Management.

• Hagerty Hall is undergoing a major transformation to house several language departments, Comparative Studies, and Humanities Information Systems.

• The Peter and Clara Scott Mechanical Engineering educational complex is under construction, and the new Psychology Building will open in 2006.

• $7.6 million provided from the tuition increase and earmarked by the legislature enriches the technology learning environment through smart classrooms and enhanced cybersecurity, helps faculty use instructional technology, and provides web-based services to students. The Digital Union opened this summer to provide a special environment for students to gain experience with multimedia technology. And WOSU went digital; the TV station is the first in Central Ohio to broadcast multiple digital channels.

To improve student life:

• The Adventure Recreation Center is now open and the new Recreation and Physical Activity Center—the new Larkins—will open spring quarter.

• Last June, the Board of Trustees voted to begin the design and planning phase for a new student union.

To enhance the research environment:

• Physics faculty will move into a new Physics Research Building in November.

• The Biomedical Research Tower will nearly double the amount of biomedical research space when it opens in 2008.

Clinical facilities, including the Richard M. Ross Heart Hospital enhance teaching of professional, graduate, and undergraduate students and offer innovative patient-centric care, and plans are being made to support expansion space for cancer patient care and research.

By next year, the largest academic renovation project ever undertaken on campus will restore and improve the William Oxley Thompson Library. And as you know, even the Oval has undergone a makeover to assure its symbolic and functional beauty will forever be part of what students treasure and remember about Ohio State.

On our regional campuses, the new John Gilbert Reese Center at Newark is an unparalleled state-of-the-art learning and conference center with global teleconferencing capabilities, and plans for the new Warner Library are underway. A Student Service building will be completed on the Marion campus in spring, and a mixed-used administrative and academic Gateway Building will begin construction on the Mansfield campus early spring.

Environment is also about culture and a welcoming climate, and one of Ohio State’s goals in the Academic Plan is to promote diversity.

Seventeen women and 14 minority faculty members, five of them female, were recruited into senior-level faculty positions during the 2003-04 academic year. The university also welcomed more than 80 new junior minority faculty this fall, including 48 women.

Black Enterprise Magazine has once again ranked Ohio State among the top 50 best colleges nationally for African American students—and the Fisher College is ranked #1 in
black M.B.A. student enrollment by *The Journal of Blacks in Higher Education*.

*Black Issues in Higher Education* ranked Ohio State fourth in the total number of Ph.D.s awarded to African Americans, and *Hispanic Outlook* ranked Ohio State 17th nationally in the number of doctorates awarded to Hispanics.

One-year retention rates for undergraduate African American students have increased by 15% (to 81%) in the last 10 years—and six-year graduation rates for undergraduate African American students have increased by 5% (to 42%) over the same period.

Ohio State has also been a leader in promoting a culture of good sportsmanship, with the strong support from Athletic Director Andy Geiger, Vice President Bill Hall, and Dean David Andrews and several of our student and alumni groups. We cannot yet declare victory, but the environment on game days has dramatically improved. Ohio State has been recognized for its leadership through awards from the Ohio Department of Alcohol and Drug Addiction Services and the Harding-Evans Foundation, and on Monday I will accept an award from the Center for College Health and Safety at the U.S. Department of Education's National Meeting. Dean David Andrews has received a grant to study the impact of a coalition-based approach to reduce high-risk drinking.

**CHALLENGES**

It is wonderful to talk about Ohio State’s many successes, but there are also many challenges ahead. As the Ohio General Assembly begins to prepare for the next biennial budget, the state faces a potentially significant shortfall. This will affect all public universities in our state. Therefore, we must continue to be as efficient as possible. Ohio State has an excellent record in controlling costs. We operate with an average of $828 less per student in resident undergraduate tuition than other public universities in Ohio with competitive admissions. Our non-instructional costs are 29% less than the average of our benchmark institutions. We have refinanced our debt, reduced bank fees through competitive bidding, developed a proactive strategy to reduce energy costs, and contained our health benefit costs. A new procurement policy adopted this fall by the Board of Trustees will result in significant savings. $1.5 million has already been saved through a new preferred provider contract for computers and a projected $26-$32 million will be saved over the next two fiscal years.

We must also continue to rely on other revenue sources beyond the state. In fact, already more than 84% of Ohio State’s total operating revenues come from sources other than the state.

Affordability continues to present a major challenge. The recent national trend in tuition increases cannot and must not continue. The perception and the reality of the cost of a public college education mean that we must keep increasing financial aid so that no qualified student is unable to attend Ohio State for financial reasons. We increased student financial aid by over $20 million over the last two years. In fact, university-funded financial aid is one of the fastest-growing parts of our budget. Need-based financial aid will continue to be one of our highest priorities.

We must continue to recruit and retain the very best faculty, staff, and students if Ohio State is to retain the momentum of the past few years.

And we must always demonstrate that Ohio State is worthy of the generous support from our alumni and friends.

We remain committed to the Academic Plan and our Leadership Agenda, but to reach our goals, we need to look further out, being mindful of the rapidity of change, the competitive environment, and other variables that could impede our success. To ensure that our Academic Plan remains relevant, we are working on a five-year forecast of trends relating to students, resources, programs, and partnerships.

**SUMMARY/CLOSE**

Our three-part mission at Ohio State is to educate young men and women for successful careers and rewarding lives, to benefit society through research, and to have a positive impact on our community.

As we gather here at the beginning of this academic year, we can be proud that Ohio State is having a greater impact than ever before. Our academic quality, our student retention, our research funding, our donations, and our outreach activities are all up.

Projects like the Large Binocular Telescope speak to our impact,
to our commitment to world-class research that benefits society, and to our capacity to provide an inspiring academic experience for our students. We continue, literally and figuratively, to reach for the stars.

Thank you for the work you do to help make Ohio State a university of distinction and impact. I look forward to working with all of you as we pursue our agenda of excellence. Ohio State continues to meet the challenge of the Kellogg Commission: We are “good enough to lead, strong enough to change, and competent enough to be trusted with the nation’s future.”
For Release

MEDIA ADVISORY
December 8, 2004

FOR IMMEDIATE RELEASE

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Holbrook receives award for changing game-day culture

President Karen A. Holbrook will be honored with the Presidents Leadership Group Award for her efforts in changing the culture surrounding game-day behavior. Mrs. Hope Taft, First Lady of Ohio, will be among the attendees when Holbrook receives the award at 3:30 p.m. on Thursday (12/9) in room 140 of the Blackwell Inn, 2110 Tuttle Park Place.

The award ceremony is a part of the CHOICES Implementation Training program, a daylong alcohol prevention program that trains university professionals on how to help college students make low-risk choices when they are drinking. Approximately 90 people from Ohio State and universities throughout the state will be trained to become facilitators of the program on their respective campuses.

Following disturbances at the 2002 Ohio State – Michigan game in Columbus, Holbrook convened a task force with Mayor Michael B. Coleman that included university and city administrators, students, community leaders and representatives from the media and business. The charge to the task force was to get to the root of the problem while developing game day policies and practices and changes to the neighborhood environment to prevent future disturbances.

Beginning last season, local law enforcement officials have stepped up their enforcement of open-container laws on football Saturdays. Reports of assaults, vandalism and physical and verbal abuse are down significantly.

The Presidents Leadership Group Award is presented by the Center for College Health and Safety, a part of Education Development Center Inc., an internationally known educational research and development organization.

WHAT: President Karen A. Holbrook will be honored with the Presidents Leadership Group Award

WHEN: 3:30 p.m. on Thursday (12/9)

WHERE: Blackwell Inn, 2110 Tuttle Park Place

WHY: The award recognizes her efforts in changing the culture surrounding game-day behavior.

###
Statement of President Karen A. Holbrook
on the Ohio Legislature’s announcement of additional revenues for higher education

"An announcement today by Speaker of the Ohio House Jon Husted and Ohio Senate President Bill Harris that higher education will receive additional funds in the second year of the upcoming biennium signals an appreciation of the important role colleges and universities play in the revitalization of Ohio. In tough economic times Ohio legislators and the Governor are working to craft a responsible spending plan that lays the foundation for a brighter future for the citizens of our state. Together with plans to update Ohio’s tax code and reform Medicaid spending, we are hopeful that this represents a new era of more reliable state support for educating our citizens and preparing Ohio to compete successfully in the world’s knowledge economy."
Holbrook puts off decision on contract extension

By Alice Cervantes
THE COLUMBUS DISPATCH

Ohio State University President Karen A. Holbrook has asked for more time to ponder whether she wants to extend her five-year contract, which ends in 2007.

"We're going along very well and the university is making great strides. I feel good about our relationship," Holbrook said last night. "It just seemed like, 'Let's not talk about this right now, let's wait until next year.'"

Daniel Slane, chairman of OSU's board of trustees, said Holbrook's request came as a "little bit" of a surprise during conversations with her in June about her contract.

Ohio State President Karen A. Holbrook's five-year contract expires in 2007. She said she doesn't "want to work until I drop dead."

June was to be the month when trustees decided whether to extend her current, five-year contract by possibly another five years.

Holbrook now has until June 30, 2006, to think it over, Slane said.

"When you have a five-year contract, it makes more sense to discuss continuation of it closer to the end rather than two-thirds of the way through it," Holbrook said.

When asked whether she intends to complete the current five-year contract, Holbrook said: "That's the contract I signed."

A letter spelling out the "mutual understanding" Slane sent Holbrook in July alludes to the discussions, as well as changes to the makeup of OSU's board.

The number of OSU board members will grow from nine to 15 under a new state law tucked into the budget bill in June.

But Slane said yesterday he didn't know why the governance structure

See HOLBROOK Page A10
was mentioned because the discussions regarding Holbrook had nothing to do with that. He said the university’s attorneys wrote the letter. "I don’t know why that was in there — I didn’t draft the letter. There was a legal issue of complying with the contract," he said. "It didn’t have anything to do with any additional board members.”

Holbrook, 62, would be nearly 70 years old if her contract were renewed five years beyond the 2007 conclusion of this contract and she serves out the time.

Last night, she said that could weigh in her decision about staying longer at Ohio State.

"I have lots of energy, and it [age] hasn’t hampered my job in any way," Holbrook said. "Still, I don’t want to work until I drop dead.

"I have a lot of interests on the side. I’ve worked all my life and never had any time off. Even, I would like to spend time with my husband. We both like to travel. We both have other interests.”

Holbrook said the request was solely her decision and no indication that university officials are unhappy with her, though she noted, “You’d have to ask them if they’re happy with me.”

She said she’s pleased with what’s been accomplished since she became OSU president.

"I am very proud of the rising standards of the university and our extraordinary students coming in," she said. "We have excellent faculty. Our research rankings have gone up. And the U.S. News and World Report ranking.”

Slane said Holbrook has met the goals trustees set for her. He also pointed to a lower freshman dropout rate as one of her successes, and a higher average ACT score of OSU students, a result of enrolling better applicants.

“She’s doing a fabulous job, and it’s a killer of a job,” Slane said.

Long days and constant pressure have translated into short college presidencies nationwide, with average stays of about five years.

"People don’t understand all the great things she’s done. We have this whole list of standards we measure ourselves by, and by any measure she’s met every standard," Slane said.

He acknowledged that Holbrook has had her share of challenges, especially in her first year.

A month after Holbrook’s arrival in 2002, a riot erupted in a neighborhood next to campus.

Soon after, Holbrook initiated an unpopular crackdown on rowdy football-fan behavior.

"It’s very unfair what happened to her. People had a bad feeling about it even though she did the right thing," Slane said.

The Maurice Clarett controversy also occurred early in her tenure, and a fire in the University District killed five students.

"It took her a little while for her to adjust to becoming president of a major university," Slane said. "Her biggest failing, in my opinion, is her inability to blow her own horn.”

Holbrook came to OSU from the University of Georgia, where she was provost.

T.K. Daniel, an education professor and chairman of OSU’s faculty council, echoed Slane, saying Holbrook is quietly effective.

"She isn’t just interested in wearing this on her sleeve. It doesn’t matter to her who gets the credit," he said.

Her style brings to mind an old adage, Daniel said: A modest man can be popular, as long as everybody knows who he is.

Susan Fisher, secretary of the University Senate and an entomology professor, said a strength of Holbrook’s is her understanding of biomedical research. Holbrook’s academic background is in cell biology.

 Asked if she’s done a good job, Fisher said, “On balance, she has.”

Holbrook didn’t hit her stride until the "headaches" of her first year settled down and she hired her cabinet, which took months after several vice presidents departed, he said.

"It took her a little while to get on her feet… but I think those issues are largely managed now.”

Holbrook’s annual base pay is $352,000; her total compensation is $392,252.
OSU being noticed around the world, Holbrook says

University president cites improvements in research, diversity

By Kathy Lynn Gray
THE COLUMBUS DISPATCH

Ohio State University’s students, research and service have never been stronger, and they’re having a significant impact in central Ohio and across the world, OSU President Karen A. Holbrook told students and faculty and staff members yesterday.

“We can be proud that Ohio State is achieving its promise and we can be proud that the world is noticing,” Holbrook said during her annual State of the University speech in the Weiner Center auditorium.

That promise, she told an audience of about 130, can be summed up in a list of achievements that include:

• A nearly 7 percent increase in blacks and nearly 6 percent increase in Latinos in the freshman class.
• The best-prepared freshman class academically, something that has occurred for the 11th year in a row.
• A six-year graduation rate that’s gone from 55 percent to 63 percent in the past 10 years.
• Improved rankings in terms of research and overall best colleges.
• Faculty salaries that rank 13th among public universities nationwide.
• International experiences for 16 percent of students.
• A new recreation center and new shops and restaurants on N. High Street, which Holbrook called “an important symbolic link between town and gown.”
• $553 million earned this past year in research awards for students and faculty and staff members.
• A long-term faculty leadership-development program for women.

During her half-hour speech, Holbrook also touched on what the university is doing to “fulfill our promise to our students” to be an outstanding research and teaching school.

She said a review of the undergraduate curriculum is expected to suggest changes in class requirements and a self-study will examine graduate education during the university’s re-accreditation in 2007.

On the medical front, Ohio State is expected to become the first place in North America to treat cancer patients with a high-dose therapy.

Planning is under way to build a new Ohio Union and an expanded University Medical Center, and construction of a new psychology building and a new mechanical-engineering education complex is ongoing.

“There is plenty of work ahead of us,” Holbrook said. “Our challenges and opportunities are essentially one and the same. I look forward to another great year in pursuit of our agenda of excellence.”

Holbrook told faculty members that she would try to answer questions about her goals at another time, but took no questions during or after the speech.

kgray@dispatch.com
Date: Fri, 14 Oct 2005 02:17:14 -0400
From: President Holbrook and Provost Snyder <osutoday@osu.edu>
Subject: 2005 The Year of Foreign Language Study
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <>
X-Spam-Score: undef - HOST Whitelisted (Host 128.146.216.19 is whitelisted)
X-CanItPRO-Stream: ihnat.1 redirected to 11_tagonly_no_subject
X-Scanned-By: CanIt (www.roaringpenguin.com) on 128.146.216.12
Original-recipient: rfc822;ihnat.1@osu.edu

Dear Colleagues,

The U.S. House of Representatives and Senate have designated 2005 the Year of Foreign Language Study in recognition of the contributions that foreign-language study makes to students' cognitive development, to the American economy, and to national security. The Ohio State University has long recognized the importance of foreign-language and culture study in a well-rounded undergraduate education. It has been demonstrated that the study of foreign languages increases students' general cognitive and critical thinking abilities, prepares them for full participation in the global economy, promotes U.S. national interests, and helps to build international goodwill. It also enhances students' ability to understand, appreciate, and interact with people of other cultures, both at home and abroad.

The Ohio State University offers a rich curriculum in foreign languages and cultures. Over forty languages are taught, many through the advanced levels, and numerous courses in foreign cultures, literatures, media, folklore, and linguistics are available. The Year of Foreign Language Study has seen the opening of the World Media and Culture Center, one of the premier institutions for the study of languages and cultures in the U.S. It represents the synergy of the Departments of East Asian Languages and Literatures, French and Italian, Germanic Languages and Literatures, Near Eastern Languages and Cultures, Slavic and East European Languages and Literatures, and Spanish and Portuguese; the Foreign Language Center; the National East Asian Languages Resources Center; the Department of Comparative Studies; and Humanities Information Systems. This innovative new resource provides the university community with ready access to global media through cutting-edge technologies.

Such an initiative has never been more important. Today, American expertise in foreign languages lags dramatically behind that of the rest of the world. According to the 2000 census of the U.S. population, only 9.3 percent of Americans are fluent speakers of more than a single language; by contrast, more than 52.7 percent of Europeans speak both their native language and another language fluently. In declaring 2005 the Year of Foreign Language Study, Congress further noted that American multinational corporations and nongovernmental organizations do not have sufficient personnel with foreign-language ability and cultural exposure; nor are there enough individuals with
expertise in critical languages to work on crucial national security and foreign policy issues.

The Academic Plan of The Ohio State University undertakes to enhance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; to enhance and better serve the student body; to create a rich educational environment for undergraduates; and to help build Ohio’s future in our increasingly global marketplace and in our ever more diverse population. Creating and disseminating knowledge of the world beyond America’s borders are among the boldest steps possible towards each of these goals.

Globalization is bringing profound changes in the economic, political, technological, and cultural lives of peoples around the world. The Ohio State University is embracing these changes through the resources of the World Media and Culture Center and through the excellent, innovative teaching of the departments of modern languages of the College of Humanities. Therefore, The Ohio State University is pleased to support U.S. House of Representatives Resolution 122 and Senate Resolution 28, designating 2005 the Year of Foreign Language Study and calling for foreign-language study to be promoted in institutions of higher learning, as well as elementary and secondary schools, businesses, and government programs.

Karen A. Holbrook, President
Barbara R. Snyder, Executive Vice President and Provost
Academic Libraries As A Source Of Dynamic Stability

October 20th, 2005 by StevenB

Dynamic stability was the theme of Karen Holbrook's, OSU President, keynote address this morning at EDUCAUSE. She emphasized that as IHEs grow more sophisticated in their technology they must retain and be guided by their core values. I think academic librarians have heard that message before in our own literature and conferences. In many ways the talk was complimentary in many ways of academic libraries – without specifically mentioning them. There were many examples of ways in which the academic library can contribute to and further the realization of core values on every campus. However, at the end of her talk, Holbrook became direct about the enduring value of libraries. She finished her talk with a great tribute to the OSU libraries and OhioLink. It was great for all of the IT folks to hear librarians be described as “leaders in creating a digital future.” But Holbrook pointed out its about much more than digital assets. She mentioned that OSU is renovating their library and said, “We want our library to be a place that pays tribute to books and the pursuit of human knowledge – and we still need books. We want a library that brings people together. Libraries are the best example of dynamic stability – constantly changing but always a stable source of help within our institutions.” (note – I had to get that quote quickly so it may not be quite exact - but it’s close). What a great way to start the day!
MESSAGE FROM PRESIDENT HOLBROOK AND PROVOST SNYDER

During the week of November 14-18, Ohio State joins educational institutions across the United States in commemoration of the sixth annual International Education Week, so designated by U.S. Secretary of State Condoleezza Rice and U.S. Secretary of Education Margaret Spellings. This week is symbolic of the need for America's educational institutions to prepare our students, and those from other countries, for living and working in our increasingly borderless world. The theme this year is International Education: Improving Student Achievement around the World.

We look forward to participating once again in this commemorative week, though with our long-standing commitment to international education, Ohio State celebrates international education every week of the year. Nearly 4,000 international students and 1,500 visiting international scholars come to the campus each year. Currently, 16 percent of Ohio State undergraduates study abroad before graduation. Our goal is to raise that figure to 25 percent. Offerings of some 40 foreign languages rank our university among the best institutions for language training in the country. The programs of the five Area Studies Centers enrich our international palette, and we are proud that nearly 700 undergraduate students have chosen to major in International Studies.

More than two-thirds of Ohio State faculty members are significantly involved in professional international activities. However, our work extends beyond our campus; the K-12 outreach programs of the Office of International Affairs and the College of Education are helping Ohio schools build more international content into their curricula. Similarly, the Fisher College of Business reaches out to the international business community, and all of our colleges have direct involvement with institutions overseas.

Even with this impressive record, we recognize that Ohio State must do still more to prepare our students to function well in the global community as professionals and as citizens. We encourage colleges, departments, faculty, and staff to consider additional ways to bring international content into their classrooms and programs.
For a list of international events occurring this week on campus, and for a comprehensive view of Ohio State's international involvement, please visit the Web site of the Office of International Affairs:
http://www.osu.edu/oia.
Date: Mon, 28 Nov 2005 14:28:11 -0500
From: President Holbrook <osutoday@osu.edu>
Subject: Legacy of Bill Hall
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <>
X-Spam-Score: undef - HOST Whitelisted (Host 128.146.216.19 is whitelisted)
X-CanItPRO-Stream: ihnat.1 redirected to 11_tagonly_no_subject
X-Scanned-By: CanIt (www.roaringpenguin.com) on 128.146.216.12
Original-recipient: rfc822;ihnat.1@osu.edu

November 28, 2005

Dear Members of the Ohio State Family:

Yesterday, November 27, the University family lost one of its most beloved members. No one was more loved by our students, valued by his colleagues, and admired by faculty and administrators than Bill Hall. And Bill loved Ohio State. In fact, Bill kept going right up to the end, participating in many of the activities that were in his normal day, answering e-mails and adding his input to decisions that involved students.

Thank you all for the many ways you honored Bill while he could enjoy it. The standing ovation at spring commencement, the numerous honors and awards, the naming of the William H. Hall Residential Complex all told him of his eternal place at Ohio State. These accolades meant a great deal to him as they do to those of us who survive him.

There will be many days we will recognize the void as we look for answers we know Bill would have, but he left an organization that is highly capable and will take charge to continue the support of students as he would have wanted. Bill will forever be in our hearts as a great leader for Ohio State. Today, we mourn his loss and give thanks for having had the opportunity to know him and to work with him and we send our prayers, thoughts and warm wishes to his family he deeply treasured.

President Karen A. Holbrook
Statement on Death of Coretta Scott King
By Ohio State University President Karen A. Holbrook

Like Rosa Parks whom all of us have recently mourned, Coretta Scott King became one of the mothers of the American movement for Civil Rights and for human rights. She was an intelligent, compassionate, yet firm leader whose every appearance was marked with impeccable grace and dignity. She was a beacon of righteousness and justice.

Many members of the Ohio State family knew Martin and Coretta or members of their family. In recent years, both of the daughters – Yolanda and Berniece – have spoken on our campuses to large and enthusiastic audiences. We join with the members of the King family in celebrating the life of Coretta Scott King.

###
Ohio State president to join delegation promoting U.S. higher education
Trip to Japan, Korea and China begins on Friday

Ohio State University President Karen A. Holbrook will join U.S. Secretary of Education Margaret Spellings and Assistant Secretary of State Dina Habib Powell in the first ever high-profile delegation of U.S. college and university presidents to Japan, Korea and China during International Education Week, Nov. 10-18.

During stops in Tokyo, Seoul and Beijing, the delegation will meet with students and university leaders, government and business leaders, and the media to carry the message that the U.S. welcomes and values international students who want to study in the United States.

Holbrook will be one of 12 college and university presidents to accompany Spellings. She will return to Ohio State on Friday (11/17).

Holbrook says she is delighted to serve as an ambassador for U.S. higher education. “I am very proud that Ohio State, the nation’s largest university, will be part of the first delegation chosen for this important mission,” Holbrook said. “Universities are becoming more global, and Ohio State is committed to that direction. As our work increases with people and institutions overseas, this trip provides a unique opportunity to discuss American higher education and to build relationships with our counterparts in Japan, Korea, and China. Our U.S. universities have many strategic partnerships with colleges and universities around the world that result in significant benefits to our students, faculty, and all the constituents of higher education.”

Ohio State recognizes the importance of globalization with more than 300 formal partnerships abroad with universities in 54 countries.

More than 3,600 international students and 1,500 visiting scholars are studying at Ohio State this year. In addition, more than 1,700 Ohio State undergraduates studied abroad last year, making the university 19th ranked nationally in undergraduates who study abroad during their
Presidents’ Asia trip -- 2

academic career.

At Ohio State, there are 709 students from South Korea, 784 from China and 118 from Japan. In addition, many Ohio State alumni are currently living in those nations: 90 are in China, 322 are in Japan, and 320 are in Korea.

The decision to pair U.S. government with higher education leaders to send high-profile delegations overseas to promote America's higher education institutions was announced in January at the University Presidents’ Summit on International Education in Washington, D.C. Each delegation will be led by a senior U.S. Government official.

The delegation will include: U.S. Secretary of Education Margaret Spellings; Assistant Secretary of State Dina Habib Powell; John B. Simpson, President, University at Buffalo, SUNY; Henry T. Yang, Chancellor University of California, Santa Barbara; Bernard Machen, President, University of Florida; Adam W. Herbert, President, Indiana University; William Brody, President, Johns Hopkins University; Karen A. Holbrook, President, Ohio State University; Stephen M. Curtis, President, Community College of Philadelphia; H. James Owen, President, Piedmont Community College; Shirley Ann Jackson, President, Rensselaer Polytechnic Institute; David W. Leebron, President, Rice University; Philip W. Eaton, President, Seattle Pacific University; and Steadman Upham, President, University of Tulsa.

###
Date: Wed, 14 Mar 2007 19:19:16 -0400
From: President Holbrook <osutoday@osu.edu>
Subject: A memo from the president
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <>
X-Spam-Score: undef - HOST Whitelisted (Host 128.146.216.19 is whitelisted)
X-CanItPRO-Stream: ihnat.1
X-CanIt-Stats-ID: 246968620 - 282a82aa0896
X-Scanned-By: CanIt (www.roaringpenguin.com) on 128.146.216.12
Original-recipient: rfc822;ihnlat.1@osu.edu

Dear Colleagues,

I am pleased to announce the formation of an International Programs Task Force to guide our plans for broadening the international scope of The Ohio State University.

As we all know, Ohio State has long been a global institution. I would like us to be able to articulate that identity yet more clearly, however. I would also like our teaching, research, and service to be more fully available to the international community, including business, industry, and government entities, on an appropriately global scale.

The International Programs Task Force was created to fulfill this commitment. I have charged it to review current higher education documents on international affairs and patterns of international activity at peer institutions. I’ve also asked the task force to examine the patterns of international activity here at Ohio State, including our research and educational programs, outreach efforts, international student enrollment trends, international faculty exchanges and other inter-institutional agreements, and international funding opportunities and development goals. In addition, the task force will assess the administrative structures we have in place to support such aims and activities.

This is a sizable assignment, of course, but thanks to the leadership of its chair, David O. Hansen, associate dean in the College of Food, Agricultural, and Environmental Sciences and director of International Programs in Agriculture; and with the imagination, energy, and good will of the stellar group serving on the task force, I am confident that it will develop an outstanding strategy of institutional commitment to international activities.

In addition to Professor Hansen, the members of the task force are Diane W. Birkbichler, chair of the Department of French and Italian and director of the Foreign Language Center; graduate student Larissa A. Bondarchuck; Trevor L. Brown,
assistant professor, Glenn School of Public Affairs; Richard K. Herrmann, director of the Mershon Center and professor, Department of Political Science; Alain S. Hunter, Office of University Development; Grace L. Johnson, assistant director, Office of International Education; Kay Bea Jones, associate professor, Knowlton School of Architecture; Mitchell B. Lerner, associate professor, Department of History, Ohio State Newark; Anthony Mughan, director, Undergraduate International Studies Program and professor, Department of Political Science; Alam M. Payind, director, Middle East Studies Center; Daniel D. Sedmak, Executive Vice Dean, College of Medicine; Richard S. Stoddard, Associate Vice President for Government Relations; Galal L. Walker, director of the National East Asian Languages Resource Center and professor, Department of East Asian Languages and Literatures; and Constance E. Wansstreet, assistant editor of the Ohio State Alumni Magazine. The work of the task force is being facilitated by ex officio members W. Michael Sherman, Vice Provost for Academic Administration; W. Randy Smith, Vice Provost for Academic Programs; and Pearl Big feather, chief of staff within my office.

Given my commitment to Ohio State's ongoing internationalization and my personal interest in increasing connections everywhere between higher education and the international community, it is my hope that the work of the task force will be largely complete by June. Its efforts are sure to create exciting new opportunities for Ohio State's next leadership team to make the international profile of this institution yet more visible and vibrant.

Sincerely,
Karen A. Holbrook
President

BEGIN-ANTISPAM-VOTING-LINKS
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Teach CanIt if this mail (ID 246968620) is spam:
Spam: https://antispm.osu.edu/b.php?c=s&i=246968620&m=282a82aa0896
Not spam: https://antispm.osu.edu/b.php?c=n&i=246968620&m=282a82aa0896
Forget vote: https://antispm.osu.edu/b.php?c=f&i=246968620&m=282a82aa0896
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END-ANTISPAM-VOTING-LINKS
Message from President Karen A. Holbrook:

At 3 p.m. tomorrow, Wednesday, April 18, the chimes of Orton Hall, on the Oval, will play the Virginia Tech alma mater in memory of those individuals who lost their lives Monday on the campus of Virginia Tech University.

Following the chimes, please join the entire Ohio State University campus in a moment of silence, so each of us, in our own way, can offer our private thoughts and prayers on behalf of victims of this terrible tragedy. Wherever you may be at 3 p.m., please pause and join the entire campus community for a moment of reflection.

*****

President Holbrook issued the following statement Monday (4/16) following the shootings at Virginia Tech that left 32 people dead:

"The campus of Virginia Tech University is the scene of an unimaginable tragedy. As we try to come to grips with our own feelings and anxieties, our thoughts and prayers extend first to the students, families, and all members of the Virginia Tech community as they begin to cope with the enormity of their losses.

Those of us who love and have committed our lives to universities believe that a college campus is a very special place where students can interact and learn in a safe environment. The loss of so many lives at Virginia Tech reminds us of how fragile life can be. This is a tragedy that will be with all of us for decades to come.

This is a crisis that we hope will never occur again - on any campus - but we are realistic enough to know that tragedy can occur anywhere, and without warning. No one can fully prepare for something of this magnitude. Nonetheless, I want to assure you that the safety of our community is one of our highest priorities. Ohio State is finalizing a rapid response plan that engages all units to deal with campus-wide emergencies of significant proportion."
Ohio State stands ready to provide any assistance to Virginia Tech that they may identify in the days to come. Our hearts go out to a great university that will now confront a very different future and will need time to heal.

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BEGIN-ANTISPAM-VOTING-LINKS
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Teach Can't if this mail (ID 279643768) is spam:
Spam:  https://antispam.osu.edu/b.php?c=s&i=279643768&m=0587d3924075
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Forget vote: https://antispam.osu.edu/b.php?c=f&i=279643768&m=0587d3924075
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END-ANTISPAM-VOTING-LINKS
President Holbrook's Final USAC Town Meeting

The University Staff Advisory Committee (USAC) invites staff to join President Karen A. Holbrook for her final town meeting as University president. Also on hand will be Executive Vice President and Provost Barbara Snyder, Senior Vice President of Business and Finance William Shkurti, and Associate Vice President of Human Resources Larry Lewellen. Please join the University administration for this last town meeting with President Holbrook and Provost Snyder.

Date: Friday, May 18, 2007
Time: Noon - 1 p.m.
Location: 130 Drinko Hall
Moritz Law Building, 55 W. 12th Ave.

Webcast viewing locations:
Lima Campus - Galvin 310K
Mansfield Campus - Ovalwood 476
Wooster Campus/OARDC - Research Services Room 130

Watch at your computer! Log on to http://usac.osu.edu. If you have a question you would like addressed, e-mail townmeeting@osu.edu.
"Realizing the Vision of a Great University"

State of the University Address

Delivered by
Dr. Karen A. Holbrook
President
The Ohio State University

Thursday, October 12, 2006
I am pleased to have the opportunity to present my fourth State of the University address. These are important occasions to take stock of where we’ve been, where we are today, and where we are going. When I look back over the last four years and see what we have been able to accomplish together, I am amazed at the progress. Today I will reflect a bit more broadly than simply the past year because I believe a wider lens will provide more perspective.

Let me begin by saying that it has been a privilege to work with a dedicated senior administration, talented faculty and staff, and extraordinary students. Our accomplishments reflect the commitment of people to undertake change, make progress, and develop innovative programs—to define a clear strategy and to move forward to accomplish it with a sense of urgency and determination.

When I came to Ohio State in 2002, I frequently observed that I had worked at good universities that thought they were great, but that Ohio State was a great university that thought it was good. I hope you agree with me that there is evidence of greatness all around us, which is being ever more widely recognized by others outside of the university and the state.

But, let’s ask the question....

**WHAT DOES IT TAKE TO MAKE A UNIVERSITY GREAT?**

Great universities have an unwavering commitment to their students and to the ideal of skeptical inquiry, to seek truth and produce new knowledge from research that benefits society and has a lasting and positive impact on our lives. When you visit a great university, you feel its dynamism and intellectual energy. Students at great universities know and appreciate their surroundings and take full advantage of being exposed to some of the world’s great minds. Academic excellence is expected.

But that atmosphere—and a great university—doesn’t just happen. Great universities have a strategy for excellence, a focus on the fundamentals: recruiting and retaining high-quality faculty and talented students and creating successful academic programs. And great universities seek creative solutions to the complex problems that face the world. All of these elements are present at Ohio State and support my assertion that we are a great university.

Let’s look at the facts:

**Improving Rankings**

In the past four years, we’ve moved from 24th to 19th among public universities in the *U.S. News & World Report* rankings of America’s Best Colleges. Nineteen of our graduate programs or specializations are in the top 10 nationwide, while 30 are in the top 25. The *Washington Monthly College Guide*, which measures how much a school is benefiting the country, named us 17th among public universities. And for the 14th consecutive year, *U.S. News* named our Medical Center one of America’s Best Hospitals, citing nine medical specialties among the nation’s best; and just today it was announced that the University HealthSystem Consortium, an organization that ranks university hospitals, included Ohio State’s hospitals among the top five along with the Mayo Clinic, Brigham and Women’s, Cedars Sinai, and the University of Michigan. The College of Medicine moved up five spots to 32nd, the greatest increase of any of the top 50 medical schools, and our College of Pharmacy is among the nation’s top five. The College of Veterinary Medicine is in the top 10, while the Fisher College of Business was just named to the number two position in the *Wall Street Journal/Harris Interactive* regional ranking.

**Talented Students**

And, of course, world-class faculty attract talented students. Some may be tired of hearing it, but I don’t get tired of saying that we’ve welcomed our best class of first-year students for the 12th year in a row. In four years, the average ACT score moved from 23.4 to 26.4, the number of students in the top 10 percent of the class went from 33 percent to 45 percent, and those in the top 25 are now over 80 percent, versus 69 percent in 2002. And our first-year class, recruited from over 19,000 applicants, includes students from all 88 Ohio counties, 46 states, and more than 146 foreign countries. They are diverse, both economically and racially, with students of color accounting for 16 percent of the 2006 freshman class. We are truly a destination institution, not the “safe” school we were once considered to be.

**Research Rankings**

In the past four years, we’ve moved from 12th to ninth in total research dollars among public universities and up 15 places in one year, from 39th to 24th, in federal funding. The *Chronicle of Higher Education* noted Ohio State’s progress as the largest increase of
any top-100 university. We continue to rank sixth in industry-sponsored research, when funding in that category is shrinking overall. In 2002, faculty earned $426 million in research awards; in fiscal year 2006, that number had jumped to $652 million, and our entire research enterprise supports more than 16,000 jobs here in Ohio.

**Respected Faculty**

For the third year in a row, more Ohio State faculty have been elected as fellows of the American Association for the Advancement of Science than any other single institution in the country. We now have more than twice as many fellows as we did in 2002, thanks to faculty stepping up to nominate their deserving colleagues.

**Fund-Raising Success**

Ohio State also ranks among the nation’s best in fund raising. In 2005 alone, we raised a record $284.2 million and achieved a fourth-straight record year increasing the number of donors to 117,000. Our endowment of more than $2 billion, the seventh-largest among public universities, increased 15.6 percent in 2006, even after $85 million was distributed to colleges and departments to support scholarships, professorships, and research. While it took 129 years for our endowment to reach $1 billion, it took only seven years for that figure to double.

**STRATEGIC PLANNING GUIDES OUR SUCCESS**

But our progress is much more than simply statistics. What is really important is the planning that has generated those statistics and improved our quality in so many areas.

Our path has been guided by the Academic Plan, which builds on strategic decisions made over the past 20 years, beginning with the decision to phase in a selective admissions strategy and followed by a Commission on Research that evaluated university research internally and comparatively with competitive institutions. Many of the objectives and strategies from the research report became the foundation of the Academic Plan.

Other critical steps carried out were:
- The 20/10 plan that invested funds to move departments into the top ranks.
- Academic Enrichment, through which $175 million was invested to enhance or create centers and programs.
- Selective Investment in Academic Excellence, designed to identify outstanding departments with the best opportunity to achieve excellence.
- The Diversity Action Plan for Ohio State to become one of the most welcoming universities in the nation.
- Budget Restructuring to better align revenues and expenses and to help determine what should be funded centrally and what were local responsibilities.
- And most recently, the Targeted Investment in Excellence initiative that I’ll mention shortly.

**THE CHARACTERISTICS OF A GREAT UNIVERSITY**

You have heard me recount the progress we’ve made by maintaining a focus on Academic Plan strategies and initiatives over the past four years. But even when you have a well-defined plan, it helps to follow certain guidelines that I believe are characteristic of great universities.

- Great universities are strategic. Ohio State has focused its resources, plans, and programs on achieving the goals of the Academic Plan, and we measure results. In the coming weeks, you will receive a report illustrating our continued progress in the plan’s six strategies in this, the sixth year of the 10-year vision.
- Great universities foster interdisciplinary programs, but they must be built upon already highly regarded disciplinary programs.
- Great universities are connected with their communities through strategic partnerships and outreach programs that strengthen economic and social foundations locally, nationally, and globally.
- Great universities work to ensure that the faculty and staff are rewarded competitively.
- Great universities enhance the undergraduate experience with innovative programs that emphasize contemporary themes, capitalize on the richness of the research environment, recognize student preparedness, and provide off-campus opportunities.
- Great universities are accessible to incoming students and seek to broaden the pipeline so that the best students, as well as underserved students, see college as a goal.
- And great universities are increasingly resourceful in generating funding outside the traditional realms and remain steadfast in achieving their ambitious goals.
OHIO STATE IS A GREAT UNIVERSITY

We Are Strategic
Let's start with the first assertion, that great universities are strategic. The Academic Plan, adopted in 2000, has driven our decision making ever since. In line with many of its goals is the next major step in creating impact and excellence, the Targeted Investment in Excellence initiative. TIE was launched with the expectation that the 46 programs proposed will accelerate our progress as never before. Fifty million dollars of central funding matched by an additional $68 million committed from the colleges will be invested over the next five years to support 10 high-impact initiatives. Other meritorious programs will also be undertaken with unit resources.

We Are Committed to Diversity
Another area of strategic focus is our commitment to a diverse university community. In the last five years, through the Faculty Hiring Assistance Program and other initiatives, we have exceeded the Academic Plan targets in hiring more women and minority senior faculty members.

Progress also has been made in recruiting and retaining minority students through such programs as the Freshman Foundation, Morrill Scholars, the College Assistance Migrant Program, and the Todd Anthony Bell National Resource Center for the African American Male. Overall, diversity is up nearly 6 percent and the first-year retention of minority students is at 90 percent, just 2 percent below non-minority student retention at 92 percent. Graduation rates among African American men have increased 12.5 percent in the past two years alone.

While we have made progress, we still have much to do to improve diversity. Women and African American male faculty are retained at a lower rate than white male faculty. Although nearly 30 percent of our faculty are women, less than 20 percent are people of color, and members of the GLBT population remain skeptical about OSU's commitment to equality. Great universities are committed to diversity and we remain focused on this core value. We rely upon candid assessments from the Council on Diversity to help us identify problems as well as best practices to continually improve.

We Are Interdisciplinary
Great universities have determined that they can foster better understanding of complex problems in society and the environment by encouraging the development of interdisciplinary programs. Of course, the TIE program exemplifies the kind of faculty-generated projects that bring together colleges, departments, and the broad expertise needed to find the solutions to today's most pressing global challenges—climate change and water resources, public health preparedness, and clean and sustainable energy, to name a few.

Interdisciplinary activities will be accelerated even further through four new entities. The Department of Biomedical Engineering combines principles in engineering and the biological, physical, chemical, and mathematical sciences to solve problems in biology, medicine, behavior, and health. The John Glenn School of Public Affairs is the product of the John Glenn Institute and the School of Public Policy and Management, and is the center of our policy-related teaching, research, and outreach. The new School of Earth Sciences unites a range of specialties that will increase interdisciplinary Earth science activities, and the merger of the colleges of Education and Human Ecology brings together different perspectives on some of the problems of early childhood development and urban education. Interdisciplinarity comes naturally to faculty who continually stretch the borders of their imagination and find intersections with fields other than their own. The exciting products of these efforts serve students well, and graduate students are often the bridge that unites them.

We Employ Strategic Partnerships and Outreach
Great universities also connect with their communities through strategic partnerships and outreach programs that strengthen economic and social foundations locally, nationally, and globally.

Over the past four years our partnership with Battelle has become increasingly stronger and more closely connected with multiple units on campus, generating a powerful alliance that has resulted to date in more than 40 joint research projects. We have partnered with Battelle on the Lazarus Urban Arts Center downtown, where the College of the Arts now has a major presence. OSU and Battelle are collaborating on some significant federal initiatives with the U.S. Department of Energy and on several Third Frontier projects. Battelle has also funded the Battelle Center for Mathematics and Science Education Policy at the John Glenn School, a chemistry scholarship fund, and
an endowed lecture series at the Glenn school, and it was a major donor to WOSU@COSI, which I will talk about in a moment.

One of the most exciting outcomes of our partnership with Battelle and the Franklin County Educational Council is the new Metro High School, which opened in August with 100 freshmen who have an interest in science, technology, engineering, and math (the STEM disciplines). The Metro School will serve as a laboratory for innovative teaching methods and a place to provide students with mentoring and experiential learning opportunities, and in their junior and senior years, a chance to pursue their studies at Ohio State, Battelle, the Wexner Center, and other off-Metro campus venues that are aligned with their interests.

WOSU@COSI, WOSU’s new digital studios located in the science center, is another exciting community partnership that offers the public the opportunity to learn how live television and radio programs are produced through a new hands-on exhibit called U-TV. WOSU@COSI will be one of the Metro School’s Learning Centers, and it offers space for public meetings, forums, and other special events.

Another excellent example of an important community partnership that will have a strong impact is the Early Childhood Development Center at Weinland Park Elementary School, a collaboration with Columbus Public Schools. It will provide top-quality child care to low-income neighbors and serve as a research site to develop new strategies for early childhood education and care. And, of course, our colleges and departments have dozens of other partnerships with the Columbus Public Schools.

Ohio State is a founding member of TechColumbus, which provides access to business incubation, capital formation, and real estate services—the complete package for starting and attracting companies. Ohio State’s SciTech is a component of TechColumbus and through this partnership offers the broad array of services to entrepreneurial Ohio State faculty.

Ohio State is also a major player in the development of the 315 Research and Technology Corridor, an initiative of city officials to create an environment for high-tech companies to start up and relocate in Columbus. The heart of the corridor is OSU’s Kinnear Road assets, such as SciTech, the Center for Automotive Research (CAR), the Electrosciences Laboratory, the Ohio Supercomputer Center (OSC) the Museum for Biological Diversity, the TechColumbus Incubator, and Metro School. Other OSU facilities and programs as well as Battelle will be prime attractors for relocating companies that will create high-paying jobs to keep our students in the state upon graduation.

Perhaps a signature example of a campus/community partnership is the revitalization of the university neighborhood through Campus Partners, especially the development of the South Campus Gateway project on High Street. There is a vision to recreate this type of enterprise on the other side of campus in conjunction with the new 315 corridor.

We Think and Act Globally
The Columbus Council on World Affairs states “as our world shrinks, the necessity to understand it grows.” Ohio State recognizes this with partnerships abroad—with universities around the world, including China, India, South America, Africa, and Europe. Our international relationships abound with faculty from every college working across disciplines and borders to learn and to provide assistance alike. China and India are the two major emerging powers in the world today, and our American universities are focusing upon them. Let me highlight a few current activities in these countries.

Ohio State has partnerships with 23 comprehensive and discipline-specific universities in China, and many more at the college and departmental levels, and with units such as our University Libraries. In line with the President’s National Security Language Initiative announced in January of this year, highlighting a need for more education in the strategic languages, Ohio State boasts the most comprehensive Chinese language program among American universities and is the site of a National Chinese Language Flagship Program that prepares students to work in China.

Last year, Food, Agricultural, and Environmental Sciences celebrated a 50-year relationship with India’s Punjab University, a university they helped to create on the model of the land-grant university. More than 80 faculty at Punjab University have studied at Ohio State. Today we have cooperative agreements with dozens of Indian agricultural universities that will help India address the new challenges and opportunities of modern-day agriculture. Other colleges such
as Medicine are involved in faculty exchanges and research within India.

**We Reward and Recognize Faculty and Staff**
Great universities also are clear about rewarding faculty and staff and creating a positive work environment.

Bringing faculty salaries in line with those at our benchmark institutions continues to be a high priority. While we narrowed the gap with our benchmarks between 2002 and 2005 from $5,000 to less than $500, we lost some ground in 2006. Nevertheless, we remain focused on improving and are looking to the Faculty Compensation and Benefits Committee to recommend the next compensation target. To retain our best faculty, we provided nearly $1 million in counteroffer support in 2006 alone.

An indispensable element of faculty and staff support is a culture that promotes work/life balance. Over the past several years, actions have been taken to help faculty and staff integrate their professional lives with personal and family responsibilities such as:
- sponsored dependent benefits;
- paid parental leave;
- a second child care center with 100 additional spaces at Buckeye Village;
- an 80 percent health care subsidy for graduate students and their dependents, which will rise to 85 percent next year;
- a comprehensive “Plan for Health,” which provides resources and incentives to individuals to promote healthy choices and avoid health care risks; and
- two new recreational facilities—RPAC and ARC.

Something must be working because the October issue of *The Scientist* magazine has just named Ohio State as the third best work environment for life scientists and the first among colleges and universities.

**We Are Enhancing the Undergraduate Experience**
Great universities also enhance the undergraduate experience by capitalizing on the richness of the research environment. Over the past four years, the academic experience for our students has been improved by increasing class availability, offering better scheduling and advising, and expanding and renovating classroom and residence hall space.

And, thanks to those efforts as well as the increasing talent of our student body, our graduation and freshman-to-sophomore retention rates have improved. As I’ve mentioned, our freshman-to-sophomore retention rate is 92 percent—the national average is 75 percent—and the six-year graduation rate for the class entering in 2000 is 71 percent, an increase from 51 percent 10 years ago. Those figures will rise even more beginning in 2009, when we will first experience the full impact of year-round selective admissions.

Our academically stronger students have helped spur reform in our general education curriculum from a GEC they found too complex and somewhat disconnected from their majors. The recommendations of the McHale Committee will reduce the minimum credit hours required for graduation from 191 to 181 and bring us more in line with other institutions, helping our students move into their majors more quickly and improving their ability to graduate within four years. With the approval of university governance, these changes could be implemented in fall 2007.

We’ve facilitated closer relationships between faculty and students by initiating freshman seminars through the Colleges of the Arts and Sciences. In the first year, winter and spring of 2004, nearly 230 students enrolled in 24 seminars. This academic year well over 1,000 students will enroll in seminars.

And by emphasizing the importance of research to undergraduates, we’ve created a demand for research opportunities. The new Undergraduate Research Office opened this past year to help students connect with faculty who share their research interests. As a measure of this success, the Denman Forum, which 10 years ago featured the work of 60 students, showcased the work of 330 students this past spring.

We have also increased opportunities for our students to study abroad. Currently, 16 percent of Ohio State students have had an international experience by the time they graduate, and last year nearly 20 percent of our undergraduates earned academic credit at an international institution. I’m hopeful that one day at least 50 percent of our students will study abroad for some period of time.

We value the international students who study at Ohio State and enrich our campus. In 2005 we were ranked 10th in the number of international students enrolled on the main campus, with about two-thirds of those graduate students and one-third undergrads.
The numbers have begun to rebound after they plummeted following 9/11.

We Invest in a Quality Teaching and Learning Environment
We have also improved the quality of the teaching and learning environment. Between 2002 and 2006, 26 new classrooms totaling more than 30,000 square feet were added. Next week we will dedicate the new Peter L. and Clara M. Scott Laboratory for Mechanical Engineering; next summer Jennings Hall will reopen with six classrooms, 21 teaching labs, and two lecture halls; and in fall of 2007 the Central Classroom building will provide 16 completely renovated classrooms.

The crown jewel in enhancing the learning environment will be the renovated Thompson Library, to be transformed into a 21st-century “information age” center.

Enhancing the learning environment also means expanding research space on campus. Over the past four years, more than 150,000 assignable square feet of research space have come on line with the Aronoff Laboratory, the Heffner Wetland Building, the Biocounterpart Laboratory facility, the Physics and Psychology buildings, and the Comprehensive Cancer Center expansion. Next month, the new Biomedical Research Tower will open, adding another 180,000 square feet. Research at the BRT is expected to generate an estimated $3.7 billion in economic impact and 17,000 new jobs during its first 10 years of operation.

We Are Resourceful
And great universities are increasingly resourceful in generating funding outside the traditional sources to achieve their goals. Taking into account the series of state budget cuts totaling $50 million since 2001, each year we have developed a leadership agenda that focused on the most important strategies of the Academic Plan and could be accomplished within the year.

But fiscal responsibility doesn’t mean only looking for additional resources—it means making sure you carefully manage what you have. After reviewing our core processes in six areas—from purchasing to energy efficiency to health care—we were able to save $37 million over the last three years. We will continue to use our resources responsibly and look for other opportunities to increase efficiencies.

Another bright spot in effective financial management is the turnaround at the Medical Center. A $57 million operating deficit in fiscal year 2000 has been transformed to the situation today, in which revenue has more than doubled, from $548 million in 2000 to $1.2 billion in 2006. The Medical Center’s NIH funding has doubled over the past six years, with double-digit percentage increases the last two years in a row.

We are also fortunate as a university to have one of the country’s seven self-sustaining athletics programs,
which gives more than $5 million back to the university to support the library, university operating costs, and other academic and support units. And the Department of Athletics recently announced a $5 million gift to our library campaign.

**We Address Significant Challenges**

Great universities are not without their challenges. But what separates them from good universities is how they deal with them. And I am confident that we will meet our challenges with focused plans for improvement and measurable results.

Through the work of the Council on Diversity and the President’s Council on Women and the Women’s Place, we know that our work is not finished. We must recruit more women faculty and faculty and senior administrators of color. We also must continue our efforts to recruit students of color and assure a welcoming environment for faculty, students, and staff of all races, nationalities, and groups. Plans are in place to address these challenges.

We are likely to face tight budgets at both the state and federal levels once again. As Ohio’s flagship university, Ohio State is critical to the economic future of the state and the region. Our primary impact is in educating our students, and through research, business development, and community partnerships we also “lay the foundation for a new era of prosperity in Ohio.”

We must continue to demonstrate to our elected officials and policymakers that investing in Ohio State means building Ohio’s future.

At the state level, we will face an entirely new administration and will have to quickly state our case for strategic investment for higher education. Both gubernatorial candidates have worked in higher education; thus we expect a chief executive who will have a positive perspective on our issues.

At the federal level, domestic discretionary programs are under severe pressure, despite calls to increase research funding to foster innovation and technology. We will continue to advocate for basic research programs supported by the federal government in partnership with our peer institutions and the private sector such as Battelle and Procter & Gamble.

And as more government officials and legislators examine the key role higher education plays in our country’s future, we are facing increased calls for new accountability and transparency measures. The recent report of the Commission on the Future of Higher Education, led by Secretary Margaret Spellings, has described American higher education as “the envy of the world,” but then quickly lists concerns such as rising tuition, time to degree, college debt, access to education, and learning outcomes. Secretary Spellings has laid out a five-step plan to address those concerns, including proposals to create a federal database to track students’ academic programs, measure learning outcomes, and increase accrediting agencies’ emphasis on learning.

We must make sure our public officials appreciate the diversity of higher education and avoid a “one-size-fits-all” approach. However, we also take seriously the concerns of the public and our public officials and continue to seek innovative means of controlling costs and increasing accessibility, affordability, and student success.

The Ohio State University is a remarkable institution. As we look ahead to the coming year, I am very optimistic that we will continue to move forward on our ambitious goals. The strategic plans that have brought us to this point will continue to guide our progress toward the accelerating excellence that is our future. I hope that, by hearing about all we have accomplished together in the past four years, you are as proud to be a part of the success as I am . . . and to be a part of what truly is a great university.

The Kellogg Commission challenges us “to persuade the American people that we are good enough to lead, strong enough to change, and competent enough to be trusted with the nation’s future.”

I know that we are.

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**Footnotes**

1 Medicine, Engineering, FAES, the College of the Arts, Mathematical and Physical Sciences, Business, Veterinary Medicine, and the John Glenn School.
2 Included are topics such as personalized medicine, education policy, energy, bioproducts, homeland security, experimental therapeutics and advanced diagnostics, and innovation and entrepreneurship.
3 “The Future Starts Here: The Role of the Research Universities in Ohio’s Economy,” a study of the impact of the state's three largest research universities. The study was a joint effort of the universities with Appleseed, Inc., New York City, 2006.
A Lasting Legacy

President Holbrook reflects on her time at Ohio State where academics, research, development and outreach have flourished

President and Provost Barbara Snyder.

"By asking us to focus on the broad vision of Ohio State's Academic Plan," Snyder said, "President Holbrook set the university on a strategic path for pursuing interdisciplinary research, providing distinctive educational experiences for our undergraduates and renewing our model of outreach and engagement. On her watch, Ohio State expanded its international visibility as a top-ranked research and teaching university."

She came to Columbus from the University of Georgia, where she served as senior vice president for academic affairs and provost.

Since her arrival, Ohio State's academic rankings have risen dramatically, the university is recognized as the leading public university in the state, its national reputation for research has climbed substantially and the state's appreciation for higher education's role in the economy has increased exponentially.

Still, Allan Silverman, Faculty Council chair, said some of Holbrook's key efforts have gone unnoticed.

"Karen's vision was always for a comprehensive research university. She funded arts and humanities research grants for faculty in those colleges where federal, state and private research dollars are much harder to come by," he said.

As a champion of expanding the undergraduate research experience, Holbrook led the effort to offer freshman seminars and provide research opportunities for undergraduates. She oversaw the establishment of Undergraduate Research and the doubling of participation in the prestigious Denman Undergraduate Research Forum.

Allison Snow, director of the Undergraduate Research Office, said, "President Holbrook and her administration have really transformed the undergraduate academic experience at Ohio State, and these improvements are having an impact that ripples through the entire university — our students are demanding and receiving a better education, the faculty enjoy.

See Holbrook, page 9

National Science Foundation ranks Ohio State eighth among public research universities, 15th among all research universities.

Metro High School, a model public school emphasizing math, science and technology, opens in fall 2006.

Ohio State is ranked among the nation's top 20 public universities by U.S. News & World Report.
teaching at a higher level, the university's national rankings are rising and the dichotomy between teaching and research is being replaced by greater excellence and synergy.

Holbrook also developed a professional relationship with Battelle, which has led to a number of research partnerships and the development of Techno-Connect and Metro High School. He champions the idea of giving students a "hands-on" education, which engaged in the chemical industry, and his efforts have been a source of pride and inspiration. The university has also been recognized for its contributions to the local economy and its impact on the community.

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On Campus (page 1)
Enclosed is your complimentary copy of *The Holbrook Years, 2002-2007*, commissioned by the Board Office as part of a series on the history of the University.

This volume was written by Chris Zacher who had a long career in teaching, university governance and administration at Ohio State.

David G. Horn  
Secretary of the Board of Trustees