COLUMBUS, Ohio -- The Ohio State University Board of Trustees Thursday (6/18) appointed Edward H. Jennings as Ohio State's 10th president, effective Sept. 1.

Jennings, 44 has been president of the University of Wyoming since 1979. At Ohio State he will succeed Harold L. Enarson, who last December resigned effective Aug. 31 from the presidency he has held since 1972.

Thursday's vote by Ohio State's trustees was unanimous. It formally affirmed the recommendation of the board's Personnel and Educational Affairs committees announced on June 11.

The resolution for Jennings' appointment was presented by trustee John F. Havens of Columbus, who served as chairman of the 15-member Search Committee for the Selection of a President. The committee on June 11 had submitted its recommendations to the trustees after some six months of work. During that time the committee had reviewed nearly 200 applicants, nominees and others and conducted interviews with approximately 40 individuals.

Before going to Wyoming, Jennings had served since 1969 at the University of Iowa in various faculty and administrative posts, including that of professor of finance and vice president for finance and university services from 1976-79. He is a native of Minneapolis, a graduate of the University of North Carolina, has

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the M.B.A. degree from (Case) Western Reserve University and the
Ph.D. in finance from the University of Michigan.

Jennings' resignation from the University of Wyoming,
effective Sept. 1, was accepted by that university's trustees
on June 17.

Ohio State's trustees set Jennings' salary at the maximum
permitted by law as of June 18, which was $65,000 annually. The
board's resolution also authorized Chairman Chester Devenow "to
negotiate with Dr. Jennings to formulate Dr. Jennings' relationship
with The Ohio State University and to enter into any contractual
relationship which he may deem necessary and appropriate consistent
with this motion."

During Thursday's meeting, Professor William M. Protheroe
presented a letter signed by the six faculty members of the
Search Committee, commending the trustee and alumni members of
the committee for "exceptional service to the university community."

Chairman Devenow responded, expressing the board's "deep
appreciation for the efforts and contributions of the university's
faculty and by all members of the Search Committee."

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PRESS CONFERENCE OF EDWARD H. JENNINGS

June 12, 1981  Fawcett Center for Tomorrow

Chester Devenow introduced Jennings simply as the "next president of Ohio State University."

Jennings: (opening statement) "I am delighted to meet with you today. I must add that I am quite humbled by the fact that the trustees of one of our nation's largest and most comprehensive academic institutions have selected me as their president. As you may know I am currently the president of the University of Wyoming, a position that I've held since July of 1979. The contrast between the two institutions is immense, but it one of scale rather than one of complexity. Still, it is indeed flattering to be called upon to accept the challenges inherent in the present and the future of one of America's finest academic institutions. Between now and when I officially begin my duties, I'll be visiting the campus as often as possible to confer with faculty, students, staff and administrators, and to familiarize myself with the programs, functions and most importantly the opportunities of our institution. At this point I can say without reservation that Ohio State University has an enviable reputation in the areas of its basic endeavors: undergraduate and graduate instruction, basic and applied research, service to the citizens of Ohio and the United States. My future efforts will be directed toward maintaining and enhancing that reputation. Thank you very much and I would be glad to answer any questions that you have."

Q: Do you plan to make any changes in the administration of Ohio State?
Jennings: "I haven't had the opportunity to look at the administrative structure in great detail. I think you've have to give me a little time to take a look at who and what everybody does."

Q: When do you start?
Jennings: "We haven't just haven't worked that out yet. I'm going to meet with my board in Wyoming next Wednesday to try to find a convenient time for both institutions."

Q: How much money are you going to make?
Jennings: "We haven't settled on any terms or conditions of the contract. I understand that there is a ceiling. That doesn't seem to be any problem for me. You come to an institution of this quality and this character not for the salary, not for the benefits, but because you want to be associated with a great institution. We in the academic community look to the quality of the institution first and foremost, and that's far more important than the salary or the specifics of an individual personnel contract."
Q: What do you perceive as your top priority?  
Jennings: "I think obviously that we've got to take an indepth look at the financial situation. Higher education and Ohio State have got some great financial difficulties now. I think that the funding of education today is in difficulty. Education, higher education in particular, is extremely expensive. I think we should all recognize that the cost of education is not an expense, but an investment. It's an investment in our future, and I think that if we begin to look at it in that way we begin to realize that higher education is not nearly as expensive as all of us think."

Q: How do you view coming into Ohio at a time when the legislature is cutting back on funding for higher education?  
Jennings: "I think that this legislature from what I know of it and from what I see has been extremely supportive of higher education. They have supported it in the past and I'm sure they will in the future. What we've all got to recognize is that they can only support higher education within their means. If we cooperate with the legislature, they will continue to be supportive of us."

Q: If it requires a tax hike to adequately support higher education, is that something you would support?  
Jennings: "Taxing is typically a part of the totality of state government. I think that in order to answer that question I'd perhaps have to be even brought into the legislature because the legislature not only has to represent Ohio State but all of higher education, highways, cities, roads and so forth. To talk about taxes for particular agency or university, I think puts it out of context. We simply will have to take a look at that."

Q: You reportedly were successful in getting money out of the Wyoming legislature. Do you have tactics there that you might apply here?  
Jennings: "I think you get money out of folks who have it. Wyoming is in good financial condition. I'm not sure that it's anything I've done. Wyoming is supporting higher education to the best of their ability and right today their ability is somewhat greater than some other states."

Q: What was it that made you decide to take the job here at OSU?  
Jennings: "As I've done throughout my career and especially my career in higher education -- it's basically, fundamentally the quality of the institution. Wyoming University of Wyoming is a great institution, it's a great state. As I said in my opening remarks, Ohio State is one of the three or four finest institutions in the country. To be associated with that is a great honor for me, and a great challenge, something that I want to be associated with."

Q: What kind of person is Dr. Jennings? How would you answer that?  
Jennings: "You'd have to ask other people that."

Q: What is your philosophy of what higher education is or should be?  
Jennings: "Higher education is first of all very complex, and to have a single philosophy about an entire institution as complex as this is difficult to answer because there is so many different and
varied missions. I think basically that we've got to understand that we are preparing individuals for a lifetime career both in work and in leisure. In that context, the individual must have as broad an education as possible in order to have the adaptability, if you will, to what we know will be inevitable changes in technology, politics, our social structure and so forth. That means certainly a broad background in English language, foreign languages, humanities, fine arts, biological sciences, mathematics, natural sciences is extremely important because, by and large, technical, detailed education has a tendency to become obsolete. If we're putting out people who cannot adapt to the changes that will inevitably come, then we shortchange our student body and we shortchange ourselves."

Q: Were you surprised when you were contacted about the Ohio State position?
Jennings: "Yeah, a little bit."

Q: Why did you turn down the job at Iowa?
Jennings: "I haven't turned down a job at Iowa. Iowa hasn't asked me to come to work for them."

Q: Who asked you to come to work here?
Jennings: "The board of trustees."

Q: The board of trustees said they haven't approved you.
Jennings: "I think the board of trustees personnel committee has recommended that to the full board. And that the personnel committee needs confirmation by the board and I think that will be done at the next meeting."

Q: How do you expect to get along with the legislature and get all the money you need, when Dr. Enarson said this morning that the legislature has been neglectful of OSU? they are.
Jennings: "I don't think that I said that there are going to provide all the money that Ohio State or that I think or that the faculty thinks we need. My experiences now with two legislatures--the Iowa legislature and now the Wyoming legislature--have been such that the legislatures are very interested in higher education, are very supportive of higher education and very interested in working in a cooperative relationship. We've got to do our own part. We cannot always simply be going to the legislature asking for more, more, more. We've got to do our own part. I think higher education obviously needs to be supported more strongly, but if there is no funds there, then we've got to find a way to work through that."

Q: What do you mean by "we've got to do our own part"?
Jennings: "We've got to do our own part on managerial, on raising our own funds, obtaining the resources through other than state appropriations. We should all realize that at Ohio State University only about a third of the institution is supported by state appropriations. Contrasted to on the order of 45 to 50 percent for most other large state institutions."
Q: Would you like to increase that percentage?
Jennings: "I think it depends on opportunities, it depends on what we can do for ourselves. If we don't need to up that percentage, there's no necessity to do it."

Q: Do you intend to work with the alumni to encourage them to kick in more money?
Jennings: "I think the alumni, sure we'd like to have a donation. If you're an alumni, then we are ready to take it right now. But we would be happy to work with the alumni because they are the backbone of the institution, they are our product if you will. The quality of our alumni is the quality of the institution over the long-run."

Q: If needed money can't be gotten from the legislature, are you prepared to make what program and personnel cuts are needed?
Jennings: "If it's necessary, we'll have to do that, that's right."

Q: Where would you first look for such cuts?
Jennings: "It's an awfully large campus. You'd have to give me a few days to answer that question."

Q: Do you know what your first task will be when you come onboard?
Jennings: "Probably finding the office. I think the first task will probably to get to know the current administration as it sits, and get some reviews of what the problems and the opportunities are at this stage, and then look at that and in the priority manner."

Q: What do you think the biggest problem you'll face in the 1980s?
Jennings: "Probably getting enough sleep, according to my wife. I think certainly in the 1980s it's going to be problems in the area of finance, in the area of curriculum development and problems in the area of enrollment."

Q: Did you apply for the job or did someone nominate you?
Jennings: "I didn't apply for the job, and I assume someone nominated me. I was contacted in late April by Madison Scott that I had been nominated."

Q: Do you see your role as prodding the legislature for money?
Jennings: "I think that's a large part of a modern university president's role is working with the legislature."

Q: At the University of Wyoming did you work with many minorities?
Jennings: "We did. As a matter of fact, several weeks ago I was at the Wind River Reservation, which is a native American reservation up around Riverton Land where we're developing a program to bring the Shoshone and Arapaho young people down to the university, but to bring them in in the nontraditional way."

Q: What kind of imprint would you like to leave on Ohio State? What kind of change are we going to see?
Jennings: "Remember that a university is first and foremost its faculty and staff. The reputation of its faculty and staff, what I see my function is internally is supporting the faculty and staff, getting out of their way so that they can establish the reputation of the institution. Your institution, Ohio State, is a great institution because its faculty, because of
its staff. My function is to provide the necessary support and get out of their way."

Q: Are you a football fan?
Jennings: "Yeah, I go to football occasionally. Do they have football here?"

Q: Ohio State is supported about one-third by state appropriation. The nationally average for a land-grant, state institution is 45 to 50 percent. What you expect the percentage will rise at Ohio State?
Jennings: "Not necessarily. There's got to be some reasons it is lower. Perhaps there is other opportunities for non-state money, non-state appropriated money to be in this institution that I don't know about at this stage."

Q: Should the state provide more support?
Jennings: "I think the state should recognize that the foundation of the greatness of our education system in this country--public education now--is based on inexpensive education to the entire population, made available to the entire population. I do see a disturbing trend in higher education throughout the country in asking the student to bear a larger portion of that. How large is large? I think we can all argue about that, but I think we must understand that one of the fundamentals of the educational system in this country is inexpensive education available to all. And we need to preserve that even in difficult times."

Q: A 24 percent fee hike has been suggested for next year. Does that seem reasonable to you?
Jennings: "Again the question on that is that I'd have to look at what the fees are around the country, around the Midwest, around in the the Big Ten certainly. Whether that is a large increase or a small increase. It does not strike me at this stage as being an exorbitant increase, excessive increase."

Q: What role do you see faculty playing in the governance of the University?
Jennings: "The faculty and staff are an integral part of any governance structure in a great university. I would expect that the faculty senate and the University Senate would be active in all phases of the administration. We have to recognize that in an institution as large as this, as diverse as this that the ability and the expertise coming from the faculty is absolutely vital in an advisory way to the decisions of the institution, whether they be mine, the vice presidents, the deans, the board of trustees or what not. If we don't involve the faculty and the staff, then we make a very serious mistake. I don't ever require agreement, we don't have to agree, but we have to be able to talk about issues."

Q: Are you concerned that you apparently were not the first choice of the committee?
Jennings: "It's my understanding that I was the unanimous recommendation of the search committee and the unanimous recommendation of the board of trustees."
Q: What do you see as the role of students in the governance of the University in light of the legislature considering a bill adding two students to the Board of Trustees?
Jennings: "I think if we attempt to solve the problem of involving the student body in the governance of the institution by placing them on the trustees, we are making a mistake because that becomes an excuse for one or two or a few students to participate, but to some extent can exclude the other 60,000 students. The critical thing is to again involve the student body through the Student Senate in the same way that you involve the faculty. You do that with the staff as well. The students also are a part of it."

Q: Doesn't the Board of Trustees represent a small segment of society?
Jennings: "The Board of Trustees is appointed by the governor, who is elected by the community at large."

Q: As would the students on the board of trustees be elected by their fellow students.
Jennings: "But it would be easy for us then to ignore the rest of the students, and that would be wrong."

Q: Are you opposed to the bill?
Jennings: "What I am in favor of is deeply involving the student body in administrative activities. I think one action like that doesn't get the job done. What doesn't get the job done is an attitude on the part of all parts of the community, including myself, to see involve the students in the governance of the institution."

Q: What is your legacy to the University of Wyoming?
Jennings: "That's a difficult [question because the timing of me leaving the University of Wyoming is all wrong. We've made an awful lot of changes. I think we've set the institution on the path toward improving its excellence substantially. I would have hoped that I could have traditionalized that a little more, but I wasn't there long enough."

Q: Could you tell us a little about your hobbies, what you do when you are not at work?
Jennings: "I'm not at work very often. That is my problem, but I'll play a lot of golf if the occasion arises. I'll read a variety of literature. I'll play some tennis and handball or things like that, but that's all."

Q: In some quarters, Ohio State is thought to have greater emphasis on athletics than on academics. Do you agree with that assessment?
Jennings: "I don't think that Ohio State has a greater emphasis on sports than on academics. If it did, then I think it would have to be changed. But I don't see anything inconsistent or wrong with excellence in athletics and excellence in the academic institutions. The mistake that a few universities have made--and I'm sure that Ohio State has not made that--is being a great
athletic program in search of a great university. But other than that, as long as athletics is a part of the institution and does not dominate it, I see absolutely nothing wrong in pursuing excellence in athletics just like we pursue excellence in everything else we do."

Q: How do you see your role with the board of trustees? Do you see yourself as leading the board or as receiving information from them? Do you have any assurances of independence?
Jennings: "I think first of all it's got to be a two-way street. There'll be some leadership of the board on my part; there'll be some leadership on the part of the board. We've talked about this in some detail and I'm satisfied that the board expects to be involved in policy matters and expects me to run the institution, to provide the administrative leadership in the institution. I don't think there's any question that that is at least the expectations that we both have."

Q: Have you had any contact with or was the governor of this state, to your knowledge, involved in your selection?
Jennings: "He was not. I have not met the governor. I hope to do so shortly."
Edward H. Jennings will become the 10th president of The Ohio State University on September 1, 1981.

Dr. Jennings comes to Ohio State from the University of Wyoming where he served as president since July 1979. Previously he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

A native of Minnesota, Dr. Jennings, 44, received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967, after six years in business. He was an industrial engineer for Deering Milliken of Spartanburg, South Carolina, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pennsylvania, between 1959 and 1965.

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After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance, and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76; and vice president for finance and university services, 1976-79.

He also was active in college and university affairs, serving as a member of the College of Business Administration's Faculty Council and chairing both its Computer Committee and Faculty Research Committee. He also served on the university-wide Computer Committee and was elected to the Faculty Senate for 1974-75.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii as a visiting associate professor of finance in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States.

Dr. Jennings is the co-author of a textbook, Fundamentals of Investments, now in its second printing, and the author of several (more)
articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics. He also has been an adviser to the World Bank on establishing interest rates on loans to developing countries.

Dr. Jennings and his wife, Mary Eleanor, have two sons.
From Wyoming To Ohio State:
An Academic Power Trip

Ed Jennings is raring to go in Columbus. Just don’t ask him about Don Stinson.

by BARBARA MUDRAK

Ed Jennings has been carrying a buckeye around in his pocket at the University of Wyoming lately, and when he hails it out it’s a guaranteed conversation piece. Most people don’t know what it is until Jennings tells them.

What they do know about Wyoming is that it is a bowling wind that bends the pine trees until they need chiropractors. They know about cattle and coal and wide-open spaces, and rainbow trout that wriggle through mountain streams. And even if they don’t know about buckeyes, they do know about Ohio State.

Ask anyone on campus. They’ll tell you: “That’s where our president is going.”

When Jennings walks to work every morning from the Tudor-style president’s house, there’s a conspicuous bounce in his step. He gives a brisk wave to people who keep at him. He stops to talk to the man who perpetually waters the grass in an attempt to keep the sparse blades a bright green.

“He knows everyone here, from the gardeners to the secretaries,” says Toby McGough, who is with the university’s public relations department. “He’s very visible. He waves and smiles at everyone.”

Jennings’ voice is low and throaty, and his laugh has a bit of a rasp in it.

He doesn’t exactly light his next cigarette with the butt of the last one. Rather, he smokes one vigorously in the ashtray and allows it a decent half-minute to die before he lights up again.

Some call him “polished.” A student who isn’t exactly one of his fans calls him “as slippery as plate glass dipped in Wesson oil.”

Opinions about Jennings divide neatly into two camps. There are those who are sorry he’s leaving, and those who are glad. But oddly enough, Jennings has admirers and detractors in both camps.

In the wish-he-would-stay bunch are those who admire him so much they regret his absence. He’s done great things for the university in only two years, they say—and now, just when the ball is starting to roll, he’s pulling out.

The words “stepping stone” are often muttered somewhere after “Jennings” and “Wyoming.”

The others in that camp say they wish he’d stick around for just a while longer—until his mistakes catch up with him.

Sure, they’re glad to see him go. Sure, they’re happy for Jennings—just not to see him go. They see Ohio State as a step up, and they’re proud to see their favorable image on their leg.

In fact, just about everyone in Laramie, regardless of what else they think about Jennings, sees Ohio State as a big promotion.

Others in that camp say they’ll simply be glad to see the end of him.

Wyoming is a boom state, mostly because of what lies below the long, flat plains between the mountain ranges: coal, uranium, and, of course, oil.

The state’s population increased 40 percent in the 1970s, a trend that’s expected to continue over the next two or three decades. Since the University of Wyoming is the state’s only four-year college, it will receive most of the children of the modern-day prospectors who are pouring into the area.

Despite the happy state of Wyoming’s economy, its legislature has a tendency to be somewhat tight-fisted. But Jennings enjoyed a two-year honeymoon with legislators, and convinced them to relax the purse-strings.

The love affair started when he gave his first budget report to the senate appropriations committee, whose members gave him a standing ovation.

The construction that’s going on all over campus reflects the passion of their two-year fling. A huge crane towers over the agriculture building, where an addition is underway. A new engineering building is coming up right behind it.

A new animal science building and recreational facilities are being drawn up.

There are plans for a commerce and industry building, an addition to the fine-arts complex, and an American Heritage Center that will house a collection of historical documents pertaining to Wyoming, including J. Paul Getty’s papers and all the documents involved in the 1913 break-up of Standard Oil.

Jennings hopes his charm will linger after he’s gone, and that the legislature will fund those projects in the next session.

But, with a chance for advancement beckoning, he was willing to forego the rewards of father and the Wyoming campus take on its new shape.

The most conspicuous evidence of the university’s blossoming relationship with the state is the dome which rises like a golden sun behind the football stadium. Jennings is careful to call the new structure a “new multi-purpose arena/auditorium.”

It should be completed by November, but will not be dedicated until February, so that experts will have time to tune it acoustically.

“It’s very important that we continue to harp on this, that this is a multi-purpose center,” Jennings says. “Yes, there’ll be a basketball game in there, but we’ll have the Denver symphony in there, too.”

“No, on second thought, don’t announce that, since we haven’t got a contract with them yet,” he said.

“But we are going to have a symphony.”

The changes that Jennings brought to the university started with his inauguration in the summer of 1973. How he got to that point, however, is the story of a rapid rise through the ranks of academia.

Jennings, 44, was born in Minneapolis, the son of a law professor. His family moved to Washington, D.C. at the start of World War II. He grew up in the heart of the capital city, which is why, he says, he’s never had much of an urge to go catch the rainbow trout Wyoming is famous for.

He spent a year at military school before enrolling at the University of North Carolina. There he began dating a girl named Mary Eleanor, whom he married in 1958.

He worked for a few years as an industrial engineer for a textile manufacturer in South Carolina, then went to Cleveland’s Western Reserve University for his master’s degree in chemical engineering. He did a short stint as an engineer for a firm packaging vaccines for measles, tetanus and other types of illness. Then he was off to Michigan State University.

“You’ve heard of Michigan,” he laughs, as if he’s already a rival.

He taught a bit there while working on his doctorate, then left Ann Arbor for the University of Iowa in 1969.

He worked his way up from assistant professor to full professor, to assistant dean of faculties and, finally, to financial vice president.

He did take a year out to visit Tanzania on a Rockefeller Foundation grant to help establish a school of finance.

When the University of Wyoming was next knocking, Jennings wrote back and said he wasn’t interested. But a PhD candidate at Iowa, whose father was on the Wyoming faculty, told him there were opportunities. Jennings changed his mind.

“And there are tremendous advantages,” the candidate told him. "It’s the chance to do the kind of work you’ve been doing for the past year. You could probably do it here, too, but you’d have more freedom. You could be the one who decides what needs to be done and how it should be done.”

Jennings watched the candidate, and he understood.

“Here are tremendous advantages,” the candidate told him. "It’s the chance to do the kind of work you’ve been doing for the past year. You could probably do it here, too, but you’d have more freedom. You could be the one who decides what needs to be done and how it should be done.”

Jennings watched the candidate, and he understood.

Forty-one is a long time to spend in one place, however. He decided it was time to move on. The University of Wyoming was ready to welcome him.

Barbara Mudra is a Beacon Journal staff writer.
opportunities at the University of Wyoming,” he says after two years at its helm. “It’s an emerging school, enrollment is growing, the funding is sound.

Jennings made one change in the university’s budget as soon as he arrived on campus. Although $10,000 was budgeted for his inaugual ceremony, he held the cost to $1,000 and gave the rest to the campus library.

He says he hopes to do something similar at Ohio State this fall, but he’s going to be careful not to step on any cherished traditions in Columbus.

Jennings managed to teach an economics course at Wyoming while carrying out his presidential duties; he wanted to stay in touch with the classroom, he said, and keep up on what students are doing.

He co-authored the textbook he uses: *Fundamentals of Investment*.

In his inaugural speech in Wyoming, Jennings talked about the policy for which he’ll probably be best remembered: “decentralization.”

“I’m a great delegator, and universities are simply too complex for me to continue the centralized, day-to-day decision-making,” he said. “We had a tradition here of more centralization, but I’m sure at Ohio State that decentralization is already very well established.”

Decentralization at Wyoming meant getting the power out of Old Main—the century-old building that houses the president’s office—and into the deans’ offices. It meant getting rid of some of the old deans and giving more power to the new ones.

But decentralization also gave rise to the biggest political flap of Jennings’ tenure—a Watergate of sorts, because nobody is still quite sure just how deeply the top man was involved at the beginning.

It concerned the abrupt removal of a popular department head for one stated reason—that new blood has got to be better than old.

Dean Stinson, a 56-year-old with a soft voice but a hearty laugh, started the university’s petroleum engineering department 21 years ago, when people were just beginning to dig for Wyoming’s rich minerals in earnest.

He built the department into one of the country’s most respected; graduates with a bachelor’s degree go to work in the petroleum industry at salaries averaging $29,000 a year.

Early in 1981, an account of Stinson’s removal was mailed to members of the Society of Petroleum Engineers. It was signed by Eric Carlson, president of the student chapter, and by faculty adviser

Ben Ebenhack, a former Ohican from Garfield Heights.

The students’ account, which described Stinson’s removal as “arbitrary, disruptive and totally unprofessional,” outlined the following chain of events:

On Nov. 5, 1980, the eight teachers in the petroleum engineering department got letters announcing that Stinson, their boss, was stepping down. The letter was from Samuel Hakes, dean of the college of engineering.

Hakes said he’d recommended that Stinson return to teaching this July, and that Stinson “has graciously accepted this recommendation.”

Hakes’ letter went on to say that any department head can’t “afford a finite period of time during which he can contribute new ideas, stimulate the faculty into aggressiveness and professional excellence, and maintain an intense peer review of the programs that will ultimately mandate excellence.”

The next day, Hakes announced that an outside candidate—Dr. Jim Jennings, not related to President Jennings—would take Stinson’s old job. “We would like to point out,” said the protest bulletin from the students, “that when Dr. Jennings was interviewed on campus, he was represented as seeking the position of head of the Mineral Institute.”

At a meeting of the petroleum engineering faculty a few days earlier, all seven members present had voted their preference to keep their old boss. “(One professor was out of town.)

On Nov. 10, Stinson wrote a letter to Hakes agreeing that the dean had the authority to remove him, but adding, “I do not willingly terminate my tenure as department head.” He requested a formal hearing before the board of trustees to challenge his removal.

On Jan. 12, Hakes sent another memo relieving Stinson of his duties as department head “effective immediately.”

But Hakes also had to withdraw the job offer to Jim Jennings, because failure to consider other applicants had violated Equal Employment Opportunity regulations.

On Jan. 23, Jennings sent a five-page, single-spaced letter to Stinson, saying he had met with all “tenure track” faculty in engineering, with students and with industry representatives “to attain the broadest possible input relative to the Petroleum Engineering Department, your reassessment and subsequent appeals.”

“On the basis of previous recommendations of our faculty senate, I have proposed a university regulation (Unireg) establishing terms for department chairpersons. Reappointment is possible, but nevertheless each chairperson is expected to an indefinite term,” Jennings wrote.

He said it was his belief that “a department chairperson is first and foremost, a scholar, not an administrator.

“There is no question in my mind that you have strong support from students, faculty and the petroleum engineering industry. Virtually every individual with whom I have discussed the situation remembers you for your excellence in the classroom.”

Dean Hakes, in turn, had the authority to ask Stinson to step down.

“In closing, I want to add that I am deeply concerned that your reassignment to a full-time faculty position has been viewed as a downgrading of your function instead of a return to a more important position in the university.”

Stinson, no longer in the employ of the state of Wyoming, said he doesn’t buy the theory that department heads cannot make a greater contribution to the department than an assistant dean do.

“I hold the Alfa Seizer award for most dinner interviews,” he said, referring to meetings with prospective students and with employers from industry.

He has gone to high schools and recruitment committees of students, followed them through the university, and finally through their careers as
petroleum engineers, he said. He has matched up many of his graduates with employers, and has even made sure that undergraduates had summer jobs in the petroleum engineering field.

"To this day, I can look an interviewer in the eye and say I know everyone who graduated from this department in the last 21 years," Stinson said. "And 90 percent of them, I can tell you where they're employed right now."

That's why he also doesn't buy the theory that department heads should be rotated routinely. Continuity—in his case, carrying around mental files of contacts in the industry and students who need jobs—has been important to the department, he said.

"I'd be the last one to claim that someone should be kept on just because he's been around for awhile," he said. "But I also contend he shouldn't be thrown out just because he's been around for awhile.

Stinson said that when he first approached Jennings, the president told him he had left decisions about department chairmanships to the deans and the faculty in each department.

"I guess what makes me maddest about the whole thing is that he lied to me," Stinson says now. "If he'd told me initially the things that were contained in the letter, I probably would have quit right then.

"I certainly wouldn't have raised the stink or involved the students or gone through all the hassling and trouble. I would have realized the deck was stacked against me to begin with, and I would have eased out quietly the first of July."

In the April 28 issue of the Branding Iron, the student newspaper, Joe Blomigan wrote a column headed "Life After Stinson."

When Donald Stinson was reassigned to a teaching position by the university administration, it was more a power play than an academic decision," Blomigan wrote. The quality of education at the university will suffer if this type of merry-go-round thinking continues to come out of Jennings' and other administrative offices," he said. "Promotions and removals should be based on merit, not time. One man has already been denied what he deserves."

On May 18, Stinson drafted a short letter of resignation to Jennings.

"During the past months, I have been subjected to arbitrary and capricious decisions without explanation, not the least of which was your refusal to grant a hearing on the appeal of the previous decisions to remove me as 'head of the petroleum engineering department."

"During my 21 years at this institution, I had assumed that any employee with a reasonable grievance was entitled to a hearing before the board of trustees."

As a petroleum engineer, he immediately had dozens of offers from private industry. "He is now a vice president with Arnex Corp, based in Denver, Colo., making almost twice his salary as a department head at the university."

"I was in a position to squawk," said the new consultant, who does most of his work from his home in Laramie. "But I wonder what happens to, say, a history professor at 50?"

Stinson and his wife, Betty, whose six children have all gone to the university, are two members of the wish-Jennings-would-stay camp.

"Frankly, I'm sorry he's leaving, because I'd like to see him stay another two or three or four more years and let the seeds that he's sown come back," said Mrs. Stinson, who just got her bachelor of science degree from the university this spring, and who says she has also seen her husband's situation from the student's point of view.

"If he did well and I'm wrong, then fine, that will show," she said of Jennings. "But if on the other hand he's done what we think he's done, then it will come home to roost. This way he's going to be gone by the time the fruits of all his changes come to be."

Jennings said last month that the idea of "periodic review of department heads did not originate with him. The faculty senate had the idea long before his arrival, he said, but finally made a concrete policy at his request."

"I happen to agree with that, of periodic reviews of department heads, deans, vice presidents," he said. "But the faculty senate is the basic body that initiated that."

"The vice presidents also bite the dust during Jennings' tenure, but without the same uproar on campus." Jennings declined to talk about Stinson's removal.

"Oh, I don't think you ought to ask me to comment on that," he said. "That's mostly a personnel issue, and I don't think I should comment on you personnel activities."

"This, I mean, was an issue that started in the dean's office. The only way it got to me was that the individual appealed it—to the academic vice president, then to me, and so on."

As in Watergate, there are still differing opinions as to how much the president knew about the Stinson incident, and how much he was involved.

Marshall Jones, 75, who spent 40 years as a sociology professor at the university, wrote letters to Jennings, the board of trustees and the American Association of University Professors in Washington, D.C., deploring the treatment of Stinson.

But he gave Jennings the benefit of the doubt. In his letter, Jones told Jennings he assumed "these imbecilities do not emanate from your office, but from the vice president for academic affairs and his henchpeople."

Allan Spitz, the 53-year-old vice president, says the policy of reviewing department chairmanships is not so much a policy as an "increase in accountability."

"In some cases there will be changes and in others a re-affirmation of leadership," he said. "The truth is, in most cases it has been a re-affirmation of leadership rather than the change."

"In a few cases where there has been change, there has been some
mild criticism," he says with a laugh.

Spitz said he thinks the changes that have taken place at the university in the year he has served as dean have been "part of the dynamism of an institution that’s very much alive." He says Jennings has served as the "yeast" in some of that change.

"But he’s not a guy who stands up there and says let’s change this and that and they all do that," Spitz said. "I mean, I assume he brought me here because I’m not a wallflower."

Lyman Nannemann, Wyoming’s student body president since April, says students have been "fairly successful" in dealing with Jennings.

"He tells us ‘no’ sometimes, but he tries to be open and honest about why," he said.

When the student government, for instance, wanted beer sales in the Cowboys stadium, Jennings put his foot down.

"He doesn’t like that idea," Nannemann said. "His feeling is that students probably drink too much anyway."

He said Jennings did get funds to revamp the university yearbook, which has been non-existent for the last four or five years.

"I really like him, and I think he’s a good president," Nannemann said. "Definitely one of the best in the nation."

Nancy Tuma, who will be editor of the Branding Iron this fall, says Jennings had some "real progressive ideas which I really like."

One was making Wyoming a "walking campus," forbidding all motorized vehicles. She also approves of his plans to expand university buildings in the north and south, rather than divide the campus into east and west. She says she wants to see Wyoming maintain its "small campus atmosphere," even if enrollment doubles in the next five or 10 years.

Many deans and department heads were ousted when Jennings became president, she said. Her father, the dean of the college of agriculture, was not one of them.

But she believes Jennings brought in "good, strong people he could delegate to, so he could do his job and not everyone else’s."

Raymond Jacquart, who has been a professor of electrical engineering at the university "on and off" for nearly 20 years, said Jennings has worked to get higher pay for faculty, which has helped the university retain good professors.

"I see the university as a better place now than it was two years ago," he said. "He’s made some major changes in the upper administration that were much needed. He’s going to be a tough act to follow."

Joan Whitlock, the university’s first, and only, woman dean, came

Getting The Cold Facts

Only a few places in town make their own ice cream on the premises these days, and only one lets you watch the process—with a short lecture thrown in.

Each afternoon, Tom Ritty, who operates the Tin Roof Ice Cream Parlor in Liberty Commons, steps into a glassed-in room in the front of his Victorian-style shop and makes the ice cream that will show up behind the marble-topped soda fountain the next day.

As he pours ingredients into the 5-foot-tall stainless steel machine, he shares some lore about the history of ice cream and the process of making it. You’ll learn, for example, that freshly made ice cream tastes blak. It must sit in a freezer overnight to give the flavors a chance to blend.

Ritty will patiently answer questions from a bunch of small fry or adults.

His recipe for five gallons of vanilla ice cream requires 2½ gallons of cream with 14 percent butterfat; two ounces vanilla flavoring, sugar, and a bit of yellow food coloring. "It doesn’t change the taste, but people expect vanilla ice cream to look yellow," he says.

To be sure Ritty is making ice cream when you arrive, call him a day before at 867-3220 and synchronize your schedules.

A Good Time On The Wagon

While he went to school in Ireland, Kevin Callahan liked to watch the horse-and-buggy taxis that clip-clop through the towns.

Back in Cleveland, he set out to bring a touch of Ireland to his home city in the form of Callahan’s Carriage Tours.

First he rescued three noble steeds whom he christened Kelly, Murphy and Duffy (the latter is in the photo below) before they became dog food.

Next, he acquired carriages with nine, six and two seats—the last of 1890 vintage—and dressed his drivers in the bow ties, vests, and top hats he’d admired in Ireland.

Kelly, Duffy and Murphy begin work at 10 a.m. Between 10 p.m. and midnight, lighted lanterns sway on the backs of the buggies, and Dixieland music plays from hidden tape decks.

You can take a 35-minute history tour of the Ohio City restoration area, the Flats and Downtown. Or you can use a buggy as a taxi service between any two points of those areas.

You can usually hail a carriage in front of the Terminal Tower. If you want to be sure a buggy is available exactly where and when you need it, phone the dispatcher at 371-2444 from 10 a.m. to 6 p.m.

Cost is $5 per person for the history tour and $5 per buggy for the taxi service.

Continued on page 14.
Jennings
Continued from page 7

to the university at the same time as Jennings. She says that Jennings worked to upgrade the general academic program, and that he instituted proficiency requirements in writing and math that were not popular with some.

"He talks about preparing for a lifetime, not just a first job, and he's carried that message to the legislature," she said.

The entire town of Laramie has only half of the population of the student body at Ohio State—about 30,000 to Ohio State's 80,000.

And unlike Columbus, Laramie is only a short distance from downtown Laramie, all two streets of it, pulls in the sidewalks at 5 p.m.

Jennings will have a bit more gravity to deal with in Columbus than he did in Wyoming. A visitor to Laramie has the illusion of being in a valley, since he can look off in almost any direction and see snow-capped mountains.

But the town is actually 7,000 feet above sea level. Climb halfway up the grandstands in Cowboys stadium and you'll find a sign that says "Welcome to 7,000 feet."

And while people in Laramie complain about the weather—it snowed for graduation ceremonies May 20—it's still far superior to Ohio's, Jennings says. Even with the wind.

It could be said that Mrs. Jennings will feel at home in Ohio: She was born in Belvidere, just about 30 miles northwest of Columbus.

But her family was also caught up in World War II, moving to Indiana when she was a year old. Like her husband, she spent most of her school years in Washington, D.C.

Their two sons, Bill, 21, and Steve, 17, will probably move to Columbus with their parents, Jennings said.

Bill spent his formative years in the Midwest and will be likely to adapt to Ohio more easily than his brother, his father says.

On the other hand, Steve, with his horse and pickup truck, is a "first-rate, first-order cowboy."

"I'm pretty sure, come the fall of 1982, the University of Wyoming will probably have a new freshman by the name of Steve Jennings," he said.

Jennings says he and his family will miss the fine weather and the warm people of Laramie, and the skiing that is only a half hour away.

So why is he leaving a university that's growing by leaps and bounds, in a state that has more money than the legislature knows what to do with, for life in Columbus—with a legislature that is notoriously broke?

And why is he leaving a $50,000 salary in Wyoming for a $65,000 job at Ohio State?

"Essentially it's a great opportunity," Jennings said. "It's one of the greatest institutions in the country—one of the largest institutions in the country."

"I would very much like to stay here a little longer, but when an..."

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institution of that caliber comes along, I've got to seriously consider it," he adds with a big smile.

He's not worried about having to break in a new legislature or a new governor.

"Sure, there's legislative problems and so forth, but as I look at the history of Ohio State, look back at that, they've had enormous support from the legislature, from the governor, from the entire state for many years.

"I think that's going to continue. I'm confident that's going to continue. Even now, the support, while it's being cut, so is every other agency in the state. I ask if that they treat us fairly, and certainly they've done that.

He says the legislature is now supplying about a third of Ohio State's budget, which is "a little low by state university standards."

"But we can't always be running to the state," he said.

"It's the same situation as here in Laramie. We've just had to get out and tell folks what a great place this is a little more often, as we've done here. Credibility around the state is very important these days."

As for the pay cut, Jennings said it's all in how you look at it.

He says he doesn't consider it a pay cut, since the raise to $30,000 didn't go into effect till July 1. He'll really be at about the same pay level he's had all along in Wyoming, which means he and his family "won't have to cut down on our expenses—we just won't increase them."

"Yeah, if I was in the business of making a lot of money, there's a lot of easier ways to do it," he says.

Neither is Jennings worried about leaving the cozy spaciousness and irrigated greenery of the Wyoming campus for a university that's "like a city within a city."

"Obviously it's going to be an enormous change and an immense difference in size, but the comiler
ty is not going to be all that much different," he said. "I'll still say hello to people. The Midwest is a pretty friendly place, too."

On his second-to-last trip to Columbus, when he was still being interviewed for the job, Jennings went out and had a beer in one of the student bars. He didn't identify himself, of course.

His appraisal of Ohio State: "The loyalty and love and enthusiasm for the institution is there, and I think that's something that Ohio State should be very proud of."

"But," he says, thinking of Ohio State's vast campus, "it is a long walk between places, isn't it?"
BEACON

Ohio State's New President:

A look at his controversial record in Wyoming
Edward H. Jennings took office as Ohio State's 10th president on Sept. 1. In a recent 45-minute interview with Steve Sterrett, editor of OSU onCampus, Jennings discusses his career, his working style and major issues affecting Ohio State and higher education. What follows are the highlights of that interview.

Recalling your own time as a college student, is there some experience which you look back on as especially meaningful or helpful?

Jennings: I wish that I had done more in the breadth of education, in the liberal and fine arts, when I was in school. I was an industrial management major at North Carolina (State University), and was very well educated there in the technical sense. But I, like a lot of folks at that time, did not recognize the enormous personal value and career value of a general liberal arts education including the sciences, humanities, the arts and languages. I guess I was like most students interested in getting it done, getting out and getting to work.

MORE
Looking back over your professional career in higher education, has there been a particular position that you have held or a part of your education that has best helped you prepare for the role as president?

Jennings: In university administration, the best preparation one can get is as a chairman of an academic department. When I was chairman of the business administration department at the University of Iowa, which was a very large department there, I found that is, so to speak, where the action is in the university.... As department chairman of an academic unit, you get exposure to virtually all the types of problems that face the university.

How would you characterize your style of leadership?

Jennings: In the field of business administration, we found out a long time ago that there aren't any formulas for leadership and there aren't any single characteristics. I think the style and the characteristics depend on the issues. I will usually try and be persuasive. I think very much that the faculty, students and the staff should be deeply involved in the decision-making process in an advisory capacity....

What kind of qualities do you look for in the people you work with?

Jennings: By and large, one has to have experience and understanding of a university, of a large flagship institution. We are a different institution than the other public schools,
as well as the private schools. We have a very eclectic mission in our institution, and individuals have got to understand that our strength is in our quality, in our diversity and in our differences. Differences in institutions are to be fostered and desired. We need not try to make everybody similar. There is a tendency in a large institution to try and systematize and attempt to make regulations for every possible situation. I frankly think that is impossible. Good judgment based on understanding of an academic institution is probably the key thing.

I've heard it said that a president at an institution like Ohio State cannot be involved in every decision, but instead the president sets the tone and provides a sense of leadership. How would you define the role of president?

Jennings: I think your comment is fairly accurate. It is a mistake not to do a very substantial amount of delegation. With that delegation must come authority to act, and one must judge their people by whether they're acting consistently with the policies of the board and the president. I would try very hard not to be involved in every decision, or even many of them. One simply doesn't have the knowledge or the ability to assimilate the amount of information required to be involved in most of the detailed decisions. That's one of the reasons universities have developed this outstanding system of faculty involvement in the decision-making process. The university is such a diverse institution and there are so many differences in the institution that no single person or group of persons
can have the knowledge to be brought to bear on the issues that will develop in an institution.

Let me turn to some issues in higher education. How would you define the proper role of the federal government in higher education and have you been concerned about increased regulation of higher education?

Jennings: I'm on the ad hoc committee for deregulation of higher education of the National Association of State Universities and Land-Grant Colleges, so I've been very concerned about regulations. It's very clear that the federal government provides us with resources and asks for results from us, there has to be an accountability mechanism. Unfortunately, the federal government has gotten into an accountability mechanism that frankly misses the point. It looks at process rather than results. We're to record hours and things of that character rather than looking at the by and large incredible basic research and applied research results that have come out of universities in the last two decades.... I think that we need to emphasize that the regulations need to be reduced, but accountability does not.... Now the federal government will argue with you, suggesting that results are very difficult to measure when we're dealing with basic research. And that's true. It's not an easy task, but we should not because of that, substitute the wrong measure of results, as for example the number of hours the faculty puts in.... One of the great opportunities we have before us is to attempt to rekindle the partnership between the private sector--the industrial
sector--and higher education. The industrial sector now has a much better understanding of the mission and responsibilities of higher education than they did at one time. To rekindle that partnership can be very valuable to both....

Do you think higher education, in general, will do more without the federal threat being there in such areas as affirmative action?

Jennings: I would hope so. We in higher education have a very spotty record in affirmative action. In some areas, we've done very, very well. In other areas, we've not done so well. I think it is going to take a larger recognition on our part in higher education in order for us to continue to move forward if the federal government is indeed relaxing that. I'm optimistic it can be done. We need to continue to work on awareness to make darn sure that, particularly in the hiring decision, we do a national search in virtually every instance to uncover the very best qualified individuals there are. Very frequently, the best qualified individuals can be found in the ranks of minorities and women.

You touched on this matter in your first answer. What do you think is the proper balance between a traditional liberal arts education and the more specific, technical training that some students feel they need to get a job?

Jennings: I don't think there is any question that the professional education is absolutely vital not only to the
university, but students do need to be trained for specific jobs. The general liberal arts education has not been looked on, but is, in fact, a career education. We know that the engineer, for example, will be using technology 10 years from now that hasn't been discovered to date. Things will change enormously in the next 40 or 50 years, which is the career horizon of the traditional student on campus. That student has to be prepared to adapt to those changes. I personally feel that one's adaptability is developed through a broad liberal arts education. One's education can open up quality of life opportunities, as well.... Typically, we usually devote the first two years of university education to the general liberal arts with the last two years devoted to the professional education. One of our problems today is that science and knowledge have taken off so rapidly that to cram either the liberal arts into two years or the professional into two years becomes very, very difficult.... The community at large is beginning to recognize that they weren't able to obtain all they needed between the ages of 18 and 22, and that's one of the reasons you're seeing the enormous expansion in the non-traditional student. That's a very healthy expansion for the country, for the individual and for the university. Again, it puts into the universities another element of diversity....

On most campuses, the number of faculty positions is static, if not declining, in most disciplines. There's a concern about the rising percentage of faculty members who are tenured, leaving less room for young persons to join the faculty. The
argument is that young faculty members bring a new perspective and a new vitality to a department. What is your view of this concern?

Jennings: I think the concern is very well placed. There's no question that the vitality of an institution is, in part, the result of young minds coming into the institution. As the opportunities for individuals in higher education decline, and they are declining around the country, we've got to find methodology to maintain and improve that vitality. I do not think tenure quotas are a solution. That's another one of the measuring rods that is a quantitative measure that's being substituted for something that's a much more difficult result to measure. For example, you will very often find in universities that the very best departments are fully tenured because they have the finest people in the country in the department and deserve tenure.... The much more serious problem today is the competition from the private sector and other segments of our society. We are losing not only current faculty, but potential students in our graduate programs to industry. Now part of that is salary. It's one of the reasons that our salary structure is so extremely important in order that we can compete, or at least attempt to compete, with the private sector. But also the private sector is providing now some of the benefits that are traditionally reserved to universities. I'm talking about summers off, sabbaticals, freedom to publish their research. We are going to have some very serious problems in the years ahead of not being able to find qualified faculty....
INTERVIEW -- page eight

How do you assess the University's current financial situation and will it change for the better soon?

Jennings: I don't think we can look forward to a financial situation that is comfortable at any time in the near future. Our financial difficulties are going to continue and continue for the foreseeable future. I am optimistic, however, that the incredibly difficult situation we currently find ourselves can be overcome. Now whether that can be overcome this fall or whether it will take longer, I don't have a good feel for at this stage. But we are going to have financial problems for many, many years to come. The thing that we've got to be telling the community at large is that our current situation is going to lead to a destruction of the quality of the institution and of the educational opportunities that this institution provides to all its citizens both in the teaching and research areas....

It's not an easy time to become president. Do you think, however, that the fact you're coming in fresh, you're a new person in the job, will help you in dealing with some of these difficult problems?

Jennings: I think that would be the popular belief. The so-called honeymoon period, however, is greatly overplayed. There will have to be decisions during that undefined period. Those decisions, reviewed five years from now in an evaluation of me, will be just as important as the decisions made two years from now. Whether the honeymoon lasts a day or 10 years is going to be a function of what decisions I make. I think
probably it'll last a day.
INTERVIEW WITH PRESIDENT JENNINGS

by

Steve Sterrett

August 26, 1981

STERRETT: Thinking of your own time in college, is there some course you found especially inspiring, or some professor, some anecdote about your college years that you look back on that you think was, as a student, meaningful or helpful in some direction?

JENNINGS: Oh, I don’t know. I’m not sure there was an anecdote. I think we all could look back. I guess my personal thought is that I wish that I had done more in the breadth of education, in the liberal and fine arts when I was in school. I, of course, was an industrial management major at North Carolina, and was very well educated there in the technical sense, but I, like a lot of folks at that time, did not recognize the enormous value and career value of a general liberal arts education including the sciences, humanities, the arts and languages, etc., that I wish that I had spent a bit more time on. But I guess I was like most students interested in getting it done, getting out and getting to work.

STERRETT: Again, looking back over your professional career and education, has there been a particular position that you have held or a part of your education that has best helped you prepare for the role as president?

JENNINGS: Well, I think in university administration the best preparation one can get is as a chairman of an academic department. When I was chairman of the business administration department at the University of Iowa, which was a very large department there, I think that is, the so to speak, where the action is at the university, and those are the very difficult positions but some of the most important positions on the university campus, and you get exposure to virtually all the types of problems that face the university as department chairman of an academic unit.

STERRETT: You have responsibility for administrative as well as real academic decisions?

JENNINGS: Sure, you have faculty, staff, physical facilities, financial problems in an academic department, and financial problems that effect the faculty and staff much more immediately than they do in a dean's position, vice-president's position or president's position. And that department chairman's position becomes extremely important in an institution.

STERRETT: In your role as chief executive and, I'm sure, in your work at Iowa, it has taken a great deal of time that in a
JENNINGS: Well, of course, my family has been very, very good to me, very understanding, all the way through my career. As a faculty member I spent long hours, as do faculty members today, the family has been very accommodating. But as with most families, the things we do together change as the kids grow older and when our youngsters were very young we did an awful lot of traveling together. We traveled in a pickup truck camper while we were Ph.D. students and of course we spent a year in Africa with the family and the family and I have been adaptable, not only in the context of the job, but what the youngsters are interested in as well. Of course, now they are getting close to grown and like most young men they would as soon be with their friends as with their mom and dad.

STERRETT: Has you wife looked forward to this move? Is she prepared to take on the duties, probably unwritten, of the wife of the president?

JENNINGS: She works every bit as hard as I do. She's very excited about coming here. She's not so excited about what's involved in packing and unpacking boxes and finding the bank and the grocery store but she and I are both very excited about coming to Columbus. We look forward to it.

STERRETT: What books have you been reading for pleasure lately.

JENNINGS: Well, we're both reading this, I forget the title, help me out on this "Den of the Cave Bear"? Well, I've just finished "Lucy" professor Johnson's description of his archeological find in northern Kenya. And I'll frequently readn theings of that character in my spare time. But lately I've been reading history of Ohio State and Ohio books.

STERRETT: Did someone send you a multi-volume history of the university?

JENNINGS: Yeh, and I won't read it all.

STERRETT: I'm sure that coming to an institution like this with over a 100 years of history it is helpful to read some of that in order to find out why things are the way they are today.

JENNINGS: Well, an institution, especially one as large and strong as Ohio State, the traditions that have been developed because of history are extremely important to understand the institution. and why it functions the way it does. Ohio state has enormous wealth of history and even the magnificent description of the renaming of Ohio State from Ohio A & M to The Ohio State University in the late 1890s, th early requirement of chapel that cost two presidents their job by trying to maintain a requirement for chapel for the student body. I'm sure that would not go now.
STERRETT: How would you characterize your style of leadership? What qualities would you look for in women and men who you work with and you will employ?

JENNINGS: Well, in the field of business administration, I think we found out a long time ago that there aren't any formulas for leadership and there aren't any single characteristics. I think the style and the characteristics depend on the issues. I will usually try and be persuasive. I think very much the faculty students and the staff should be deeply involved in the decision-making process in an advisory capacity. I think nowadays it's one of persuasion and consultative operations that anyone is going to be involved in the university. I think to ask one to describe one's style of leadership is a question that perhaps the people around me ought to answer because I think it will vary from person to person, issue to issue, constituency to constituency.

STERRETT: What kind of qualities do you look for in the people you work with?

JENNINGS: Well, by and large, I think one has to have experience and understanding of a university, of a large flagship institution. We are a different institution than the other public schools, as well as the private schools. We have a very eclectic mission in our institution, and individuals have got to be able to understand that our strength there is in our quality, and in our diversity, and in our differences. And that differences in institutions are to be fostered and desired. We need not try to make everybody similar. There is a tendency in a large institution to try and systematize and attempt to make regulations for every possible situation. I frankly think that is impossible. I think good judgment based on understanding of an academic institution is probably the key thing.

STERRETT: I think you've touched on it a bit but how would you define the role of president? I've heard it said that a president at an institution like this cannot be involved in every decision that goes on but instead sets the tone and provides a sense of leadership.

JENNINGS: Well, I think that's fairly accurate. I think it is a mistake not to do a very substantial amount of delegation. With that delegation must come authority to act, and one must judge their people by whether they're acting consistently with the policies of the board and the president. No, I would hope that I would not be -- I would try very hard not to be involved in every decision, or even many of them. It is a policy-making activity and one simply doesn't have the knowledge or the ability to assimilate the amount of information required to be involved in most of the detailed decisions. That's one of the reasons universities have developed this outstanding system of faculty involvement in the decision-making process. Because it is such a diverse institution and there are so
JENNINGS: many differences in the institution, no single person or
group of persons can have the knowledge that can be
brought to bear on the issues that will develop in an
institution. Anywhere from a large dormitory system to
cancer research in a hospital to a power plant to
remedial English and mathematics, those issues are
enormously diverse and that requires faculty involvement
on all of those decisions and staff and student involvement.
Because it is simply not possible for a university presi-
dent or provost or dean to have the ability to get involved
in every single one of those issues.

STERRETT: I recall interviewing Vice-President Jackson shortly
after he arrived and he had a career in municipal and
state management and one of the things that struck him
as the difference between university and other public
agencies was the broad consultation that was done on
virtually every decision.

JENNINGS: But the reason for that is because we've got so many different
issues that come up. I don't want to simply. You know, we're
a very large organization here but compared to, say, General
Motors in terms of dollars or people we're a fairly small
organization. But we're far more complex and diversified
than General Motors would ever think about being, and,
as a consequence, we do an awful lot of consultation. I
think if we didn't, if universities had not developed
this tradition, we would be wasting resources enormously
by not drawing on the knowledge and abilities of our
faculty, students and staff.

STERRETT: Let me turn, if I may, some issues in higher education.
And, I think for the most part, these are general issues
not dealing specifically with policies here at Ohio State.

JENNINGS: Well, I'm on one of the land-grant committees, on the ad
hoc committees for deregulation of higher education. Yes,
I've been very concerned about regulations. I think it's
very clear the federal government, when they provide us
resources and ask for results from us, that there has to
be an accountability mechanism. I think unfortunately,
the federal government has gotten into an accountability
mechanism that frankly misses the point. It looks at
process rather than results. We're to record hours and
things of that character rather than looking at the by and
large, incredible research and applied research results
that have come out of universities in the last two decades.
There is a great deal of discussion now about reducing
some of these regulations. I think that we need to emphasize
that the regulations need to be reduced but accountability
does not. We should remain accountable. And, I think
that philosophically we should be looking at results. Now
the federal government will argue with you, suggesting
that results are very difficult to measure when we're dealing
with basic research. And results that may be 50 years in
the future or have enormous effects many years from now. And that's true. It's not an easy task. But we should not because of that substitute the wrong measure of results, namely the number of hours the faculty puts in, etc. I think that, after Sputnik, we began to develope in higher education a partnership with the federal government. At the same time the private sector began to develop a partnership. I think that partnership has been decaying in the last few years. I think one of the great opportunities we have before us is to attempt to kindle the partnership between the private sector - the industrial sector - and higher education. I think the industrial sector now has a much better understanding of the mission and responsibilities of higher education than they did at one time. And I think to rekindle, rekindle that partnership can be very valuable to both. The problem is that it's true we have a very difficult time measuring our results. But, while that's a very difficult task, we should not substitute improper measures that are easy, quantitative, easy measures that really don't mean anything. And there is a tendency and I think that basically where it has developed - with the federal government. Although the federal government has helped us out enormously. I think the impetus that has been established, in affirmative action for example, is very much the result of government movement and regulations. And, while I'm all in favor of relaxing the regulations, in, say affirmative action, it is a classic example of something that we should go beyond the goals, the regulations of the federal government and really seek the real goal of equal opportunity for all people of the community. And, I think if those and they are being relaxed, we have now an added responsibility to even do more in areas like affirmative action.

STERRETT: Do you think higher education, in general, will do more without the federal threat being there in such areas as affirmative action?

JENNINGS: Well, I would hope so. We in higher education have a very spotty record in affirmative action. Some areas we've done very, very well. Other areas we've not done so well. And I think it is going to take a larger recognition on our part in higher education in order for us to continue to move forward if the federal government is indeed relaxing that. I think that can be done. I'm optimistic it can be done. But I think we need to continue to work on awareness of making darn sure that, particularly in the hiring decision, that we do a national search in virtually every instance to uncover the very best qualified individuals there are and very frequently the best qualified individuals can be found in the ranks of minorities and women.

STERRETT: Without trying to commit you to specific programs, I wonder if you could expand a bit on rekindling this partnership with the private sector. Do you see some areas in which this can be done or do you have examples from other universities that you see as an exemplary effort in this?
JENNINGS: Well, I don't know the details here. An example that I'm very familiar with is taken right out of Wyoming. As you probably know, Wyoming as a state is growing very rapidly right now as a primary result of the mineral industry. And Wyoming is just in the process of developing a research grant to examine and recommend how the private sector might help the state of Wyoming - now we're talking about primarily the oil industry - to develop the social infrastructure that will be required when the state is even double or triple its present size. How the water needs, sewer needs will be accommodated. How the cultural needs will be accommodated in small communities. What will need to be changed in the political structure. All of these things in the non-science area. The oil companies know very much how to exploit the coal and oil but they do not know much about the effect it's going to have on the environment if you will, not just the environment in the narrow sense, but the environment for the community at large. Environmental research. We know very little about the effect of large power plants, for example, in a state where the atmosphere is currently pristine, completely clear atmosphere. And very little effect if we put a power plant in Meeteetse, Wyoming what will happen as the atmospheric people say, downstream, and downstream is Ohio. When that happens. And that's the type of thing that industry is looking for from universities. And the real key there is can we put together an interdisciplinary team composed of political scientists, sociologists, lawyers, atmospheric scientists, etc. to provide some real value for them.

STERRETT: I think that you've touched on the edge of my next question. And that is that in recent years there's been a lot of talk about the shift of people and capital from the industrial northeast to the so-called Sunbelt and you have served as president of a university that is expanding, that is in the Sunbelt to an extent, what is you view of this perceived shift of resources? What do you see as the future of the industrial northeast?

JENNINGS: Well, that's---you're going to have to ask somebody a lot more knowledge that I am. as to why that's occurring and what motivations are there. Wyoming is certainly not -- it's the west but it's not the Sunbelt in the sense of Phoenix and Tucson are. It's really expansion -- it's industrial expansion, in this case minerals. I don't know. I cannot imagine that the doomsday predictions are going to come. There has been a drain of population but I think we have to recognize that our populations are just not going to grow as much as they have in time's gone by in the northeast or nationwide. But, I think that the northeast is making great strides. You see city after city now cleaning themselves up, becoming much more prosperous than they are. Cleveland not, I understand, in the last couple of years has made enormous progress in improving their fiscal situation, their environmental situation. Neighborhood living, in Cleveland looks to be coming back. Now, whether it will or nor, we all have to wait and see. I think we have to

(more)
recognize that the northeast offers enormous living advantages in terms of urban living. And I think that as the opportunities and the economy begins to return I think we'll see an improvement. Whether that will take a year or ten years you'll have to get with the economists on that one.

STERRETT: In your first question, you touched on this. What do you think is the proper balance between a traditional liberal arts education and the more specific, technical training that some students feel they need in order to get a job.

JENNINGS: Well, I don't think there is any question that the professional education is absolutely vital not only to the university but students do need to be trained for specific jobs. I think the general liberal arts education is, though, and has not been looked on, but is, in fact, a career education. We know that the engineer, for example, will be using technology ten years from now that hasn't been discovered to date. Things will change enormously in the next forty or fifty years which is the career horizon of the student on campus today - that is, the traditional student on campus. And that student has to be prepared to adapt to those changes. And I personally feel that one's adaptability is developed through a broad liberal arts education. But we also have to look at the quality of life, too. One's education can open up quality of life opportunities as well, and should open up whether one wants to deal part-time outside the job in politics or the arts or whatever, that can be assisted by a broad education. I also don't think those two objectives are inconsistent. Typically, and we usually do as if the first two years of university education are devoted to the general liberal arts with the last two years devoted to the professional education. That is not inconsistent. One of our problems today is, of course, that science and knowledge has taken off so rapidly that to cram either the liberal arts into two years or the professional into two years becomes very, very difficult.

STERRETT: That is true. Looking back on my own undergraduate years, there is so much that I wish I could have taken, particularly in computer science, even though I was a political science major. I can see that I wish I knew something more about that. In part, simply in order to, as a citizen, to evaluate some of the things going on around you. You need that knowledge.

JENNINGS: Yeah, and you still can. That's the other thing that is happening, and very important. That the community at large is beginning to recognize that they weren't able to obtain all they needed between the ages of 18 and 22 and that's one of the reasons you're seeing the enormous expansion in the non-traditional student. And I frankly think that that's a very healthy expansion for the country, for the individual, for the university. Again, it puts into the universities another element of diversity, another element of breadth. To bring that non-traditional or adult student into the university community becomes, I think
extremely important for the community, the individual and the university.

STERRETT: One issue that the universities in this part of the country, they see that higher education in general is not expanding as it was in the 50s and 60s, and there are increasing numbers of faculty positions and there's a concern about the rising percentage of faculty members who are tenured and a feeling that this could make it difficult for young faculty members to be employed. And I think the thought is that young faculty members bring a new perspective, a new vitality to a department. What is your view of this concern?

JENNINGS: Well, I think the concern is very well placed. I think that there's no question that the vitality of an institution is, in part, the result of young minds coming into the institution. And as the opportunities for individuals in higher education decline, and they are declining around the country, we've got to find methodology to maintain and improve that vitality. I do not think that tenure quotas are a solution. That's another one of the measuring rods that is a quantitative measure that's being substituted for something that's a much more difficult result to measure. Just as, for example, you will very often find in universities that the very best departments are fully tenured because they have the finest people in the country in the department and deserve tenure. And a department that is 100% tenure is not necessarily in bad shape. That, you very often find, is one of the finest departments not only in the university but in the country, as the fully tenured departments often are. That's not necessarily the case, though, but the department that is tenured. I think the much more serious problem today is the competition from the private sector and other segments of our society. Where we are losing not only current faculty but potential students in our graduate programs to industry. Now part of that is salary. It's one of the reasons that our salary structure is so extremely important in order that we can compete or at least attempt to compete with the private sector. But also that the private sector is providing now some of the benefits to our faculty and many of our staff that our traditionally reserved to universities. I'm talking about summers off, sabbaticals freedom to publish their research that industry is now beginning to offer. That's part of the issue, too. But I think we are going to have some very serious problems in the years ahead of not being able to find qualified faculty. It's kind of the opposite problem of turnover, that they have opted for a different career. And, of course, the issues of salaries are central to that. But so are the issues of the other non-monetary benefits to a faculty. I think that's what's very often forgotten in these times of financial stress is that we are a university that is completely and totally dependent for its quality, its reputation, its excellence, on the quality of its faculty. And that those salaries, if those salaries are not competitive with the market place, if you will, that the university will in the long run, suffer enormously and it will be very
difficult to see in the short run, but it will be abundantly clear in the long run after the fact when its too late. So I think we've got to be constantly reminding the community at large of the importance of those salaries to the quality of the institution.

STERRETT: I didn't know whether to get into intercollegiate athletics or not but then there has been a lot of talk about the College Football Association defying the NCAA. Are you satisfied with the role of intercollegiate athletics at Ohio State?

JENNINGS: Well, Ohio State, of course, has a tremendous reputation around the country in intercollegiate athletics. It's one of the finest intercollegiate athletic programs in the country. I think, as an outsider coming in, what should not be lost site of is that Ohio State also has a reputation of being an athletic program that is also interested in and makes great efforts in the students education. Ohio State has a clear reputation that the education of the student first and foremost and that their participation in intercollegiate athletics is secondary. That's often lost site of, I'm sure, here in Columbus. But one of the reasons that Ohio State has such a fine reputation is because of that attitude in collegiate athletics. I think that intercollegiate athletics----I see nothing inconsistent with excellence in intercollegiate athletics and excellence in the university.

I think that the problem often comes when we lose sight of the fact that the academic mission is our mission, is the first mission of the institution. There are some schools who have lost site of that in their athletic program. I don't think Ohio State is one of them and I don't think it will be. But I think that's the basic problem with intercollegiate athletics around the country is there are institutions who have lost site of what our mission is. And our mission is education and research and athletics can fit into that but it must fit into that understanding its role as a basically amateur recreational role and not a professional objective. I think that's why people like myself, and Harold, I understand, are so very much opposed to the College Football Association. I understand fully that the schools with the major football programs do have different problems than other institutions and the NCAA has got to recognize that. But I cannot see that the solution is to put all our chips into football and to ignore the other very important sports. One of Ohio State's great strengths is that they have a total athletic program not just football. Golf here has a long tradition of excellence. Baseball has a long tradition of excellence. We're doing very well in women's intercollegiate athletics now. And I think by isolating football we lose, or begin the process of losing, the decided amateur bias that is brought to us through the NCAA participation. While Ohio State is not a member of the CFA, Wyoming is and Wyoming voted against the NCAA football package. And I would hope that many more institutions by the tenth of September would be persuaded of the wisdom of that.
STERRETT: I think you said "voted against the NCAA."

JENNINGS: Excuse me, the CPA package.

STERRETT: I don't have a watch and I don't know what your schedule is.

JENNINGS: I see Harold at about 9 o'clock. But go ahead and finish.

STERRETT: One more question? This is a question I was leaving for last because I didn't know how you would want to deal with it. You're coming on board as president at an extremely difficult time. Unlike becoming a university president 10 years ago, and concerns over Vietnam war protests and other concerns of students in a sense held the university captive, now we seem to be captive of a real financial crisis. What do you see - how do you view the budget situation like this. Do you think it is something temporary that can be overcome with persuasion and letting other people know the needs of higher education.

JENNINGS: Well, I don't think we can look forward to at any time in the near future a financial situation that is comfortable. I think our financial difficulties are going to continue and continue for the foreseeable future. I am optimistic, however, that the incredibly difficult situation we currently find ourselves in can be overcome. Now, whether that can be overcome this fall or if it will take longer, I don't have a good feel for at this stage. But we are going to have financial problems for many, many years to come. I think the thing that we've got to be telling the community at large that our current situation is a situation that is going to lead to a destruction of the quality of the institution, of the educational opportunities that this institution provides to all its citizens both in the teaching and research area. When we've got a situation where we're freezing faculty salaries, freezing positions increasing tuition to a level that's now third in the Big Ten, right behind Michigan and Michigan State, we've got a situation that is serious beyond the realization of most of the people at large. I was reading in the paper the other day that the institution has gone through a 10% cut. I think what we have to recognize that on an annual basis, it's much more than a 10% cut. Our current state subsidy of $131 million is below the 1979-80 level not the 1980-81 level. And I think in 1979-80 inflation was 13% and in 80-81 inflation was 10%. We're looking at, since 79-80 on the current budget, a 25-30% cut in real resources available to the institution. It's that type of situation that has created the seriousness of it. It's not just a 10% cut, it more like, as I say, a 25-30% cut that we've gone through, and, frankly, I don't think that in the next two years if we go through that again we're going to be into the very heart and centrality of the institution and we're going to start having to reduce educational opportunities in our state and our nation if we can't find solutions to that. We're in the position now of getting back to, just in dollars, where we were two years ago. Even
if we get back to that, we're still talking about real
cuts on the magnitude of 20%. So that financial situation,
I'm optimistic, some of that can be overcome. But it's
going to be many years before we make up the ground we're
lost in the last two years.

STERRETT: It's not an easy time to become a president. Do you think
that, however, the fact that you're coming in fresh,
you're a new person in the job, you'll have, in a sense,
somewhat of a honeymoon that may be helpful in having to
deal with some of the very, very difficult problems,
be it the decision of faculty and staff pay raises, or
major program and position curtailment if more state
funds are not forthcoming. Do you think there's a benefit
to being new?

JENNINGS: Well, I think that would be the popular belief. I think
though, the so-called honeymoon period is greatly over-
playd. There will have to be decisions during that
undefined period. Those decisions in five years from now
in the evaluation of me, will be just as important as the
decisions made two years from now. I'm not sure that's
going to help all that much. It may, but I think whether
the honeymoon lasts a day or ten years is going to be a
function of what decisions I make. I think probably it'll
last a day. But whether it'll last longer than I don't know.

STERRETT: It's got to be tough to walk into a job when there's major
decisions. I don't think we're left up in the air by the
previous administration on purpose, by no means. It's
simply because times are such that you just walk into the
job and decisions have to be made.

JENNINGS: Well, philosophically, these days the major problems are
finances. In other times there were other problems.
In an institution as large as there there is never going
to be an easy time to come in as a university president.
It will be difficult but we'll see what happens.

STERRETT: Anything else we didn't touch on.

JENNINGS: I think we've hit the faculty salaries, the financial
thing. That's obviously the key stuff right now.
Athletics is fine. I think you've probably covered it
pretty well.
Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, (more)
Jennings - 2
1975-76, and vice president for finance and university services, 1976-79.

He also was active in college and university affairs, serving as a member of the College of Business Administration's Faculty Council and chairing both its Computer Committee and Faculty Research Committee. He also served on the university-wide Computer Committee and was elected to the Faculty Senate for 1974-75.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii as a visiting associate professor of finance in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics. He also has been an adviser to the World Bank on establishing interest rates on loans to developing countries, and is a member of the American and Western Finance Associations.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W.
Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; President's Committee on Intercollegiate Athletics of the American Council on Education; and the Fish and Wildlife Committee (chairman) of the National Association of State Universities and Land-Grant Colleges. He was named to the Board of Directors of Ohio Bell Telephone Co. in 1981.
REMIND ME OF JENNINGS AT SEPTEMBER 4 MEETING OF THE BOARD OF TRUSTEES

SCHOLARS HAVE OFTEN SAID THAT THE MOST IMPORTANT PART OF ANY JOB IS THE BEGINNING. NOW I'LL SAY THAT I AM, IN A VERY REAL SENSE, AT THE BEGINNING OF MY WORK HERE AT OHIO STATE.

I WANT ALL OF YOU TO KNOW THAT I AM PROUD AND PRIVILEGED TO BE A PART OF THIS MAGNIFICENT ENTERPRISE. OHIO STATE IS UNDOUBTEDLY AN OUTSTANDING INSTITUTION WHOSE GREATNESS STEMS, IN LARGE PART, FROM ITS RICH HISTORY AND TRADITIONS OF TEACHING, RESEARCH AND PUBLIC SERVICE TO THE CITIZENS OF OHIO, THE NATION AND, INDEED, THE WORLD.

SOON AFTER I ACCEPTED THE OFFER OF THIS BOARD, I REMARKED ABOUT THE QUALITY ASSOCIATED WITH OHIO STATE. IN MY FEW DAYS HERE SO FAR, I HAVE BEEN LEARNING FIRST-HAND ABOUT THAT QUALITY IN MANY AREAS OF THIS INSTITUTION, BUT MOST IMPORTANTLY IN OUR FACULTY, OUR STAFF AND OUR STUDENTS.

THE HEART OF OUR UNIVERSITY IS ITS FACULTY, AND OHIO STATE CAN BE PROUD THAT IT TRULY HAS ONE OF THE BEST. I HAVE BEEN IMPRESSED WITH THEIR COMPETENCE, THEIR DEDICATION TO TEACHING AND SCHOLARLY ACTIVITY, AND TO THE SERVICE THEY PROVIDE TO VIRTUALLY INNUMERABLE SEGMENTS OF THE POPULATION OF THIS STATE.

STUDENTS I HAVE MET, AND I AM ANXIOUS TO MEET MANY MORE WHEN THE QUARTER BEGINS LATER THIS MONTH, ARE VIBRANT, INTERESTED AND SERIOUS ABOUT THEIR EDUCATION.

I HAVE ALSO BEEN EXTREMELY IMPRESSED TO FIND THAT THE STAFF, WHO IN LARGE MEASURE ARE RESPONSIBLE FOR MAKING THIS PLACE WORK,
SHARE A DEEP COMMITMENT AND DEDICATION TO THEIR INDIVIDUAL TASKS
AND TO THE UNIVERSITY AS A WHOLE.

I WOULD BE LESS THAN CANDID IF I DID NOT ADMIT THAT WE FACE
SOME SERIOUS PROBLEMS AT THIS TIME—ESPECIALLY RELATED TO FISCAL
MATTERS. BUT, I DO PLEDGE TO YOU THAT I AM COMMITTED TO DOING ALL
I CAN TO SEE THAT FACULTY ARE ADEQUATELY COMPENSATED AND ATTEMPTING
TO CONTAIN THE EVER-RISING COST OF EDUCATION.

THESE CHALLENGES WILL INDEED HAVE THE HIGHEST PRIORITIES.

JUST ON A PERSONAL NOTE: MARY ELEANOR AND I APPRECIATE THE
MANY KINDNESSES AND COURTESIES WHICH HAVE BEEN EXTENDED TO US BY
SO MANY ASSOCIATED WITH OHIO STATE AND THE STATE OF OHIO. WE ARE
LOOKING FORWARD, TO THE CHALLENGES AND ARE ANXIOUS TO GET ON WITH
THEM.

THANK YOU, MR. CHAIRMAN.
Mr. Bard Treimann  
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Dear Mr. Treimann:

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With reference to the West edition, please note that his present location is Ohio.

Please let me know if we can be of further service.

Sincerely,

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Coordinator, Internal Information  

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Here is a proof of your biography from the 41st Edition of WHO'S WHO IN AMERICA now under consideration for the 18th Edition of WHO'S WHO IN THE WEST

10 Jennings, Edward Harrington, univ. pres.; b. Mpls., Feb. 18, 1937; s. 
11 Edward G. and Ruth (Harrington) J.; B.S., U. N.C., 1959; M.B.A., Western 
13 Eleanor Winget, Nov. 4, 1958; children=William F., Steven W. Engr.,

14 Deering Milliken Co., Spartanburg, S.C., 1959-61, Merck & Co., West 


16 v.s. prof. U. Dar es Salaam (Tanzania), 1971-72; mem. U. Wyo., Laramie, 

31 President, Ohio State University, Columbus, 1981-86; 

17 1979, pres. Ohio State University, Columbus, 1981-86; 

18 Lutheran. Co-author: Fundamentals of Investments, 1976; contbr. articles 

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Signature: William J. Raymond 

Date: 11-17-81

THANK YOU FOR YOUR TIME AND COOPERATION
Date: 12-10
From: Sue Mayer
To: Bill Rounds

For:
- [ ] Direct reply
- [X] Your information
- [ ] Suggested reply
- [ ] Return
- [ ] Approval
- [ ] Appropriate disposition
- [ ] Signature
- [ ] Response to your request
- [ ] Comments

Remarks: Thought you'd want this for Jennings file.

Thanks! Sue
Dr. Edward H. Jennings  
President  
The Ohio State University  
190 North Oval Mall  
Columbus, Ohio 43210  

Dear Ed:

As I have already told you, it was most gratifying to have an opportunity to visit with you at some length in Columbus on the occasion of the meeting of The Griffith Foundation Trustees. I appreciate the good humor with which you took the mistake in the letter of appreciation which I prepared for you. I have left the revised issue of this letter of appreciation in its frame with Ralph Waldo, and I believe that Alan Williams plans to pick it up and deliver it to you rather soon.

Thank you so much for accepting membership on the Executive Committee of the Board of Electors of The Insurance Hall of Fame. It is wonderful that you are willing to serve as an ex officio member of this body, and I look forward with much anticipation to meeting with you on Saturday morning, June 26, at the Hotel Westin in Toronto. I'll be sending you the tentative agenda and other information about the meeting sometime early in 1982.

It is most gracious of you to show the interest you have in the work of both The Griffith Foundation and The Insurance Hall of Fame. I have enjoyed my association with these endeavors and my relationship with The Ohio State University, and it has been especially gratifying to have an opportunity to work with Alan Williams in the development of IHF.

Please tell Mrs. Jennings I enjoyed meeting her immensely. She is a lovely lady, and I surely do hope that she will be able to join you on the trip to Toronto. Also, Ed, we hope that you will be able to stay for the duration of the Seminar, as I believe you would enjoy meeting the people who are involved in these meetings year after year, plus the fact that we should have some rather exciting activities through the good graces of the Canadian insurance industry.

Sincerely,

[Signature]

John B. Bickley  
Chairman  
Board of Electors

Please address reply to:

P. O. Box J  
University, Alabama 35486/USA
December 16, 1981

Mr. Hans W. Rawe
General Manager/Assistant Secretary
The Athletic Club
136 East Broad Street
Columbus, Ohio 43215

Dear Mr. Rawe:

I have received your letter on behalf of the Board of Directors in regard to the extension of my Honorary Membership of the Athletic Club through December 25, 1982.

Please express my appreciation to the Board for this honor. I'm sure my family and I will use the Club often in the coming months.

Sincerely,

Edward H. Jennings

EHJ sdb
December 14, 1981

Dr. Edward H. Jennings  
Ohio State University  
190 North Oval Drive  
Columbus, Ohio 43210

Dear Dr. Jennings:

The Board of Directors is pleased to extend your Honorary Membership for the forthcoming year.

Honorary Membership is bestowed upon those men who have made a significant contribution to the Club, the Community, or to the Nation.

Membership entitles you and your family to full privileges of the Club, as provided for in the Code of Regulations, through December 25, 1982.

We hope you will use your Club often.

Sincerely,

Hans W. Rawe  
General Manager/Assistant Secretary

HWR/bw
Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session,
Jennings - 2
1975–76, and vice president for finance and university services, 1976–79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii as a visiting associate professor of finance in 1974 and to the University of Dar es Salaam, Tanzania, in 1972–73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He also has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

Other memberships include: the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; President's Committee on Intercollegiate Athletics of the American Council on Education, and the Fish and Wildlife Committee (chairman) of the National Association of State Universities and Land-Grant Colleges. He was named to the Board of Directors of Ohio Bell Telephone Co. in 1981.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals (more)
In 1981 he was elected to the Board of Directors of the Columbus Area Chamber of Commerce for a term ending in January 1983 and to the Board of Directors of Ohio Bell Telephone Co.
and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W.
Dr. Edward H. Jennings  
President  
Ohio State University  
190 North Oval Mall  
Columbus, Ohio 43210  

Dear Dr. Jennings:  

This letter is written at the request of Chamber Director Richard Holl, 1982 chairman of the OCC Director Nominating Committee. In accordance with the Code of Regulations, the committee has met to consider and make nominations regarding business and district directors whose terms begin at the annual meeting in Columbus on March 17, 1982.  

Your term of service as a director representing Education was reviewed by the Director Service Committee, chaired this year by OCC Director Frank Otway. The Nominating Committee unanimously concurs in their recommendation that you be renominated to a two-year term on the Board.  

Our officers, as well as the committee, feel that your continued participation will be essential as important issues come before the organization.  

May we hear from you by January 31 as to your willingness to serve another term on the OCC Board of Directors? Your affirmative response will be most welcome.  

The election of directors by chamber members takes place during the annual breakfast business session, which is scheduled for Wednesday, March 17, at 8 a.m. in the Sheraton-Columbus Hotel.  

Sincerely,  

[Signature]  
President
December 23, 1981

Mr. A. Zuheir Sofia
President
Columbus Council on World Affairs
50 West Broad Street, Suite 2410
Columbus, Ohio 43210

Dear Mr. Sofia:

I am delighted to accept your invitation to serve as an Honorary Trustee of the Columbus Council on World Affairs.

I look forward to hearing from you in regard to upcoming programs.

Sincerely,

Edward H. Jennings

EHJ sdb
cc: Mr. Thomas B. Ridgley,
    Vice President
Edward H. Jennings, President
Ohio State University
190 North Oval
Columbus, Ohio 43210

Dear President Jennings:

On behalf of the Columbus Council on World Affairs, I welcome you to Ohio State University and the Columbus community.

While the stationery reflects our old name, on the 19th of November we formally changed our name to the Columbus Council on World Affairs. Our primary goal is education in world affairs. For your further reference, I have enclosed several descriptive brochures concerning the Council.

Since its inception, the President of Ohio State University has agreed to be represented among our Honorary Trustees. I would be delighted to have your consent to also serve.

The Council is particularly sensitive to imposing upon the already excessive demanding schedules of our Honorary Trustees. You will receive invitations to all of our programs, as well as be welcome to suggest ways to improve upon existing Council activities.

I hope that you will accept my invitation to serve as an Honorary Trustee. If I may be of assistance to you in the interim, please feel free to contact me.

Sincerely yours,

Zuheir Sofia
President

cc: Thomas B. Ridgley
Columbus Council on World Affairs
50 West Broad Street, Suite 3220
Columbus, Ohio 43215 461-0632
Candidates, New Directors Top OCC Board Meeting

The election of five new directors to the Ohio Chamber board and the appearance of nine candidates, or potential candidates, for the gubernatorial election highlighted the Dec. 10 OCC board of directors meeting in Columbus.

Dr. Edward H. Jennings, president of The Ohio State University, was elected to serve a two-year term representing Education.

Newly-elected directors serving three-year terms are:

Dr. B. Duane Marsh, general manager, research and development, Carbon Products Division, Union Carbide Corporation, representing Manufacturing;

John G. Shortridge, manager, governmental affairs, United States Steel Corporation, representing Manufacturing;

Richard Bell, president, Highlights for Children, representing Press;

Donald C. Jensen, partner, Ernst & Whinney, representing Services; and


As a special feature for the December board meeting, actual or potential gubernatorial candidates were invited as luncheon guests and each given the opportunity to briefly address the group. None of the actual or potential candidates attended the luncheon. (See photo review inside.)

Rep. Dave Johnson (R-70th District) spoke before board members on the implications of the defeat of State Issue 2, the proposed reapportionment plan.

Reports of OCC committee actions in 1981 and their plans for 1982, were given by:

Robert W. Minor, chairman, OCC Transportation Committee; Vorys, Sater, Seymour & Pease;

Ronald F. Budzik, member, OCC Taxation and Public Expenditures Committee; director, government affairs, The Mead Corporation;

Keith Wilson, chairman, OCC Committee to Promote Business/Economic Understanding; vice president-public affairs, Champion Spark Plug Co.;

William D. Calhoun, chairman, OCC Energy and Environment Committee; regional manager-government affairs, Ohio, Indiana, Illinois, Jones & Laughlin Steel;

William C. Hartman, chairman, OCC Labor Advisory Committee; Squire, Sanders & Dempsey;

Robert L. Wolf, chairman, OCC Economic Development Committee; director-area development, Ohio Power Company;

Robert C. Culver, chairman, OCC Social Legislation Committee; public affairs coordinator, Babcock & Wilcox Company;


(Continued on Page 3)
Board (Continued from Page 1)

Another highlight of the meeting was the presentation of an appreciation plaque by Chairman Donald C. Fanta to Robert M. Patton for his valuable service to the Ohio Chamber. Patton has served 18 years on the OCC board and 10 years on the Executive Committee. He is chairman of the board of Devon, Inc. of Columbus.

The next meeting of the Ohio Chamber's board of directors will be March 16, 1982, during the OCC annual meeting in Columbus.

OCC President Heads National Council

Ohio Chamber President William T. (Bud) Blair was recently re-elected chairman of the Council of State Chambers of Commerce at its annual meeting in Montana.

The Council consists of state chamber of commerce organizations, associations of commerce and industry, and representatives from over 500 corporations throughout the nation. Its work is designed to develop and actively promote business positions on federal issues in an effort to maintain the vitality of American business.

The Council also serves as the parent organization for the prestigious tax groups, Committee on State Taxation (COST) and Institute of Property Taxation (IPT).

MARK YOUR 1982 CALENDAR

OCC Annual Meeting and March 16-17 Legislative Conference, Columbus

Ohio Night, Washington, D. C. April 26
Reagan Support Reaffirmed

The Ohio Chamber recently expressed concern to Ohio's Congressional delegation that Congress may be backing away from earlier positive actions to cut taxes and spending. Communications to Washington have again re-emphasized our strong support of President Reagan's economic policy and goals.

The Ohio Chamber urged Congress to:
☐ Oppose any appropriations bill that calls for more spending than the President has requested,
☐ vote to sustain any presidential vetoes that seek to control overspending,
☐ work for a binding second budget resolution that firmly commits Congress to real budget control, and
☐ oppose any move to reduce or delay the tax reductions enacted in August.

OCC Staff Briefs

I. John Reimers, vice president of taxes and government relations, spoke on Ohio taxes at seminars conducted by the Columbus Builders Exchange and the Central Ohio Chapter of the American Society for Public Administration.

Dale V. Bring, staff counsel and director of labor relations, recently provided Dana Corporation executives, Xenia Area Chamber of Commerce and Xenia Rotary Club members with state legislative updates as the first term of the 114th General Assembly finished its legislative business.

Terry Fleming, legislative associate, spoke to the Ohio Air Conditioning Contractors Association at the pre-annual meeting dinner in Delaware, Ohio. Fleming reviewed the newly-enacted state budget and pending energy legislation.

Rosemary H. Martin, energy and environment director and manager of small-business affairs, participated in a meeting of major businesses and midwest state chambers of commerce for discussion of changes in the Clean Air Act. Martin also appeared before the Marietta Chamber Manufacturers' and Jobbers Council to discuss the Clean Air Act legislation.

OCC staff participation in the United Way campaign exceeded the requested 28% increase over 1980 giving. With the entire staff contributing, the final figure for 1981 was 57% over the 1980 contribution.

ACTION NEWS FOR MEMBERS is produced by the Ohio Chamber publications staff.
Editor: Toumonava N. Mullins Composition: Ruth Butler Printers: James H. Mobley, Wilbur E. Bohland

OHIO CHAMBER OF COMMERCE
17 S. High St., Columbus, OH 43215, Tel.: 614/228-4201

DIRECTORY AVAILABLE
OCC is offering the 1982 Directory of State Chamber of Commerce and Association of Commerce and Industry Executives to OCC members at $5 per copy. To order yours, send requests and check (payable to Ohio Chamber of Commerce) to: 17 S. High St., Columbus, Ohio 43215.
January 4, 1982

Ms. Alice P. Hord
NASULGC
Suite 710
One Dupont Circle, N.W.
Washington, D.C. 20036

Dear Ms. Hord:

In response to Dr. Wharton's December 16 letter, I am pleased to accept the invitation to serve as the Chairman of the Committee on Fish and Wildlife, the Committee on Financing Higher Education, and the Ad Hoc Committee on Regulatory Reform for 1982. I look forward to receiving more information regarding these committees and to working with those involved.

Sincerely,

Edward H. Jennings

EHJ/mk
Dr. Edward Jennings  
President  
Ohio State University  
Columbus, OH 43210

Dear Dr. Jennings:

As Chairman of the National Association of State Universities and Land-Grant Colleges, I am writing to formally invite you to serve on the following:

Chairman, Committee on Fish and Wildlife for 1982  
Committee on Financing Higher Education for 1982  
Ad Hoc Committee on Regulatory Reform for 1982

Your participation will be a genuine service to the Association and an experience which I think you will enjoy. I hope that you will be able to accept the above assignments. Please respond to Alice P. Hord, NASULGC, Suite 710, One Dupont Circle, N.W., Washington, D.C. 20036; by January 15, 1982.

I look forward to working with you. If I can be of assistance in any way, please let me know.

Sincerely,

Clifton R. Wharton, Jr.  
Chairman, NASULGC

CRW/aph
BIography of: EDWARD H. JENNINGS 1-11-82

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities.
He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii as a visiting associate professor of finance in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He also has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

Other memberships include: the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; President's Committee on Intercollegiate Athletics of the American Council on Education, and the Fish and Wildlife Committee (chairman) of the National Association of State Universities and Land-Grant Colleges. In 1981 he was elected to the Board of Directors of the Columbus Area Chamber of Commerce for a term ending in January 1983 and to the Board of Directors of Ohio Bell Telephone Co.

(more)
He also serves as an Honorary Trustee of the Columbus (Ohio) Council on World Affairs and is a member of the National Association of State Universities and Land Grant Colleges Committee on Financing Higher Education and a member of its Ad Hoc Committee on Regulatory Reform.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W.
January 15, 1982

Dr. Edward Jennings  
President  
Ohio State University  
190 North Oval Mall  
Columbus, Ohio  43210

Dear Ed:

It is my pleasure to officially welcome you to the Chamber Board of Directors. Our first meeting of 1982 will be held immediately preceding the Annual Meeting Luncheon:

Board of Directors Meeting  
Friday, January 29, 1982  
11:00 – 11:45 a.m.  
The Ohio Center  
Marion Room

The Board Meeting agenda and corresponding materials will be mailed to you prior to January 29th. A reservation card to indicate your attendance plans is enclosed.

I certainly look forward to working with you, and appreciate your commitment to making Columbus great.

Sincerely yours,

John E. Fisher  
Chairman-Elect

JEF/d18A  
enclosures

P.S. Please note the enclosed list of 1982 Board Meeting dates.
Dear Dr. Jennings:

It is an honor and my pleasure to serve the United Negro College Fund as the General Chairman of the 1982 Central Ohio campaign. I hope it will also be an opportunity to work with you as a member of the Advisory Board who has volunteered time, talent and direction to help UNCF achieve its annual objectives.

1982 will be an especially challenging year for us considering federal cutbacks in educational support, depressed economic conditions and increased fund-raising activities from many deserving causes and organizations. Your experience, dedication and potential contributions in planning and implementing this year's campaign are considered critical factors in its success.

A current view of results from the 1981 campaign, which will conclude in a few days, indicates UNCF will be very close to achieving its ambitious goal of $400,000, thanks to the leadership of Marvin White, Advisory Board members, Campaign Chairpersons and the efforts of many volunteers. Final results will be announced at the Annual Board meeting which Chairman Bob Lazarus has scheduled for noon on Thursday, February 4, at the Sheraton. I hope to see you there.

Consistent with UNCF's annual request, I will assume you are willing to continue serving in this important advisory role during 1982 unless I hear differently from you by January 21.

Again, thank you for your past efforts and for your continued interest in UNCF.

Very truly yours,

P. A. Klisares

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DR. EDWARD H. JENNINGS
President
The Ohio State University
205 Administration Building
190 North Oval Mall
Columbus, Ohio 43210

WORK: 860-2345
January 20, 1982

The Honorable James A. Rhodes
Governor of Ohio
State House
Columbus, Ohio 43215

Dear Governor Rhodes:

I am delighted to place the February 12 Ohio Newspaper Association banquet on my calendar to personally accept the 1981 Governor's Award for contributions to education.

The biographical sketch and photograph required are enclosed.

I deeply appreciate the honor of being selected for the Governor's Award and look forward to the banquet with great anticipation.

Sincerely,

Edward H. Jennings

EHJ sb
January 11, 1982

Dr. Edward Jennings  
Office of the President  
The Ohio State University  
190 North Oval  
Columbus, Ohio 43210

Dear Dr. Jennings:

As Governor of Ohio, it gives me a great deal of pleasure to inform you that you have been chosen to receive the Ohio GOVERNOR'S AWARD for 1981, a mark of special recognition. Because you have contributed greatly to the field of education, we extend this honor to you.

This award is presented at the annual Ohio Newspaper Association banquet which this year will be held Friday, February 12, at the Hyatt-Regency, Columbus. The GOVERNOR'S AWARD is always presented in person to the recipient and never in absentia.

We sincerely hope that you will accept this award, Ohio's highest token of appreciation, and make plans to be with us in Columbus on February 12, 1982. It would be helpful to us if you could respond by January 20 and in your response please also include a short biographical sketch and a recent photograph.

Sincerely,

JAMES A. RHODES  
Governor
BIOGRAPHY OF: EDWARD H. JENNINGS 3-2-82

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

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(more)
He also serves on the Board of Directors of the Ohio Chamber of Commerce, as an Honorary Trustee of the Columbus (Ohio) Council on World Affairs and is a member of the National Association of State Universities and Land Grant Colleges Committee on Financing Higher Education and a member of its Ad Hoc Committee on Regulatory Reform. He received the Ohio Governor's Award for 1981 for his contributions to education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

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(more)
Subject: President's Bio

Date: June 25, 1982

From: Maybelle

To: Scott Mueller

Scott, attached is a letter that tells of a new appointment President Jennings has accepted.

Also, he is now a member of the Columbus Rotary Club.
June 23, 1982

Dr. Roy M. Kottman  
Vice President for  
Agricultural Administration  
100 Agricultural Administration Bldg.  
2120 Fyffe Road  
Campus

Dear Roy:

I am delighted to accept Mr. Thomas F. Calhoun's invitation to become an honorary member of the 4-H Foundation Board of Directors. Please express my thanks to Mr. Calhoun for this honor, and let him know that I have placed the Donor Award Breakfast at the Ohio State Fair scheduled for 8:30 a.m. Monday, August 9 at the Rhodes Center; and the 4-H Advisors Recognition Luncheon scheduled for 11:45 a.m. Wednesday, September 29, on my calendar.

I will leave it to your good judgment to decide at which event you would like to introduce me as a new honorary member of the 4-H Foundation Board of Directors.

I look forward to participation in activities of the Board in the future.

Sincerely,

Edward H. Jennings

EHJ:gc
May 11, 1982

Dr. Edward H. Jennings, President
The Ohio State University
190 North Oval Mall
Campus

Dear President Jennings:

As a member of the Ohio 4-H Foundation Board of Directors, I have been authorized by the President of the Foundation, Mr. Thomas F. Calhoon II, to invite you to become an honorary member of the 4-H Foundation Board. State Representative Claire M. Ball, Jr., who also serves as a member of the Board, has been authorized to extend an invitation to Governor James A. Rhodes to become an honorary member.

It would mean a great deal to Ohio's 200,000 4-H Club members, the 21,000 volunteer leaders who serve 4-H and the hundreds of thousands of 4-H alumni throughout Ohio if you were to accept honorary membership on our 4-H Foundation Board of Directors. You will have no duties associated with your membership unless you might choose to become active in the ongoing programs of the Foundation.

As you are well aware, the Ohio 4-H Foundation has been authorized by the OSU Development Fund to serve as one of its fund-raising adjunct organizations. The Foundation is an integral part of the 4-H program area within the Ohio Cooperative Extension Service, which is in turn a Department of the College of Agriculture and Home Economics.

Dr. Charles Lifer (Assistant Director, 4-H), Dr. George Gist (Acting Director, Ohio Cooperative Extension Service) and I are all members of the 4-H Foundation Board of Directors and we would be greatly honored if you, along with the Governor of the State of Ohio, were to serve as an honorary member. As such, you will receive invitations to various and sundry functions sponsored by the 4-H Foundation Board of Directors, including the Donor Award Breakfast at the Ohio State Fair each year (8:30 AM, Monday, August 9, 1982, at the Rhodes Center on the Ohio State Fairgrounds) and the 4-H Advisors Recognition Luncheon held annually in late
September or early October (11:45 AM, Wednesday, September 29, 1982). You will be invited to attend those functions in any event and it would mean a great deal to us if, when your schedule is such, you could be with us and we could introduce you as an honorary member of our 4-H Foundation Board of Directors. I believe, as well, that it would help us in our fund-raising efforts.

Your favorable consideration of this invitation from Tom Calhoon and all members of the 4-H Foundation Board of Directors will be greatly appreciated.

Sincerely yours,

[Signature]

Roy M. Kottman
Vice President for
Agricultural Administration

RMK: jsb
cc: T. F. Calhoon II
   G. R. Gist
   C. W. Lifer
October 21, 1982

Mr. John E. Fisher  
General Chairman, International Science  
and Engineering Fair  
Nationwide Insurance  
1 Nationwide Plaza  
Columbus, Ohio 43216

Dear John:

I am delighted to accept your invitation to serve on the Community Council for the 35th International Science and Engineering Fair, May 7-13, 1984. Indeed, The Ohio State University as a whole will be more than happy to participate throughout the planning process to ensure a successful affair for 1984.

I look forward to seeing you at the kick-off meeting at Nationwide at 7:30 a.m. on Thursday, November 11. It will be a pleasure to be a part of this outstanding event.

Sincerely,

Edward H. Jennings

EHJ/db
Subject: Membership on Board of Trustees
       Columbus School for Girls

Date: August 11, 1982

From: Maybelle Ruppert

To: Scott Mueller

President Jennings has just been appointed as a member
of the Board of Trustees of the Columbus School for Girls.
The term is for 4 years and will expire in 1986.

You will want to add this to his resume.

/mr
EDWARD H. JENNINGS

HONORED BY

CASE WESTERN RESERVE UNIVERSITY

Weatherhead School of Management Alumni Association Makes Annual Awards

CLEVELAND, Ohio, October 26, 1982 -- Edward H. Jennings, president of The Ohio State University, was honored here last night by Case Western Reserve University's Weatherhead School of Management at its fourth annual Recognition Dinner.

Jennings, 45, was presented with the Distinguished Alumnus Award by Karl E. Newkirk, president of the Weatherhead School's Alumni Association. The award is made annually to an alumnus whose accomplishments in his chosen profession have brought distinction to himself, his organization and to the Weatherhead School.

A 1963 M.B.A. graduate, Jennings said it was the faculty at the then Western Reserve University who convinced him his real strengths were in the academic field.

A Minneapolis native, Jennings received his undergraduate degree from the University of North Carolina, his M.B.A. from Case Western Reserve University and his Ph.D. in finance from the University of Michigan.
Edward H. Jennings Honored --2

Jennings served at the University of Iowa for 10 years before becoming president of the University of Wyoming in 1979. He succeeded former O.S.U. president Harold L. Emarson on September 1, 1981.

#

CWR-35301
December 28, 1982

Dr. Edward H. Jennings
President
The Ohio State University
190 North Oval Mall
Columbus, Ohio 43210

Dear Ed:

The Chamber's Nominating Committee, chaired by Frank Wobst, has met to review and recommend candidates for the 1983 Board of Directors. As you know, your present term as a Director expires December 31, 1982. It is my pleasure to request, on behalf of the Nominating Committee, that you accept another three-year term on the Chamber Board, beginning with re-election during the Annual Meeting on January 28, 1983, and ending December 31, 1985.

Ed, your support as a member of the Chamber Board has been deeply appreciated. Please call Jeanne Pence at my office, 227-5400, to confirm your willingness to continue your commitment as a Director.

I wish you a very happy and successful new year, and look forward to working with you.

Sincerely yours,

John E. Fisher
Chairman

JEF/ts-8*-B

cc: Frank Wobst

Called with "Yes"

S. M.
1-4-83
BIography of: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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Edward H. Jennings -- 3

President's Committee on Intercollegiate Athletics of the American Council on Education, and the Fish and Wildlife Committee (chairman) of the National Association of State Universities and Land-Grant Colleges.

Jennings is a member of the Board of Directors of the Columbus Area Chamber of Commerce and the Board of Directors of Ohio Bell Telephone Co.

He serves on the Board of Directors of the Ohio Chamber of Commerce, as an Honorary Trustee of the Columbus (Ohio) Council on World Affairs and is a member of the National Association of State Universities and Land-Grant Colleges Committee on Financing Higher Education and a member of its Ad Hoc Committee on Regulatory Reform.

He is a member of the Columbus Rotary, and honorary member of the Ohio 4-H Board of Directors, and a member of the Board of Trustees of the Columbus School for Girls.

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Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

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Subject: President Jennings' Resume

Date: May 31, 1983

From: Maybelle Ruppert

To: Scott Mueller

The following memberships should be added to President Jennings' resume:

NCAA Select Committee on Athletic Problems and Concerns in Higher Education;

Board of Directors of the Banc One Corporation;

Board of Directors of the Center of Science and Industry, (COSI);

Member of the Torch Club, Athletic Club, Murfield Golf Club, University Club, and Scioto Country.

Thanks.

Von —

These changes have been made in Jennings' bio on the diskette.
Do we need to run copies?

— Steve

(file this in Jennings' bio file)
December 22, 1983

Mr. William T. Blair  
President  
Ohio Chamber of Commerce  
17 South High Street  
Columbus, Ohio  43215

Dear Bud:

This is to inform you that I will be pleased to serve another term on the Ohio Chamber of Commerce Board of Directors. However, due to another commitment, I will be unable to attend the annual breakfast session on Wednesday, March 21. Since I cannot attend, please let me know if there are any special arrangements I should make in accepting this appointment.

Sincerely,

Edward H. Jennings

EHJ/mk
December 19, 1983

Dr. Edward H. Jennings
President
The Ohio State University
190 North Oval Mall
Columbus, Ohio 43210

Dear Dr. Jennings:

This letter is written at the request of Chamber Director John Skipton, who is the 1984 chairman of our OCC Director Nominating Committee. In accordance with the Code of Regulations, the committee has met to consider and make nominations regarding business and district directors whose terms begin at the annual meeting in Columbus on March 21, 1984.

Your term of service as a director representing Education was reviewed by the Director Service Committee, chaired this year by OCC Director William Lester. The Nominating Committee unanimously concurs in their recommendation that you be renominated to a two-year term on the Board.

Our officers, as well as the committee, feel that your continued participation will be essential as important issues come before the organization. May we hear from you by January 31 as to your willingness to serve another term on the OCC Board of Directors? Your affirmative response will be most welcome.

The election of directors by chamber members takes place during the annual breakfast session, which is scheduled for Wednesday, March 21, at 8 a.m. in the Sheraton Columbus Plaza.

Sincerely,

[Signature]

President
EDWARD H. JENNINGS BECAME THE TENTH PRESIDENT OF THE OHIO STATE UNIVERSITY ON SEPTEMBER 1, 1981, AFTER TWO YEARS AS PRESIDENT OF THE UNIVERSITY OF WYOMING. HE ALSO IS A PROFESSOR OF FINANCE AT OHIO STATE. PREVIOUSLY, HE WAS VICE PRESIDENT FOR FINANCE AND UNIVERSITY SERVICES AT THE UNIVERSITY OF IOWA, WHERE HE ALSO WAS A FACULTY MEMBER FOR 10 YEARS.

BORN IN MINNEAPOLIS, DR. JENNINGS EARNED HIS BACHELOR OF SCIENCE DEGREE IN INDUSTRIAL MANAGEMENT, AT THE UNIVERSITY OF NORTH CAROLINA IN 1959; HIS M.B.A. IN 1963 AT WESTERN RESERVE UNIVERSITY (NOW CASE WESTERN) IN CLEVELAND; AND HIS DOCTORATE AT THE UNIVERSITY OF MICHIGAN IN 1969. HE IS THE CO-AUTHOR OF A TEXTBOOK, FUNDAMENTALS OF INVESTMENTS, NOW IN ITS SECOND PRINTING.

DR. JENNINGS’ BACKGROUND INCLUDES INTERNATIONAL EXPERIENCE AS A VISITING PROFESSOR AT THE UNIVERSITY OF DAR ES SALAAM IN 1972-73, WHERE HE SERVED AS AN ADVISER TO TANZANIA’S NATIONAL DEVELOPMENT CORPORATION. HE ALSO HAS BEEN AN ADVISER TO THE ROCKEFELLER FOUNDATION ON MANAGEMENT EDUCATION IN EAST AFRICA AND TO THE WORLD BANK ON INTEREST RATES FOR LOANS TO DEVELOPING COUNTRIES.

DR. JENNINGS IS A MEMBER OF SEVERAL BOARDS OF DIRECTORS, INCLUDING THE UNITED NEGRO COLLEGE FUND CENTRAL OHIO ADVISORY BOARD; THE CENTER OF SCIENCE AND INDUSTRY IN COLUMBUS; AND THE OHIO AND COLUMBUS CHAMBERS OF COMMERCE. HE IS A TRUSTEE OF CHILDREN’S HOSPITAL AND OF THE COUNCIL ON WORLD AFFAIRS IN COLUMBUS.

HE WAS APPOINTED BY THE GOVERNOR IN JUNE 1983 AS A MEMBER OF THE ADVISORY COUNCIL TO THE STATE DEPARTMENT OF DEVELOPMENT. IN 1981, HE RECEIVED THE OHIO GOVERNOR’S AWARD FOR HIS CONTRIBUTIONS TO EDUCATION.

DR. JENNINGS AND HIS WIFE, THE FORMER MARY ELEANOR WINGET, A NATIVE OF BELLEFONTAINE, OHIO, HAVE TWO SONS, WILLIAM AND STEVEN.

PLEASE JOIN ME IN WELCOMING ED JENNINGS, PRESIDENT OF THE OHIO STATE UNIVERSITY.
Highlights of the Presidency of Edward H. Jennings
at The Ohio State University

1981

June  Board of Trustees select Edward H. Jennings, president of the University of Wyoming, to succeed Ohio State's President Harold Enarson, who had announced his retirement.

September  Dr. Jennings begins as the president of the Ohio State University.

1982

January  Statewide budget crisis, with a prediction of a one billion dollar deficit in State of Ohio.

Jennings reduces the University's budget by 19.6 million dollars.

Plans for a formal inauguration are canceled.

February  Installation ceremony is held at the Fawcett Center.

Jennings receives Governor's Award from Governor James Rhodes and Vice President George Bush.

Appointed to NCAA Select Committee on Athletic Problems and Concerns in Higher Education.

May  Dedication of Sphinx Plaza near the Main Library.

June  Presents Woody Hayes with Distinguished Service Award.

October  Address to the University Senate calls for a research park to unite the University and industry in research, a privately funded center for the arts, and an internship program for all faculty and staff.
1983

January  President Jennings sets aside $300,000 for the awarding of grants for innovative affirmative action programs at Ohio State.

March  Announcements of a conditional freshmen admission program, the beginnings of a selective admissions program.

August  Travels to People's Republic of China to negotiate an extension of the cultural exchange contract with Wuhan and other universities in China.

September  President Jennings, fearing a reduction of state support for higher education, speaks against State Referenda 2 and 3 which would reduce Ohio income taxes.

1984

May  Dedication of Jesse Owens Memorial Sculpture.

Ohio State receives four Eminent Scholar positions from the Ohio Board of Regents.

July  Committee recommends the closing of West Campus (across the Olentangy River) as the academic site for freshmen and sophomores.

November  President Jennings and Governor Richard Celeste travel to Japan and Taiwan to promote Ohio industry and higher education.
1985

June  
President Jennings chairs a national panel to assess the baccalaureate degree in nursing.

July  
Dr. Jennings testifies before a committee of the U.S. House of Representatives to express concern that proposed reductions in federal income tax would undermine federal support for higher education.

September  
Beginning of University Campaign to raise more than 350 million dollars from non-tax sources in five years.

October  
Address to University Senate proposes a re-examination of the curriculum for undergraduates and the creation of a Staff Advisory Committee.

       Ground-breaking for the Wexner Center for the Visual Arts.

1986

January  
Appointment of members of Staff Advisory Committee.

February  
Selective Admissions Policy for Freshmen is announced.

April  
Trip to Spain and France in order to develop and expand agreements for the exchange of scholars and students.

October  
Speech to University Senate predicts that America's public universities will become the world's pre-eminent institutions of higher education within two decades.
1987

January  New logo for The Ohio State University is adopted.

May     Became first Ohio State president to receive the Louis Nemzer Award from the Ohio State chapter of the American Association of University Presidents. The award recognizes outstanding contributions to academic freedom.

        Received Affirmative Action Award of Distinction.

June    The three hundredth commencement of the Ohio State University takes place.

September Selective Freshmen admissions plan is implemented.

November Dedication of Ohio Supercomputer Center at Ohio State.

        Controversy over dismissal of football coach Earl Bruce.

1988

April   Jennings became a member of the National Committee on U. S. - China Relations.

May     Young Scholars Program begins. Ohio State identifies minority and low income students with academic potential in junior high schools and offers tutoring and financial aid.

        The rock group, Pink Floyd, presents a concert in the Ohio Stadium.

June    Reform of the undergraduate curriculum is approved.
1988 continued

November Frank Hale Black Cultural Center is dedicated.

1989

July Ohio Supercomputer Center receives world's most powerful computer, the Cray Y-MP8/864.

November Visit to Spain results in financial support from King Juan Carlos to establish a chair in Spanish studies at Ohio State. Opening of Wexner Center for the Visual Arts draws national attention.

December President Jennings announces to the University Senate his intention to resign and to return to teaching in September of 1990.

1990

June Arthur G. James Cancer Hospital and Research Institute opens. President Jennings delivers the commencement address and receives a doctorate in humane letters. Trustees announce that Dr. Elwood Gordon Gee, the president of the University of Colorado, will succeed President Jennings in September.
(J) This president just said farewell and will be seen in the classroom teaching finance courses. A native of Minneapolis, Minnesota, he was born on February 18, 1937. He graduated from the University of North Carolina in 1959, received his MBA in 1963 at Case Western Reserve University, and his Ph.D. in finance from the University of Michigan in 1969. Before coming to OSU, he had taught at Eastern Michigan University and the University of Iowa, and was president of the University of Wyoming from 1979 till arriving here in September 1981.

Under his administration, OSU has developed closer ties with business industry in high technology fields, a selective admissions policy, Affirmative Action Grants, and an internship program for faculty and staff. The Young Scholars Program, undergraduate curriculum reform, and a Staff Advisory Committee were started during his tenure. He engineered the $350 million University Campaign in 1985 to raise funds from non-tax sources and this year it ended with a total of $460 million plus! The privately funded Wexner Center for the Visual Arts was begun and completed under his administration. The first rock concert in Ohio Stadium was held in May, 1987. The basis of his educational philosophy is that universities are preparing individuals for a lifetime career. Students need a broad educational background in order to deal with all the social, political, and technological changes that will take place in their futures.

He has two sons by his former wife, Mary Eleanor Winget, and is now married to Barbara M. Rea.
Wyoming Educator
President Of OSU

By Gary Kiefer
Of the Dispatch Staff

Edward Harrington Jennings, 44-year-old president of the University of Wyoming, will be tackling the biggest job in his brief administrative career when he takes over as president of Ohio State University.

Jennings, whose specialty is business and finance, was named Thursday night by OSU trustees as successor to Harold L. Enarson, 62, who will step down Aug. 31.

The announcement that Jennings accepted the job came at a hastily called press conference at 10 p.m., about eight hours after trustees had adjourned a formal meeting without acting on the recommendations made by its 15-member search committee.

JENNINGS BRINGS to OSU two years of experience as president of Wyoming's 12,000-student university at Laramie, where he was appointed president in July 1979. He spent the previous four years as vice president for finance and university services at the University of Iowa.

"He is the right person for the Ohio State University and we are most fortunate that we are able to obtain him," said Chester Devenow, chairman of the OSU board of trustees, in a statement released at the OSU Golf Course clubhouse following a testimonial dinner for Enarson.

Devenow described Jennings as "an outstanding educator and administrator" and said he was recommended by the board's personnel and educational affairs committee "subject to approval of the full board."

He did not say when the full board will formally consider the appointment. No special meeting has been scheduled. The board's next scheduled meeting is to be held early in July.

JENNINGS SAID in a statement issued in Laramie that leaving his post at Wyoming "is the hardest decision we have had to make."

"The people of Wyoming have opened their homes and their hearts to us and have made the Jennings family a part of their family. We leave with sadness, but with a keen sense of anticipation for the new challenge that awaits us."

Jennings, who spent Tuesday and Wednesday in Columbus meeting with OSU trustees, was to come back to the city to hold a Friday afternoon press conference at the Fawcett Center for Tomorrow.

Jennings has been paid $65,000 a year, the same as Enarson, despite the fact the University of Wyoming is only about one-fifth the size of Ohio State which has nearly 60,000 students. The Wyoming president also was scheduled to receive a salary increase to $90,000 beginning July 1.

THE SALARY OF the OSU president is limited by state law to $65,000, although a budget bill under consideration in the Ohio General Assembly, would remove that ceiling. The OSU president also is provided an expense account and the use of a university automobile and the OSU presidential residence at 285 Croswell Rd."

OSU officials said a final salary figure and other conditions of employment for Jennings remain to be worked out.

A native of Minneapolis, Jennings will be the first of OSU's 10 presidents who was neither born in Ohio nor worked in the state before his appointment.

However, he has two Ohio connections. He earned a master's degree in business administration from Western Reserve University, now Case Western Reserve, in Cleveland in 1963.

HE HAS BEEN married since 1958 to the former Mary Eleanor Winget, a native of Bellefontaine, Ohio. They have two sons, William P., 21, and Steven W., 17.

Jennings received a bachelor of science degree in 1959 from the University of North Carolina and a doctorate in finance from the University of Michigan in 1969.

He began his academic career at Eastern Michigan University as a lecturer in finance before joining the faculty at the University of Iowa in 1969.

At Iowa he rose from assistant professor of finance to chairman of the department of business administration and assistant dean of faculties before being named a vice president.

TWICE DURING his 10 years at Iowa, Jennings took leaves of absence to teach at other universities. In 1971-72, he went to Tanzania on a Rockefeller Foundation grant to teach finance and assist in setting up a college of management at the University of Dar es Salaam. In 1974, he served as a visiting associate professor of finance at the University of Hawaii.

The announcement by Devenow and read at the press conference by Madison H. Scott, OSU vice president for personnel services, praised the search committee for its "thorough and exhaustive" work in in-
Finances Will Be His First Priority

‘Quality’ Attracts Jennings To OSU

By Gary Kiefer
Of The Dispatch Staff

Displaying a quick wit and cool manner under fire, Edward H. Jennings said at a Friday press conference that the “enviable reputation” of Ohio State University led him to accept the job as its new president.

The 44-year-old Jennings, named to the post by OSU trustees Thursday night, said his first priority in his new job will be to “take an in-depth look at the financial situation here” with an eye toward maintaining the quality of OSU’s programs.

He was unable to say when he will be available for full-time duty at OSU. Jennings said he plans to work out a timetable during a meeting Wednesday with trustees of the University of Wyoming, where he has been president since 1979.

Current OSU President Harold L. Enarson will step down Aug. 31.

JENNINGS SAID he sees his role at OSU as building support in the community without interfering in the academic process.

“A large part of the modern university president’s role is working with the legislature,” he said, adding that he hopes to work out a “cooperative relationship” with the Ohio General Assembly.

“I see my function internally as supporting the faculty and staff, but then getting out of their way so they can do the work which brings this institution its reputation,” he added.

Jennings also characterized his educational philosophy as very supportive of a broad liberal arts experience for students.

“We are preparing individuals for a lifetime career,” he said, “so they must have as broad a background as possible in order to be able to deal with the inevitable changes they will face over the years.”

If a university does not prepare its students to handle such changes, he added, “then we are failing in our duty.”

JENNINGS ALSO picked up on a theme long promulgated by Enarson when he said that legislators should recognize that the state university system was founded on the concept of “inexpensive education available to all.”

He said he sees a disturbing trend nationwide to shift more of the financial burden to students.

Jennings said Ohio legislators have in the past been extremely supportive of higher education, but added that “we have to do our part. We can’t just ask for more and more.”

The remedy, he said, is to improve management and increase efforts to find outside funding sources while seeking help from legislators.

Jennings, wearing a light blue suit and a “Block O” tie which he said was given to him by the OSU Alumni Association, also answered several questions with quips.

ASKED IF HE is a football fan, Jennings asked, “Oh, do they have football here?”

He went on to say he does not believe athletics are overemphasized at OSU. “I see nothing wrong with pursuing excellence in athletics” as long as that does not “dominate” the university, he said.

Jennings said details of his employment, including a specific salary, remain to be worked out but he said the current $65,000 OSU president’s salary limit would not be a problem for him.

He earns $65,000 in Wyoming, but that salary is to be raised to $90,000 July 1.

“You come to a great institution like this not for the salary or benefits,” he said. “You look to the quality of the institution first.”
OSU on brink

President pledges to attack fiscal crisis

COLUMBUS — Edward H. Jennings, Ohio State University's 10th president, said yesterday he would give top priority to what his predecessor called OSU's most serious financial crisis in 40 years.

Jennings, now president of the University of Wyoming, had a news conference here just hours after departing president Harold L. Enarson gave a farewell commencement address to 5,467 graduates in Ohio Stadium.

Enarson told the graduates OSU was in peril because it was being taken for granted by the public and elected representatives.

"Very simply the financial crunch has placed this university in jeopardy," Enarson said. "OSU faces its greatest problem in 40 years — and this, paradoxically, at a time when the university enjoys the greatest number of graduates in its history."

Jennings, 44, said his success in getting funds for higher education from the Wyoming Legislature gave him the confidence to believe he could do the same in Ohio.

"The cost of an education is not really an expense, but an investment for the future. If the legislature would just look at (funding) this way, I'm sure it would be more supportive," Jennings said.

Jennings has been president of the 12,000-student university in Laramie, Wyo., since July 1979. The school is about one-fifth the size of OSU, but as a state-assisted land grant university is similar in structure.

Chester Devenow of Toledo, chairman of the OSU trustees, said Jennings was tapped for the presidency because of a strong financial and administrative background. Jennings is a specialist in business and finance, with a doctorate in finance from the University of Michigan.

The trustees already had hired Jennings when Devenow told newsmen Thursday afternoon that a choice would not be made until next week. But the University of Wyoming's later announcement that Jennings was going to OSU forced Devenow to call a hasty news conference at 10 p.m. Thursday. He acknowledged the Wyoming announcement.
OSU’s Jennings Must Work Money Miracle

"He got a standing ovation when he finished his presentation to the joint appropriations committee (in Wyoming) I had never seen it happen before."

"I think I can speak for the whole (search) committee in saying we found Dr. Jennings to be extremely personable, straightforward and intelligent."

(8-14-81)
By Gary Kiefer
Of The Dispatch Staff

In a time of financial problems, Ohio State University has chosen as its new president a man noted for his cool but candid approach and a winning way of dealing with politicians.

Edward Harrington Jennings will come to OSU in the fall after two fast-paced years at the helm of the much smaller University of Wyoming at Laramie, where colleagues say his expertise in finance helped bring about a "fiscal turnaround."

He confronts now, at the massive Ohio State University, his biggest challenge. Those who know him believe he is ready for it.

JENNINGS HIMSELF is unconcerned about making the big jump from a 9,000-student campus in a city roughly the size of Chillicothe to the 55,000-student OSU Columbus campus, the second largest single campus in the country.

"The contrast between the two universities is immense," he said. "But it is one of scale, not complexity."

He looks younger than his age of 44 years, which makes him the youngest man to head OSU in this century. But the committee that selected him was not deflected by his relative inexperience in high administrative posts.

"I think I can speak for the whole (search) committee, in saying we found Dr. Jennings to be extremely personable, straightforward and intelligent," said William M. Protheroe, professor of astronomy and one of the faculty representatives on the committee.

"HE'S ACADEMICALLY strong, he's strong on finance, he's just a highly qualified man," added OSU trustee Leonard Immke Jr., another committee member.

Those sentiments were echoed by Leo McCue Jr., chairman of the board of trustees at the University of Wyoming. He called Jennings "a dynamic influence in the state as far as the university is concerned."

Jennings' specialty is business and finance, and his background includes a stint as vice president for finance at the University of Iowa, where he previously served as chairman of the department of business administration.

Jennings has already said his first priority will be to "take an in-depth look at the financial situation" and he will find plenty of people who are expecting him to work money miracles for OSU.

HE TAKES OVER during a time of retrenchment at Ohio State, which has suffered from repeated state funding cuts in the last year. Those cuts have brought three separate increases in student fees and a freeze in hiring and major expenditures.

The moves have left OSU with about 500 vacant staff positions, which cannot be filled for lack of funds. Another student fee hike appears unavoidable, and faculty raises will certainly be less than the rate of inflation.

Only hours before they named Jennings as their choice for president Thursday, the trustees heard another discouraging budget report from OSU officials, who cannot put together the university budget until the Ohio General Assembly finalizes the state budget.

Cuts being made by legislators in the funding for higher education make it appear the OSU budget must be slashed even deeper.

A STUDENT-FACULTY budget council says OSU can no longer afford to keep whittling away at the budgets of all departments. Entire programs must now be cut and services eliminated, the group said.

Enter Edward Jennings.

He is the first to admit that his successes in obtaining additional state funding in Wyoming do not mean he can accomplish the same thing here.

"You get money out of folks who have it," he said in his first press conference. "Wyoming is in good financial condition. They (legislators) support higher education there to the best of their ability. But in 1981 their ability happens to be somewhat greater than the ability of other states."

He said he plans to work on getting more outside funding for OSU and will make whatever cuts become "necessary."

BUT PEOPLE who saw him in action in Wyoming say that if anyone can convince Ohio legislators of the importance of supporting their main state university, Jennings is the man.

"He was a star performer before the (Legislature’s) appropriations committee," said State Rep. T.A. Larson, a Democrat from Laramie and former head of the history department at the University of Wyoming.

"He got a standing ovation when he finished his presentation to the joint appropriations committee," Larson said. "I had never seen it happen before."

University of Wyoming trustee Donald E. Chapin,
of Casper, also praised Jennings' work on the university budget, saying his biggest accomplishment was that "he made it comprehensible to the Legislature."

JENNINGS HELPED get four building projects worth about $60 million through the Legislature. They included a new power plant, engineering and agriculture buildings and a sports arena.

Jennings said, however, that he "wasn't there long enough" to accomplish all he wanted to do, although he hopes he helped to "set the university on a path toward excellence."

If he has any regrets about his time in Wyoming, it is that he left without seeing the fruits of some of his efforts. "The timing for me leaving Wyoming is all wrong," he said.

Some people at the university, mostly ones who have been there many years, are shedding no tears over Jennings' departure. They seem to think he made too many moves too fast, bringing rapid change to a campus not used to such things.

"UNQUESTIONABLY, he stirred things up," said State Rep. Larson, who added that there was some "undercurrent of animosity" against Jennings.

But most of his colleagues say he caused no more than normal friction for a university president. They also say they are sorry to see him leave Wyoming after just two years.

Jennings has developed a reputation for being forceful, yet tactful and capable of disarming questioners with a keen sense of humor. Pressed by reporters Friday to name the first thing he plans to do at OSU, he shot back, "Find the office."

He puts in long hours working and admits that his wife, Mary Eleanor, worries that he doesn't get enough sleep. They have two sons.

He said he hopes to play a lot of golf in Columbus, but doesn't really expect to have much time for it. He mentioned tennis, handball and reading as other favorite pursuits he can't often pursue.
COLUMBUS, Ohio -- The Ohio State University Board of Trustees Thursday (6/18) appointed Edward H. Jennings as Ohio State's 10th president, effective Sept. 1.

Jennings, 44 has been president of the University of Wyoming since 1979. At Ohio State he will succeed Harold L. Enarson, who last December resigned effective Aug. 31 from the presidency he has held since 1972.

Thursday's vote by Ohio State's trustees was unanimous. It formally affirmed the recommendation of the board's Personnel and Educational Affairs committees announced on June 11.

The resolution for Jennings' appointment was presented by trustee John F. Havens of Columbus, who served as chairman of the 15-member Search Committee for the Selection of a President.

The committee on June 11 had submitted its recommendations to the trustees after some six months of work. During that time the committee had reviewed nearly 200 applicants, nominees and others and conducted interviews with approximately 40 individuals.

Before going to Wyoming, Jennings had served since 1969 at the University of Iowa in various faculty and administrative posts, including that of professor of finance and vice president for finance and university services from 1976-79. He is a native of Minneapolis, a graduate of the University of North Carolina, has
the M.B.A. degree from (Case) Western Reserve University and the Ph.D. in finance from the University of Michigan.

Jennings' resignation from the University of Wyoming, effective Sept. 1, was accepted by that university's trustees on June 17.

Ohio State's trustees set Jennings' salary at the maximum permitted by law as of June 18, which was $65,000 annually. The board's resolution also authorized Chairman Chester Devenow "to negotiate with Dr. Jennings to formulate Dr. Jennings' relationship with The Ohio State University and to enter into any contractual relationship which he may deem necessary and appropriate consistent with this motion."

During Thursday's meeting, Professor William M. Protheroe presented a letter signed by the six faculty members of the Search Committee, commending the trustee and alumni members of the committee for "exceptional service to the university community."

Chairman Devenow responded, expressing the board's "deep appreciation for the efforts and contributions of the university's faculty and by all members of the Search Committee."

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Trustees expected to choose Jennings

The University's Board of Trustees is scheduled to meet June 18 to consider the recommendation to confirm Edward H. Jennings as the 10th president of Ohio State University.

Chairman Deveno, chairman of the Board of Trustees, announced June 11 that the Board's Personnel and Educational Affairs committees had reviewed the recommendations of the presidential search committee and unanimously recommended Jennings for the post.

Jennings, president of the University of Wyoming since July 1979, was publicly welcomed to Ohio State June 12 by a throng of news cameramen and a barrage of questions from some 30 reporters.

The "Block-O" necktie (a gift from the University's Alumni Association), Jennings responded to the questioners with a combination of wit, insight and, when needed, a diplomatic side-step.

I am quite humbled by the fact that the trustees of one of our nation's largest and oldest comprehensive academic institutions have selected me as their "resident," Jennings told reporters in a brief opening statement.

The contrast between the size of the University of Wyoming, with 9,000 students, and Ohio State "is immense, but is one of scale rather than one of complexity," he said. Both institutions are "grant, state universities."

Between now and my official commencement duties, I'll be visiting the campus as ten as possible to confer with faculty, students, staff and administrators and to familiarize myself with the programs, actions and most importantly, the potentials of our institution," he said.

The effective date of his appointment has been decided yet. He will succeed R. L. Enarson, who is stepping down at the end of June 17 after nine years as president.

"I'm going to meet with my board in Wyoming next Wednesday (June 17) to try to find a convenient date for both institutions," Jennings said.

onor to join Ohio State

sked why he took the position at Ohio State, Jennings replied that the University is one of three or four finest institutions in the country. To be associated with Ohio State is a "great honor or me, a great challenge."

Prior to his service at the University of Wyoming, Jennings was for three years vice president for finance and university services at the University of Iowa.

He joined the faculty at Iowa in 1969 as assistant professor of finance. Before being named vice president, he had held various appointments as chairman of the department of Business Administration and assistant dean of faculties and director of the summer session.

During 1974 he served as visiting associate professor of finance at the University of Hawaii. He was a senior lecturer on a Rockefeller Foundation grant to teach finance and assist in the formation of a College of Management at the University of Dar es Salaam in Tanzania, East Africa in 1972-73.

Jennings earned a bachelor of science degree with a major in industrial management from the University of North Carolina in 1959. He received the master of business administration degree in finance from Cleveland's Western Reserve University, now Case Western Reserve, in 1963.

The University of Michigan awarded him a Ph.D. in finance in 1969. His dissertation title was "An Empirical Examination and Analysis of the Diversification Requirements of the Common Stock Investor."

Jennings is married to the former Mary Eleanor Winget, a native of Bellefontaine, Ohio. They have two sons, William, 21, who recently completed two years at North Iowa Community College, and Steven, 17, a high school senior.

At 44, Jennings would be the second youngest person to become Ohio State president. The youngest was Walter Quinney Scott who became the University's second president in 1881 at the age of 36.

Committee reviewed 200 persons

The recommendation of Jennings as Ohio State president marked the end of six months of work by the 15-member Search Committee on Selection of a President. The committee, representing faculty, staff, students, alumni and trustees, was appointed last December by Board Chairman Deveno.

"The committee has done a magnificent job," Deveno said. "Each member deserves special recognition and appreciation for a job well done. The Board is enormously proud of the work of the committee and trusts the results will be consistent with the best values and traditions of this great University."

Devenow said the credentials of more than 200 people were reviewed by the committee over the eight-week period. Following that review, approximately 40 candidates were interviewed, some more than once, by search committee members in cities such as Atlanta, Washington, D.C., Pittsburgh, Akron and Cincinnati.

After those interviews and "a complete assessment of all available information," a list was developed and those candidates were asked to come to Columbus with their families for a day-long interview, Devenow said.

Devenow described Jennings as an outstanding educator and administrator. "He is the right person for Ohio State University and we are most fortunate that we were able to obtain him," Devenow said.

Review financial situation

Jennings told the news conference that higher education is expensive, he noted, but "we should all recognize that the cost of education is not an expense, but an investment."

Higher education is expensive, he noted, but "we should all recognize that the cost of education is not an expense, but an investment."

Many of the questions dealt with the issue of adequate support for higher education by the state legislature. "A large part of a modern university president's role is working with the legislature," Jennings said.

The following are some of Jennings' comments on a variety of topics:

- His philosophy of education: "We are preparing individuals for a lifetime career both in work and leisure. In that context, the individual must have as broad an education as possible in order to have the adaptability to what we know will be inevitable changes in technology, politics and social structure."

- The role of faculty in University governance: "The faculty and staff are an integral part of any governance structure in a great university... In an institution as large as this, the expertise coming from the faculty is absolutely vital in an advisory way to the decisions of the institution... I don't ever require agreement; we don't have to have agreement, but we have to be able to talk about issues."

- Intercollegiate athletics: "The mistake that a few universities have made -- and I'm sure that Ohio State has not made that -- is being a great athletic program in search of a great university. As long as athletics are a part of the institution and do not dominate it, I see absolutely nothing wrong in pursuing excellence in athletics just like we pursue excellence in everything else we do."

- Students serving on the Board of Trustees: "I am in favor of deeply involving the student body in the administrative activities. I think an action like (putting) students on the board doesn't get the job done. What gets the job done is an attitude on the part of all parts of the community, including myself, to involve the students in the governance of the institution."
Jennings tours OSU, meets with legislators

By Lynne Baker

Edward H. Jennings, newly elected president of OSU, spent the latter part of this week getting to know his new domain.

Jennings has been in Columbus since Wednesday spending time with students, faculty, legislators, and members of the community, which he described as a sort of "orientation process."

Jennings spent much of Thursday morning meeting with state legislators and getting to know them and current issues. He said he was impressed with the "understanding and support of the legislators," especially in view of the state's current financial situation.

He said he did not see the state legislature as treating the university badly, and added, "the history of the institution has shown great legislative support."

Jennings lunched with faculty Thursday, and said he has met faculty from all segments of the university.

The newly-elected president said the "vitality one is struck with" at OSU is "enormously impressive." He also praised the greenness and openness of the OSU campus.

Upon mention of sports and their popularity at OSU, Jennings said, "as long as we recognize our mission is education, there is nothing wrong with excellence in sports."

Jennings will spend today continuing his tour of the OSU campus, and meeting with more city and state officials before returning to Wyoming later today.
Jennings' salary stalled

OSU's new president probably will have to wait at least until September to find out how much of a raise he can expect.

The amount of Edward H. Jennings' new salary cannot be determined by the Board of Trustees until the Ohio Legislature passes a permanent budget for the coming fiscal year.

The current presidential salary is set at $65,000 a year.

Section 141.01 of House Bill 167, sponsored by Rep. Myrl Shoemaker, R-Bourneville, would have lifted the salary ceiling for all university employees. However, the measure was tied to the adoption of a permanent state budget.

William Napier, assistant to the president and director of governmental relations, said lifting the salary ceiling is a high priority matter and he would continue to pursue the issue.

— Carol Haqalee

"On Campus" 7-16-1981

Trustees affirm Jennings' appointment

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The vote by the trustees was unanimous. It formally affirmed the recommendation of the board's Personnel and Educational Affairs committees announced on June 11.

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Reduced Fee Hikes Favored

DISPATCH 7-23-81

Ohio State University's incoming president hopes recent tuition increases can be reduced after he takes office Sept. 1. But he noted Thursday that any changes depend on the General Assembly's decision on the state budget.

In town for get-acquainted meetings with OSU faculty and staff members, Edward H. Jennings, named president of the university in June, stressed the importance of low tuition.

"It is extremely important that we maintain accessibility to education through low tuition and financial aid opportunities. The foundation of public higher education has always been accessibility and low tuition."

Jennings, 44, currently president of the University of Wyoming, will be in Columbus through Friday.

Jennings said he hoped the Legislature would reach a decision on the state budget as quickly as possible. The state is operating under an interim, four-month budget approved a few weeks ago.

Jennings said he has no plans to meet with legislators or representatives of the governor's office while he is in town. He said he hopes to meet with individual legislators in the future to explain OSU's financial position.

FACULTY COMPENSATION is an issue Jennings said "needs to be addressed quickly." The OSU Board of Trustees included no faculty raises in the four-month, interim budget it approved for the university in mid-July. Board members said then that raises were on hold until the Legislature made a firm decision on subsidies for the university.

"This is very, very critical because the quality of an institution is a direct function of the quality of the faculty," Jennings said.

Jennings emphasized that part of the 24 percent tuition increases approved in July is a surcharge. "You have to recognize this is a state institution which relies on state subsidies," he said.
New First Lady
Settling In At OSU

By Jenice Jordan
Dispatch Accent Editor

For her first interview since moving into the Ohio State University president's house a week ago, Mary Eleanor Jennings' apprehension shows, but her best foot is firmly forward.

She has forgotten all about the half-eaten apple — her lunch — left on her desk in the den, but a chocolate-frosted cake for dinner stands ready on a kitchen counter.

She remarks frequently that unpacked boxes are making her nervous, but they are safely hidden behind several closed doors on the main floor of 235 Croswell Rd.

She comments, as any housewife would, on the incomplete state of the formal living room, but, personally, she looks bandbox perfect in a shirt-dress open at the throat to reveal the diamond pendant she almost always wears.

IT WAS a special gift, "back when we couldn't afford it," from her obviously favorite male. As of Tuesday, faculty and staff at OSU call him President Edward Jennings, she calls him Ed.

Any woman talking publicly about

"...I've even been known to putty windows. I used to wait for Ed to do things like that but, somehow, they never got done."

— Mary Eleanor Jennings

sounds like a typical husband. Last week, he leveled his favorite grandmother clock in the foyer and put together some beds so he and his wife would have a place to sleep. But this week, he's hard at work and his wife doesn't expect to see much of him, so she's one hanging pictures.

SHE COOKS and runs errands just like any housewife "and I've even been known to putty windows. I used to wait for Ed to do things like that but, somehow, they never got done."

On the other hand, Mr. Jennings doesn't talk over university business with his wife. "If I don't read it in the newspaper, I don't know it," she says.

Their sons appear pretty average guys, too. The younger one, Steven, elected to finish high school — he's a senior — in Laramie, Wyo., where Mrs. Jennings was president of the University of Wyoming. Bill, 21, is in Columbus looking for a job. He's had two years of college and, his mother says, "I don't know what he's qualified for. You learn to roll with it," she adds with a shrug.

Right now, she is "rolling with" the business of settling in, although she has already done some entertaining.

Not surprisingly, her first guests, last weekend, were relatives of hers from Wooster and Orrville, Ohio.

MRS. JENNINGS, 42, is an Ohio native, but actually only lived in Bellefontaine the first year of her life. She grew up in Indiana and Washington, D.C. And, before her husband came here to interview, the only other time she'd been in Columbus was one Thanksgiving for a family dinner at a cousin's, and "I don't think we even drove around."

She was more preoccupied with who she was than where she was. Mrs. Jennings speculates that is probably because "my mother died when I was 2 and family means a lot to me." Two aunts had a big hand in her rearing.

With company gone, the next major item on her agenda is Thursday's commencement, where she expects to meet a lot of people. She says getting acquainted is easy "when you're married to Ed."

Then, she's going to dive into reading the history and traditions of OSU: "I see that as part of my job. It will enhance the experience." After that, she plans to begin making her way into the community, meaning "the university, this neighborhood, the city and the state."

SHE'LL WAIT a bit though, before she decides where to direct her energies. In Iowa City, where her husband was University of Iowa vice president, she volunteered at University Hospital; and in Laramie, she helped raise money for the university art museum and was a docent. She has a degree in political science, though she hasn't worked since Bill was born. And she might take some continuing education course.

One thing she's sure of, though, is that the house on Croswell Rd. will continue to be used for entertaining, just as it was under the Harold Emmings. She's not eager for folks to just drop in — "I walk around a lot in my bare feet" — but she's already anticipating a good part of her time might be taken up working over guest lists.

And the newly redecorated house is almost ready, with furnishings and wall coverings in shades of beige, brown, green and peach. Mrs. Jennings selected them during a quick trip to Columbus earlier this summer. Some of the family's personal belongings will get mixed in.

NEXT STEP is to shop for certain special items of clothing. Mrs. Jennings never did wear the University of Wyoming's colors to a football game, but she has apparently heard a little about football, Columbus style. She definitely will be at all the games and expects to find a scarlet "something" to go with the gray skirt she already owns.

She likes what she's seen so far of Columbus — on a drive through campus and a quick trip to the grocery store last Thursday. "I love all the green; it reminds me of a rain forest." She's delighted with the house, which is close to Whetstone Park, and its grounds, too — "I've never before been blessed with trees like those in this yard." So far, she's found people here "warm and welcoming — and I react to surroundings."

But she gets a faraway look when talking about Wyoming's "beauty, its land and mountains and people. I'm unable to leave a spot and not leave part of my heart there," she reflects, with an engaging smile.

All in all, it would appear Mrs. Jennings' apprehensions are groundless.
Jennings promises top priorities are adequate pay, low tuition

In his first appearance before the Board of Trustees as president, Edward H. Jennings pledged to do “all I can to see that faculty are adequately compensated and to attempt to contain the ever-rising cost of education.

“These challenges will indeed have the highest priorities,” Jennings told the board Sept. 4

“In my few days here so far, I have been learning at first-hand about the quality in many areas of this institution, but most importantly in our faculty, our staff and our students,” he said.

“The heart of our University is its faculty, and Ohio State can be proud that it truly has one of the best,” Jennings said. He also described the students he had met as “vibrant, interested and serious about their education” and complimented the staff for sharing “a deep commitment and dedication to their individual tasks and to the University as a whole.”

He thanked the University community for the kind welcome that he and his wife, Mary Eleanor, had received.

Michael C. Gerald, professor of pharmacy and chairman of the Faculty Council, also spoke at the board meeting. “On behalf of the entire University faculty, once again I wish to welcome you (President Jennings) and reaffirm our strong desire to assist you in fulfilling the mission of this great University.”

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Yearly ice cream social ‘just great’

By Daniel J. Orzano

9–24–81

Despite the late arrival of OSU president Edward H. Jennings and a 179 gallon excess of ice cream, Monday’s Welcome Week activities turned out rather well, officials said.

Jennings was kept later than anticipated at a meeting with faculty members and apologized for not being at the event sooner.

He posed for pictures with some of the students and met with many of the people in the area. It was the first opportunity for most of the students to see and meet the new president.

Jennings said all the activities on the West Lawn of Ohio Union seemed to be going well and he thought the whole event was “just great.”

“We ordered perfect weather for today,” said Mitchell D. Livingston, dean of student life, as he watched the OSU Marching Band perform for the crowd.

He said the traditional ice cream social was successful even though only 121 gallons or about 3,700 cones were served. Last year a total of 384 gallons was served.

William H. Hall, director of the office of residence and dining halls, said 300 gallons of ice cream were ordered and the most difficult thing was trying to serve it before it melted.

Nancy Mulholand, assistant to the director of food service, said most people did not seem to mind waiting in line to be served.

“Everything went well but we just didn’t have as many people this year as we had expected,” she said.

Welcome Week activities continue until Sunday with activities scheduled throughout each day.

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Advice for success

9–23–81

Let me first say, Mr. Jennings, that I hold no grudges that you were picked over me to be president of Ohio State University. The fact that I, an ultra-senior here at Ohio State, did not impress the search committee does not keep me from committing myself to this institution. I hereby submit to you a prescription to relieve Ohio State of its financial ailments.

a) If you get into a car wreck, just claim you were: a) inspecting the campus, b) inspecting the city that surrounds the campus, c) inspecting the state that surrounds the city that surrounds the campus.

b) Find out what the trustees’ businesses are and patronize them. For example, buy a Buick from Len Inman immediately but don’t let Art Schlichter drive it.

Please feel free to call me if you want advice on any other problems.

Kenn McDonald
Senior
Fayetteville, Ark.

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Jennings places finances first in preparation for presidency

By Carol Hageloe 8-28-81

Edward H. Jennings, OSU’s incoming president, does not begin work officially until Sept. 1, but already he is busy learning the intricacies of his new job.

In an interview with the Lantern Thursday, Jennings said his first priority will be to tackle the financial problems facing the university. “I don’t think there will be any miracles,” he said, “but we need to put some certainty into the situation.”

He said he hopes to meet with state legislators next week in an effort to communicate to them the importance of supporting OSU. “I’m concerned our tuition is the third highest in the Big 10,” he said, “and in that context it is getting a bit too high.”

Jennings said the monetary appropriation for OSU this year is $5 million below the 1979-80 allocation. If the amount were adjusted financially for inflation rates of the last two years, he said, funding would be far below what the university received two years ago.

The idea of making higher education available to all is important to Jennings, and he would like to see it continued at OSU. “What we’ve got to get across to legislators is that higher education in the United States has been founded on accessibility,” he said, “and we need to maintain that concept by establishing appropriation levels and fee levels.”

Jennings instituted fixed tuition at the University of Wyoming, where he was president for two years prior to coming to OSU.

The tuition rate was set for a two-year period, he said, and it was comparable to what other schools were charging at the time. “It was a good idea,” he said, “but I don’t know if we can do it here.”

Additionally student aid was increased proportionately to any tuition increase, he said, so students getting financial aid retained their purchasing power.

Jennings also expressed concern that the salary freeze would affect the quality of education at OSU. He said the university is already facing severe competition for its faculty and staff.

“We must do something about it (the salary freeze) at all costs,” he added. “We must compete strongly with industry and other universities.”

The new president’s starting salary will be $65,000, the maximum that can be paid by law. However, it is expected he will get an increase when a new state budget is adopted. Tied to the budget is a provision removing the salary ceiling for state employees.

“If the salary ceiling is lifted and if there is a raise for the general faculty,” he said, “then I expect the Board of Trustees will consider raising my salary.”

But Jennings is not unduly concerned about his raise. A bigger problem, he said, is that the salary ceiling does not allow the university to be competitive in areas such as high technology, medicine and law.

The Board of Trustees at the University of Wyoming voted to raise Jennings’ salary to $90,000, effective July 1 of this year. The trustees were criticized for the move, and Jennings came out publicly against the large increase.

He felt his salary should have been comparable with others in similar university positions. “That salary in Wyoming was a little high by those standards,” he said.

So far it is too early for Jennings to tell whether he will make any staff changes. He plans on taking an in-depth look at each administrator.

“If changing times and style indicate some new organizational structure is indicated, we’ll take a look at it at that time,” he said.

He said he has not contacted anyone from his University of Wyoming staff about relocating to OSU. If a position opens up, he said, he would conduct a search and would consider his former staff members as well as other qualified administrators.

Jennings likes the idea of getting together with students. He plans on meeting with them early this fall in small groups, which he feels are most effective for this purpose.

Along with his position as president of OSU, Jennings was appointed professor of finance. He said his professorship is more important to him than being an administrator.

He taught a finance course last fall at the University of Wyoming and would like to do the same thing here periodically, he said. But it is difficult to keep up with changes in the field, he said.

If he manages to do that with his busy schedule at OSU, administrator Jennings will don his professor’s hat and spend some time in the classroom.
Edward H. Jennings waited until Tuesday morning to officially occupy the president's office at Ohio State University, but he already had a running start at the job.

By the time he arrived at his office at 7:30 a.m., to find his name posted over the door, Jennings had several days of briefings from staff and faculty members under his belt.

The 10th president of OSU began his first day in charge by meeting with his vice presidents and quipped that, "They're going to tell me what to do."

But, in an interview prior to the staff meeting, the 44-year-old Jennings made it clear he is aware of the problems he faces in running one of the nation's largest universities.

"The key issue right now is the financial situation, and I consider my first duty to be to do everything I can to understand the situation and make some progress with it," Jennings said.

JENNINGS SPENT much of Monday with the other 11 state university presidents discussing the state budget and other common problems. All belong to the Inter-University Council.

He said he also has met with some local state legislators since being named president last June, and plans additional sessions.

"At this point, I'm really just trying to get myself acclimated to things around here and get to know all the people," Jennings said.

Jennings is starting his term with a busy week that requires him to preside at his first OSU commencement Thursday and his first meeting with the OSU board of trustees Friday.

The Monday meeting with other presidents represented the first function which Jennings attended in place of Harold L. Enarson, whose nine-year term as president officially ended on Monday. Enarson concluded his duties Friday and took Monday off.

PROVOST Ann Reynolds said Jennings "has been working extremely hard already to become familiar with our situation and our needs." The change in presidents has been quite smooth, she said, "but the real transition will be in the next few months as President Jennings decides where to focus his attention."

Initially, Jennings will focus on money problems and hopes to use his background in business and finance to improve the university's position.

...But after meeting with other university presidents, he said that a statewide solution will need to be found.

"All the institutions are in about the same situation. The state budget is providing less money for higher education currently than it did two years ago and that's something we are going to work on together," he said.

THE INTER-UNIVERSITY Council issued a statement Monday expressing its concern with "the potential deterioration of public higher education in the state."

The statement noted that all the state universities have had to impose tuition increases and hold down faculty pay and equipment purchases at a time of rising inflation.

Jennings, formerly president of the University of Wyoming, finds himself faced with a projected $9.3 million deficit this year and growing unrest among faculty members concerned about salary levels.

"There is a need to remove some of the uncertainty from the financial situation of the whole institution and the faculty in particular," Jennings said.

"There is no question that this is one of the finest academic institutions in the country," Jennings said. "We're going to make every effort to provide the resources necessary to maintain that quality."

He noted that the interim budget passed by state legislators provides OSU with less funding than in past years, preventing OSU officials from giving any salary increases as the new year begins.

JENNINGS ALSO promised to work to convince legislators, who must pass another budget by the end of October, that "the quality of the institution is related to the quality of our faculty and that's tied to compensation."

He said the salaries paid to OSU faculty members "must be competitive not only with other universities but also with private industry," which is luring qualified people away from colleges around the country.

Jennings also expressed concern about the rising tuition costs at Ohio State and other state universities. "Public higher education was founded on accessibility through low tuition and financial aid. That principle has worked in this country and we need to preserve it," he said.
New OSU President Is Already Causing Attitudes To Change

By Gary Kiefer
Of The Dispatch Staff

One week on the job isn't enough time for a new president to make much of a dent in the operation of Ohio State University.

But Edward H. Jennings already has made a difference, in attitude if not in substance.

The confidence and enthusiasm Jennings demonstrated during his first week on public display has spread to a staff and faculty which had grown increasingly demoralized over a year that saw budget problems overshadow all other activities.

"PRESIDENT JENNINGS is a go-getter," said William Napier, Jennings' assistant, who also was assistant to former OSU president Harold Enarson. "He talks about licking the problems, and that spirit is catching on."

Jennings has been candid, acknowledging that "Ohio State is facing some very serious problems now and in the coming year."

But when he also pledges to "make every effort to find the resources to maintain the high quality of this great institution," the people seem to believe him. Or at least they're willing to let him take his best shot.

But the honeymoon period won't last long if Jennings is unable to rustle up the money needed to provide pay raises to employees and faculty members who are starting this academic year at the same salaries as last year.

IN THAT area, the new OSU president is likely to get some help from Gov. James A. Rhodes, who is expected to propose additional taxes this week to help bail out the state's educational system.

Any such proposal also will need the approval of the Ohio General Assembly, and Jennings has managed to work into a busy schedule some time to do a little legislative arm-twisting.

On Monday, even before he officially took over the presidency, Jennings met with other state university presidents about the budget problems.

The group later issued a statement aimed squarely at legislators. It decried the drop in state funding for higher education in recent years.

Following a Tuesday packed with staff meetings and media interviews, Jennings spent part of Wednesday at commencement rehearsal, but he worked in an evening dinner with legislative leaders.

ON THURSDAY, he presided at his first commencement and introduced commencement speaker Vernal Riffe, speaker of the Ohio House. Although Riffe's speech avoided mention of the budget, such money matters dominated his private luncheon meeting with OSU officials.

Jennings and his wife, Mary Eleanor, held their first social affair at home Thursday night, hosting a dinner for OSU trustees. And Friday was largely taken up with the official trustees meetings.

Throughout the week, Jennings played his hand close to the vest, confining most of his public remarks to formal presentations. At the commencement and the board meeting, he skipped opportunities to make speeches laying out some grand plan for the university's future.

But staff members say flamboyant speeches full of promises are not Jennings' style. His approach is much more businesslike, which fits in with his academic training in business and finance. And he does his homework, they say.

AN EARLY riser by habit, Jennings is usually in his office by 7:30 a.m., even before other staff members show up. His appointments begin about 8:30, and he spends the time before that, getting things organized.

"There's a lot of paper shuffling in this job, especially right now," Jennings said. "There's so much information to absorb."

He made it through the busy first week without any embarrassments, although he admits to being nervous about some of his first official functions, especially commencement.

"Ohio State has a reputation throughout the country for its commencement ceremonies. It's a little more elaborate than I'm used to," he said the day before the affair.

Although he approaches his work in serious fashion, he has shown the ability to answer quips with quick retorts.

AT THE board meeting Friday, trustees approved Jennings' appointment as a tenured professor of finance, although he is unlikely to find much time to teach.

Noting that the professorship carried no salary, board chairman Chester Devenow told Jennings, "I wish we could hire a few more professors at that rate."

"Chez," the president responded, "you get what you pay for."

Jennings has demonstrated a firm grasp of the issues in higher education in general, noting repeatedly that his move from Wyoming to the much larger OSU is more a change in scale than in duties.

Like Enarson, Jennings has been very cooperative with the press. When a television crew showed up long after he arrived for his first day in office, Jennings agreed to go back outside to be filmed "arriving" at the OSU Administration Building.

BUT HE also knows enough to sidestep problems which do not concern him. He told reporters that he had no interest in the traffic cases of OSU quarterback Art Schlichter.

Jennings contends he is not a big football fan, although he plans to attend all the OSU home games.

Nevertheless, on one of his first days on campus, Jennings appeared at football practice, even entering the huddle to lead the team in a cheer.
President pauses for moment of reflection

Edward H. Jennings took office as Ohio State's 10th president on Sept. 1. In a recent interview with Steve Sterrett, editor of OSU on Campus, Jennings discussed his career, his working style and major issues affecting Ohio State and higher education. What follows are the highlights of that interview.

Recalling your own time as a college student, is there some experience which you look back on as especially meaningful or helpful?

Jennings: I wish that I had done more in the breadth of education, in the liberal and fine arts, when I was in school. I was an industrial management major at the University of North Carolina, and was very well educated there in the technical sense. But I, like a lot of folks at that time did not recognize the enormous personal value and career value of a general liberal arts education including the sciences, humanities, the arts and languages. I guess I was like most students interested in getting it done, getting out and getting to work.

Looking back over your professional career in higher education, has there been a particular position that you have held or a part of your education that has best helped you prepare for the role as president?

Jennings: In university administration, the best preparation one can get is as a chairman of an academic department. When I was chairman of the business administration department at the University of Iowa, which was a very large department there, I found that position is, so to speak, where the action is in the university ... As department chairman of an academic unit, you get exposure to virtually all the types of problems that face the university.

How would you characterize your style of leadership?

Jennings: In the field of business administration, we found out a long time ago that there aren't any formulas for leadership and there aren't any single characteristics. I think the style and the characteristics depend on the issues. I will usually try and be persuasive. I think very much that the faculty, students and the staff should be deeply involved in the decision-making process in an advisory capacity . . . .

What kind of qualities do you look for in the people you work with?

Jennings: By and large, one has to have experience and understanding of a university, of a large flagship institution. We are a different institution than the other public schools, as well as the private schools. We have a very eclectic mission in our institution, and individuals have got to understand that our strength is in our quality, in our diversity and in our differences. Differences in institutions are to be fostered and desired. We need not try to make everybody similar. There is a tendency in a large institution to try and systematize and attempt to make regulations for every possible situation. I frankly think that is impossible. Good judgment based on understanding of an academic institution is probably the key thing.

I've heard it said that a president at an institution like Ohio State cannot be involved in every decision, but instead the president sets the tone and provides a sense of leadership. How would you define the role of president?

Jennings: I think your comment is fairly accurate. It is a mistake not to do a very substantial amount of delegation. With that delegation must come authority to act, and one must judge people by whether they're acting consistently with the policies of the board and the president. I would try very hard not to be involved in every decision, or even many of them. One simply doesn't have the knowledge or the ability to assimilate the amount of information required to be involved in most of the detailed decisions. That's one of the reasons universities have developed this outstanding system of faculty involvement in the decision-making process. The university is such a diverse institution and there are so many differences in the institution that no single person or group of persons can have the knowledge to be brought to bear on the issues that will develop in an institution.

Let me turn to some issues in higher education. How would you define the proper role of the federal government in higher education and have you been concerned about increased regulation of higher education?

Jennings: I'm on the ad hoc committee for deregulation of higher education of the National Association of State Universities and Land-Grant Colleges, so I've been very concerned about regulations. It's very clear that when the federal government provides us with resources and asks for results from us, there has to be an accountability mechanism. Unfortunately, the federal government has gotten into an accountability mechanism that frankly misses the point. It looks at process rather than results. We're to record hours and things of that character rather than looking at the by and large incredible basic research and applied research results that have come out of universities in the last two decades . . . . I think that we need to emphasize that the regulations need to be reduced, but accountability does not . . . .

Now the federal government will argue with you, suggesting that results are very difficult to measure when we're dealing with basic research. And that's true. It's not an easy task, but we should not because of that, substitute the wrong measure of results, as for example the number of hours the faculty puts in . . . .

One of the great opportunities we have before us is to attempt to rekindle the partnership between the private sector—the industrial sector—and higher education. The industrial sector now has a much better understanding of the mission and responsibilities of higher education than it did at one time. To rekindle that partnership can be very valuable to both . . . .

On most campuses, the number of faculty positions is static, if not declining, in most disciplines. There's a concern about the rising percentage of faculty members who are tenured, leaving less room for young persons to join the faculty. The argument is that young faculty members bring a new perspective and a new vitality to a department. What is your view of this concern?

Jennings: I think the concern is very well placed. There's no question that the vitality of an institution is, in part, the result of young minds coming into the institution. As the opportunities for individuals in higher education decline, and they are declining around the country, we've got to find methodology to maintain and improve that vitality.

I do not think tenure quotas are a solution. That's another one of the measuring rods that is a quantitative measure that is being substituted for something that's a much more difficult result to measure. For example, you will very often find in universities that the very best departments are fully tenured because they have the finest people in the country in the department and deserve tenure . . . .

Do you think higher education, in general, will do more without the federal threat being there in such areas as affirmative action?

Jennings: I would hope so. We in higher education have a very spotty record in affirmative action. In some areas, we've done very, very well. In other areas, we've not done so well. I think it is going to take a larger recognition on our part in higher education in order for us to continue to move forward if the federal government is
Indeed relaxing that I'm optimistic it can be done. We need to continue to work on awareness to make darn sure that, particularly in the hiring decision, we do a national search in virtually every instance to uncover the very best qualified individuals there are. Very frequently, the best qualified individuals can be found in the ranks of minorities and women.

**How do you assess the University's current financial situation and will it change for the better soon?**

**Jennings:** I don't think we can look forward to a financial situation that is comfortable at any time in the near future. Our financial difficulties are going to continue and continue for the foreseeable future. I am optimistic, however, that the incredibly difficult situation we currently find ourselves can be overcome. Now whether that can be overcome this fall or whether it will take longer, I don't have a good feel for at this stage. But we are going to have financial problems for many, many years to come. The thing that we've got to be telling the community at large is that our current situation is going to lead to a destruction of the quality of the institution and of the educational opportunities that this institution provides to all its citizens both in the teaching and research areas....

It's not an easy time to become president. Do you think, however, that the fact you're coming in fresh, you're a new person in the job, will help you in dealing with some of these difficult problems?

**Jennings:** I think that would be the popular belief. The so-called honeymoon period, however, is greatly overplayed. There will have to be decisions during that undefined period. Those decisions, reviewed five years from now in an evaluation of me, will be just as important as the decisions made two years from now. Whether the honeymoon lasts a day or 10 years is going to be a function of what decisions I make. I think probably it'll last a day.
Jennings getting acquainted with university

By Kelly Hibbett

It appeared to be like any other day in September between summer and autumn quarters. The Oval was barren. The dormitories were empty and quiet. And business on High Street was slow.

But the day was like no other at Ohio State. A newly appointed president was sitting in the large, brown, vinyl chair in the paneled office in the Administration Building.

It's been 25 days since Harold L. Enarson, now OSU president emeritus, resigned that chair to Edward H. Jennings.

"Ohio State . . . is one of three or four of the finest public institutions in the country. To be on the faculty or in an administrative post is a major career goal of anybody in the academic community."

"In our profession, all of us basically are looking to be associated with the highest quality institution that we can — that our skills and abilities will take us to," Jennings said.

Jennings, former president of the University of Wyoming, said he has not seen anything to dispel his belief that OSU is an outstanding institution.

"Ohio State . . . is one of three or four of the finest public institutions in the country. To be on the faculty or in an administrative post is a major career goal of anybody in the academic community."

Before entering the academic field, Jennings spent six years in the private sector. He was an engineer for Deering-Milliken in South Carolina and an engineer and production superintendent for Merck & Co., in Philadelphia.

"I'm one of those students who changed my mind. It took me time to realize that education was in my blood and bones," he said.

Jennings' father was a professor of law and his mother was a professor of library science.

Size is the main difference between Wyoming and OSU, Jennings said. "Getting one's arms around the institution is more difficult than it would be at Wyoming."

He said the public does not understand how hard people work to eliminate the disadvantage of a large school.

Students and faculty, he said, work very hard at trying to make new students feel at home. "No student gets to know the entire campus, but I think it is incredibly good the way our people accommodate you."

As president of OSU, Jennings said, he thinks he should be visible so he can become acquainted with the university's functions, activities and problems.

He said public relations comes into his job when problems on campus are addressed. "You can say you are good, but you've got to be good."

He said he is planning a systematic approach to getting acquainted with the students by attending various student functions.

"We've got to be in chatting with the students, seeking advice from the students, consulting with the students, because they have got something to say too," he said.

Jennings said he also must be active with the faculty. "I'm a member of the faculty, too, and it also happens to be my profession."

"While I don't get to practice it very much, it is important that it is we — not me."

On Sept. 4, the OSU Board of Trustees gave Jennings a faculty position of professor of finance. Jennings was president of finance and university services at the University of Iowa before taking the reins at Wyoming in July 1979. He also was a professor of finance at Iowa and Wyoming.

He received his doctorate in finance from the University of Michigan in 1969.

OSU's mission as a land grant institution, he said, is one of teaching and research with "the heart and soul of the institution being the undergraduate mission of general education, combined with professional preparation."

He said OSU has a research mission to the state and the nation and a service mission to bring the knowledge created to the community-at-large.

"My role will be enormously varied depending on the problems at hand. My activity is to always be focusing on the quality of our teaching and research activity. That is a very fragile item that can be injured very quickly and take many years to build back up."

How that develops, he said, will depend on the university's financial problem — an activity he will spend a lot of time on.
Mansfield will host Jennings’ first visit to regional campuses

Ohio State President Edward H. Jennings will visit Mansfield on Oct. 6 to meet with faculty, staff and students of the Mansfield campus, area community representatives and Ohio State alumni from Ashland and Richland counties.

This will be the first of many visits Jennings will make over the next several months to various cities in Ohio.

“We are most pleased that Mansfield is the site of Dr. Jennings’ first visit,” said David W. Kramer, dean and director of the Mansfield campus. “The campus and the community are anxious to get to know the president and to acquaint him with the campus and the community.”

After a brief initial stop on the campus, Jennings will visit the Ohio Brass Company where he worked some 20 years ago.

A luncheon sponsored by the University’s Mansfield Citizens Council for invited community representatives is scheduled at noon at the Quality Inn Park Place.

A tour of the Mansfield campus will follow at 2 p.m. with a reception for faculty, staff and students at 3 p.m. in the Student Lounge at Eisenhower Center. Jennings will meet with campus administrators and the Faculty Executive Council at 4 p.m.

The Ashland County and Richland County OSU Alumni Clubs will sponsor a reception at 6:30 p.m. in the Eisenhower Center followed by a dinner at 7:30 p.m. Tickets are $10 per person and may be obtained by calling Joseph Dutton at (419) 755-4211.”
Senate hears Jennings laud OSU

"ON CAMPUS", 10-22-81

By Steve Selleck

In an address to the University Senate Oct. 10, President Edward Jennings urged greater recognition in Columbus and Ohio of the high quality of Ohio State.

Jennings has cited this lack of recognition several times since he was chosen for the presidency, and it may become one of the themes which characterizes the early part of his term.

He told the Senate that, as a newcomer from out-of-state, he was aware of the University's national reputation.

"I'm not certain that this national reputation is fully appreciated in Columbus and in Ohio," Jennings said at the beginning of the speech. "We often take things for granted that are close to home. And there may be a tendency for some to underestimate OSU's quality and to undervalue its contributions."

"Perhaps one of the things you and I need to work on during the months ahead is helping the people of Ohio take a fresh look at Ohio State."

The president returned to this theme as he closed the speech: "What a tremendously exciting, challenging and satisfying business we are about, we who are privileged to be part of a land-grant university. And what better place to be about our task than The Ohio State University, which is a message we need to take to Columbus and to Ohio."

Much of the speech was devoted to recapping the University's financial problems and summarizing developments in the Ohio General Assembly.

Jennings affirmed the need for a strong undergraduate liberal arts program at the University "to provide the solid foundation on which our students will build their personal and professional lives."

"The genius of the land-grant university is that it combines strong liberal arts programs with strong applied and professional programs," he said.

The president also pledged that "our commitment to affirmative action in hiring faculty and staff will remain strong."

Legislative affairs

The University Senate endorsed a letter supporting increased state aid for higher education drafted by the Ohio Student Association and by the Senate's Legislative Affairs Committee.

Herb Asher, professor of political science and the committee chairman, asked for the endorsement.

The statement of the Ohio Student Association Explains the effect of major tuition increases on students. Noting the need for additional state revenue, the statement calls on state legislators to "forego partisanship and meet their responsibility to the citizens of the state, with foresight to the importance of education."

The statement of the Legislative Affairs Committee urges "members of the university community to make our views known to our legislators and to support the case for additional revenue."

The Ohio House has passed a 30-month state budget bill, and the Senate is in the midst of hearings on the bill. "Letters to our state senators are now critical to the outcome of the budget bill... and ultimately to the future of The Ohio State University," the statement continued.

The Legislative Affairs Committee said letter-writers should express their willingness to pay higher taxes to support education.

Conditional admission

At the request of the Council on Academic Affairs, the University Senate endorsed recommendations of a state commission that a proper college preparatory curriculum be developed for high schools and that students be required to complete such a curriculum to gain unconditional admission to private and state-assisted four-year colleges and universities.

The Senate also authorized the Council on Academic Affairs, working in cooperation with the Council on Admission and Registration, to develop in detail the requirements and procedures at Ohio State for "conditional" and "unconditional" admission.
Jennings elected Ohio Bell director

Ohio State University President Edward H. Jennings has been elected a director of the Ohio Bell Telephone Co. Prior to becoming OSU's president in September, Jennings had served on the Wyoming board of advisers to the Mountain Bell Telephone Co.
By Kelly Hibbett

OSU President Edward H. Jennings Wednesday announced a temporary restructuring of his cabinet so that budget planning can take place solely within his office.

The new appointments are Judith Washburn, acting special assistant to the president; Weldon Ihrig, acting vice president for finance and planning; and Sue L. Mayer, the president’s staff associate.

All positions are subject to the approval of the OSU Board of Trustees on Nov. 6. Jennings said the positions were temporary — about six to eight months.

Last week Jennings appointed Larry R. Thompson as special assistant to the president responsible for assessing the organizational structure of OSU.

Thompson will begin his temporary position Nov. 9. His new post also will last six to eight months.

Jennings said all the appointments were necessary while he continues to familiarize himself with the institution. He said he will not make any permanent cabinet decisions until he has accomplished that.

Washburn, who has worked at OSU for 20 years, will be responsible for aiding Jennings in planning a budget once the legislature approves the 1981-83 state budget, Jennings said.

“I’m pulling the financial planning into my office directly,” Jennings said.

Washburn said her duties will not change, just her title. “I will be doing the same things as I am now with fiscal planning and policy,” she said.

She thinks OSU’s budget should be planned in the president’s office, considering the present financial situation and Jennings’ financial expertise. Washburn will begin immediately.

In his new post Ihrig, assistant vice president for business and administration, will be responsible for distributing money, campus planning and account management, but not budget planning, Jennings said.

Ihrig will replace William E. Vandament, who was recently named senior vice president at New York University. Vandament’s last day was Friday, but his resignation is not official until Nov. 1. Ihrig will assume his position then.

Jennings said a search committee will look for a permanent vice president, but he did not know when that will be.

Mayer, currently administrative associate to the director of alumni affairs, will be responsible for general office management and special assignments as determined by the president. Mayer will begin her new position Nov. 16.

Jennings said William J. Napier, assistant to the president and director of government relations, needs relief from his office management duties so that he can concentrate on legislative issues affecting OSU.
By Scott Mueller

Edward Harrington Jennings, president of the University of Wyoming, has been appointed as the 10th president of The Ohio State University.

The announcement was made in early June by Chester Devenow, chairman of Ohio State's Board of Trustees. Devenow called the 44-year-old educator "the right person for The Ohio State University," adding, "we are most fortunate to obtain him."

Jennings' appointment was confirmed by the Board of Trustees during a June 18 meeting, making him the youngest Ohio State president in this century. He is expected to assume the presidential post on September 1.

Current OSU President Harold L. Enarson announced at the December 1980 Trustees' meeting that he intended to resign the presidency, effective August 31, after nine years on the job. (See related story on pages 14 and 15.)

Jennings, an expert in business and finance, has been president of the 9,000-student University of Wyoming since July 1979. For four years before that, he was vice president for finance and university services at the University of Iowa.

He joined the faculty at Iowa in 1969 as assistant professor of finance and, before being named vice president, he held previous appointments as chairman of the department of business administration and as assistant dean of the faculty. He began his academic career as a lecturer in finance at Eastern Michigan University.

Jennings received a bachelor of science degree from the University of North Carolina. His master's degree in business administration was earned at Western Reserve University, now Case Western Reserve, in Cleveland. His Ph.D. in finance was awarded at the University of Michigan.

The appointment of Jennings marked the end of six months of work by the 15-member Search Committee on Selection of a President. The committee, representing faculty, staff, students, alumni, and trustees, was appointed last December by Chairman Devenow.

"The committee has done a magnificent job," Devenow said. "Each member deserves special recognition and appreciation for a job well done. The Board of Trustees is extremely proud of the work of the committee and trusts the results will be consistent with the best values and traditions of this great University."

Devenow singled out Trustee John F. Havens, chairman of the search committee, "for his dedication, commitment, and superb leadership."

"The Legislature has been extremely supportive of higher education. If we cooperate with the Legislature, they will be supportive of us."

Devenow said the credentials of more than 200 persons were reviewed by the committee over an eight-week period. Following that review, approximately 40 candidates were interviewed, some more than once, by search committee members in cities such as Atlanta, Washington, D.C., Pittsburgh, Akron, and Cincinnati.

After those interviews and "a complete assessment of all available information," Devenow said a second list was developed, and these candidates were asked to come to Columbus with their families for a day-long interview.

On campus for a press conference the day following the announcement of his appointment, Jennings said the contrast between the size of the University of Wyoming and Ohio State University is immense. But it's one of scale, not complexity.

Dressed in a light blue suit and scarlet Block-O necktie (a gift from the Alumni Association), Jennings stressed his first priority as president will be the problems of funding for the University.

He remarked several times that he intends to build a good relationship with the Ohio Legislature.

"The Legislature has been extremely supportive of higher education," he said. "If we cooperate with the Legislature, they will be supportive of us."

Responding to questions from the media, Jennings said, "You come to an institution of this quality and this character, not for the salary, not for the benefits, but because you want to be associated with a great institution."

"My future efforts will be directed toward maintaining and enhancing that reputation," he said.

He addressed a question dealing with the University's current fiscal problems, saying, "I think we should all recognize that the cost of education is not an expense, but an investment... an investment in our future.

"We are preparing individuals for a lifetime career both in work and in leisure. In that context, the individual

"You come to an institution of this quality and this character... because you want to be associated with a great institution."

must have as broad an education as possible in order to have the adaptability to what we know will be inevitable changes.

"If we're putting people who cannot adapt to the changes that will come, then we shortchange our student body, and we shortchange ourselves."

Asked about his plans when he gets on board, Jennings said, "I think the first task will probably be to get to know the current administration as it sits and get some reviews of what the problems and the opportunities are at this stage. Then, we'll look at them in a priority manner.

"I see my function as internal in supporting the faculty and staff, getting out of their way so that they can establish the reputation of the institution."

Jennings said he leaned away from supporting current legislation that
would place students on the Board of Trustees. "What I am in favor of is deeply involving the student body in the administrative activities. I think one action like that [the proposed bill] doesn't get the job done."

"What does get the job done is an attitude among all parts of the community, including myself, to involve the students in the governance of the institution."

When asked the inevitable question about the balance of athletics versus academics at Ohio State, Jennings explained, "I don't think that Ohio State has a greater emphasis on sports than on academics. If it did, then I think it would have to be changed. But I don't see anything inconsistent or wrong with excellence in athletics and excellence in the academic parts of the institution.

"The mistake that a few universities have made—and I'm sure that Ohio State has not made that—is being a great athletic program in search of a great university. But other than that, as long as athletics is a part of the institution and does not dominate it, I see absolutely nothing wrong in pursuing excellence in athletics just like we pursue excellence in everything else we do."

The appointment of Jennings to the presidency brought praise from many people.

William Protheroe, Ohio State professor of astronomy and one of the

"I see my function as internal in supporting the faculty and staff, getting out of their way so that they can establish the reputation of the institution."

faculty representatives on the search committee, said Jennings was "extremely personable, straightforward, and intelligent."

Trustee Leonard J. Immke, another member of the search committee, said of Jennings, "He is academically strong, strong on finance; he's just a highly qualified man."

Leo McCue Jr., chairman of the board of trustees at the University of Wyoming, described Jennings as "a dynamic influence in the state as far as the university is concerned."

Alan Spitz, vice president for academic affairs at Wyoming, said, "When you lose a guy of the quality of Ed Jennings, you're bound to be sad for your university, but I've got to be happy for Ed."

When Jennings does come to Ohio State, it will be with his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio. They knew each other in high school and married in 1958. They have two sons, William F., 21, who recently completed two years at North Iowa Community College, and Steven W., 17, a high school senior.

Scott Mueller is director of the Office of Communications Services.
Three at OSU given new positions pending completion of staff study.

By Gary Kieler

Ohio State University President Edward H. Jennings has appointed three longtime staff members to new positions pending completion of a study of OSU's administrative organization.

Jennings explained that the appointments are designed "to maintain the continuity of vital and essential institutional processes" while he continues to familiarize himself with the OSU operation.

WELDON IHRIG, assistant vice president for business and administration, will become acting vice president for finance and planning, responsible for budget matters. He replaces current vice president William Vandament, who is leaving OSU to become senior vice president at New York University.

Ihrig has been with OSU since 1965, starting as an assistant registrar. He has been an assistant vice president for eight years and holds a master's degree in business administration from OSU.

JUDITH WASHBURN, an assistant vice president for finance and planning, will serve as a special assistant to Jennings on a temporary basis.

A graduate of OSU and a staff member for 20 years, Washburn will be responsible for helping with formulation of policy and analysis of resources.

SUE L. MAYER, an administrative associate to the director of alumni affairs, will become staff associate to the president responsible for office management and special assignments.

A staff member for 22 years, Mayer has worked in the office of the provost and was administrative assistant to the search committee that recommended Jennings to succeed former OSU President Harold L. Earshon.

Jennings earlier named Columbus attorney Larry R. Thompson as a temporary special assistant to assist in his organizational study.

Jennings to promote OSU in Ohio

By Kelly Hibbett

President Edward H. Jennings may not be traveling by train when he visits the major metropolitan cities in Ohio, but he is planning a sort of "whistle-stop" tour this school year to talk with newspaper editors, civic leaders, legislators and alumni in six major cities.

Jennings said he does not want to concentrate his visits in central Ohio because OSU serves the whole state.

"It is very important for all of us to remember that OSU is the state land grant university," he said.

If the public is convinced of OSU's needs, then state legislators can be convinced, Jennings said.

However, the tour was not devised to ask for state support, he said. "It is important to tell about our excellence as well as our problems. I'm not looking for state support, but understanding."

He plans to visit Cleveland, Dayton, Toledo, Cincinnati, the Warren-Youngstown area and Akron.

Jennings will also visit OSU regional campuses: He visited Mansfield on Oct. 6 and met with faculty, students, administrators, civic leaders and alumni.

When visiting the campuses in Lima, Newark, Marion and Wooster, Jennings will follow the same routine, said Edwin M. Crawford, vice president for public affairs.

Crawford, who is coordinating the visits, said when Jennings visited OSU this summer he asked the public affairs personnel to develop the plan.

* "There is a four-year institution in every major metropolitan city. We need to reassure (everyone) that OSU serves the entire state because OSU involves students from every county and city in the state," Crawford said.

When Jennings was president of the University of Wyoming from 1978-81 he also toured that state.

Next year, Jennings said, he will ask student leaders, faculty and staff to accompany him on his visits.

Jennings' schedule is: Nov. 16, Lima; Nov. 17, Cleveland; Nov. 19, Newark; Nov. 30, Dayton; Dec. 3, Toledo; Dec. 8, Marion; April 14, Cincinnati; and May 20, Warren and Youngstown.

Crawford said he still needs to schedule Akron, Wooster and an additional visit to Cleveland.
Jennings will seek $25 a quarter cut in tuition at OSU

By Ted Wendling
Dispatch Staff Reporter

Ohio State University President Edward H. Jennings said Thursday that he will recommend the OSU Board of Trustees pass the first tuition decrease in the university’s 111-year history.

Following the Ohio General Assembly’s long-awaited passage of a $13.5 billion state budget for the 1981-82 biennium, Jennings said he will recommend the board reduce undergraduate student fees by $25 a quarter — from $460 to $435.

THE DECREASE, if passed when the board meets Dec. 10, would take place beginning in the 1982 winter quarter. It would include proportionate reductions for graduate, professional and out-of-state students.

The decrease, however, only halves the $50 student fee surcharge imposed in July, when OSU passed a $131.9 million interim budget.

And Jennings cautioned that in the state budget passed Thursday, the university’s $309.9 million appropriation — $144.7 million for the first year, $165.2 million for the second — still “assumes” a fee increase of 10 percent for the second half of the biennium.

“Unfortunately, there is still a great deal of uncertainty about the second year’s finances for the state,” Jennings said. “We hope that the fee increase level assumed in the budget will not be necessary here at Ohio State.”

OTHER RECOMMENDATIONS Jennings said he will make to the board include:

• A 4 percent, across-the-board pay increase for faculty and staff, plus 5 percent in “discretionary funds” to be used for merit raises.

• $2 million for instructional and research equipment.

• $1.1 million for student financial aid for the current year.

• $1.1 million for library acquisitions.

• An 8 percent increase in the university’s general expense budget, which includes stipends for graduate students working as teaching and research associates.

Though vague on how the cuts will be made, OSU President Edward H. Jennings said Ohio State still will have to trim the budget an additional $6.7 million before July 1, 1983.

JENNINGS SAID he would recommend a one-time cash supplement for faculty on Dec. 18 to counteract the effect of the delay in pay increases. The supplement would cover the month of November for academic-year personnel (nine months) and November plus three months for annual-appointment staff.

The student fee decrease and the faculty pay increase are tentative promises Jennings made shortly after his arrival as OSU’s president in September.

Though vague on how the cuts will be made, Jennings said Ohio State still will have to trim the budget an additional $6.7 million before July 1, 1983. He emphasized that, in so doing, every attempt will be made not to impede the course of the university’s “fundamental missions.”

A limited hiring freeze, Jennings said, will remain in effect and faculty reductions will be attained through attrition.

JENNINGS DOWNPLAYED his own role in the haggling that preceded the Ohio Senate’s hesitant 18-15 passage of the budget, saying, “Oh, I don’t think that I played much of a role. . . . I think that the credit should be given to the entire General Assembly.”

President Jennings announces budget plans

"ON CAMPUS" (1-19-81)

President Jennings read the following statement at a news conference Nov. 12, a few hours after the Legislature adopted a permanent state budget.

We are extremely pleased that the members of the Ohio General Assembly have passed a permanent state budget for the remainder of the 1981-83 biennium. Our state legislators have struggled long and hard under difficult financial constraints. While finances are tight for all state-supported agencies and institutions, we believe the allocation for The Ohio State University will allow us to continue to fulfill our mission as the state's land-grant university and maintain our reputation for excellence as one of the finest public universities in the nation.

Under the provisions of the budget, Ohio State will be able to provide long-overdue raises to maintain and improve the quality of our faculty and staff. We also will be able to provide some funds for sustaining the quality of our library and of our teaching and research equipment. Perhaps most important to our mission is that we will be able to reduce student fees to maintain the tradition of student accessibility.

Specific details of the University's budget for the 1981-83 biennium remain to be determined. However, I will recommend certain guidelines to the Board of Trustees at their regular meeting to be held on Dec. 10.

First, I will recommend to the board that the student fee surcharge imposed in July be cut in half. If approved, the reduction in fees will mean that the fees for Ohio resident undergraduates as of winter quarter 1982 will be reduced $25 per quarter, with proportionate reductions for graduate, professional and out-of-state students.

This immediate fee reduction is in keeping with our basic principle that the foundation of public higher education is its accessibility to all. Necessary to achieve that goal is low tuition, along with adequate student financial aid. These principles are inherent in a land-grant institution such as Ohio State, and it is critical to the future of Ohio so that our best young minds are able to achieve their educational aspirations, no matter what their economic backgrounds.

In keeping with the principle of accessibility, there will also be an allocation of $1.1 million for student financial aid for the current year. Furthermore to maintain Ohio State's quality of education, I will also recommend to the board a one-time special allocation of $1.1 million for important library acquisitions to maintain our library as a major educational and research facility shared by all our faculty and students. I will also recommend $2 million for instructional and research equipment. This allocation will permit necessary approved purchases that have been held back because of the budgetary uncertainties of the past several months.

In keeping with Ohio State's commitment to the maintenance and improvement of quality, I will recommend to the trustees a salary increase for faculty and staff. The amount of increase recommended will be 9 percent, plus an allowance of 2 percent as a supplemental allocation for economic adjustments. This allowance is necessary in the current academic marketplace for salaries of faculty and staff in certain high-demand fields to remain competitive with other major institutions of higher education.

This 9 percent salary increase recommendation includes a 4 percent across-the-board pay increase, effective Nov. 1, for all faculty and administrative staff, plus 5 percent in discretionary funds for allocation by colleges and principal administrative officers for merit.

I will also recommend that all affected faculty and staff receive a one-time cash supplement on Dec. 18 to equalize the effects of the delay in pay increases for those on academic year versus annual appointments. This one-time payment will cover the month of November for academic-year personnel and November, plus three months, for annual-appointment faculty and staff.

(Classified personnel will, under the legislation passed by the General Assembly, receive a pay increase of 75 cents-per-hour or 10 percent, whichever is greater.)

Finally, I will further recommend to the board an 8 percent increase in the general expense budgets for our colleges and departments, which include stipends for our graduate students who are working as teaching and research associates to finance their education. However, even with the biennium allocation from the state in place, it will still be necessary for Ohio State to cut an additional $6.7 million from its budget prior to July 1, 1983. This is in addition to the $10 million in retrenchments and savings already absorbed over the past year.

These reductions will be made over the remainder of the biennium in selected areas to be determined by the vice presidents and deans, in consultation with faculty, staff and students. In making these further cutbacks, every attempt will be made to assure that the University's fundamental missions are not adversely affected. Reductions in personnel will continue to be achieved through attrition, and the University's limited hiring freeze will remain in effect. The overriding goal in realizing these savings by the end of the biennium will be that Ohio State's long-standing quality in teaching, research and public service are maintained.

It should be pointed out that the appropriation assumes a student fee increase of 10 percent for the second half of the biennium. However, The Ohio State University remains committed to the principle of accessibility, and therefore we remain committed to keeping our fees as low as possible.

Unfortunately, there is still a great deal of uncertainty about the second year's finances for the state, and we must be aware of these uncertainties in projecting fee levels for next year. We hope that the fee increase level assumed in the budget will not be necessary here at Ohio State.

Now that a permanent budget has been set by the state, it is this University's responsibility to do all we can to make maximum use of all our resources to cope with difficult financial times. We plan to settle our budget as quickly as possible in a manner that allows us to continue to fulfill our fundamental missions as the state university serving all the people of Ohio. And that means maintaining our overall quality as we educate the next generations of Ohio's leaders, and provide the research and public service that is so important to helping improve Ohio's economy for the future.
COLUMBUS, Ohio -- Ohio State University trustees Thursday (12/10) raised President Edward H. Jennings' salary to an annual rate of $78,000.

The salary had been $65,000 since he assumed the Ohio State presidency last Sept. 1.

In reporting the recommendation of the trustees' Personnel Committee, board chairman Chester Devenow, Toledo, said that "even at the proposed salary increase level, President Jennings' will be substantially below some of the salaries of other presidents of the Big Ten institutions."

Jennings' salary had been raised to $90,000 at the University of Wyoming, where he had been president before receiving the Ohio State appointment.

Devenow said the presidential salary had been "a concern of long standing with Ohio State's trustees and added: "I believe it would be a disservice to (President Jennings) not to recognize the financial sacrifice he made in order to assume the presidency" at Ohio State.

The board chairman noted also that the Ohio General Assembly had removed salary limitations previously in effect.

In another action Thursday, the trustees set the week of March 8, 1982, as the time for Jennings' formal inauguration ceremonies as Ohio State's 10th president.

-wfr-
Jennings’ pay now $78,000

By Gary Kiefer

There was something for everyone in the budget passed Thursday by Ohio State University trustees who cut student fees, raised faculty pay and increased the salary of President Edward Jennings to $78,000 a year.

The pay raise for Jennings, who assumed the post in September at a salary of $65,000, was the only surprise in the $607 million budget for 1981-82.

The budget, as passed, also fulfilled the promises Jennings made last month that OSU would cut undergraduate student fees by $30 a quarter and increase salaries for faculty and administrative staff members by an average of 9 percent.

BOARD CHAIRMAN Chester Devenow said he recommended a pay raise for Jennings because of the complexity of his job and “the financial sacrifice he made in coming here.”

Jennings would have been earning a salary of $90,000 this year if he had remained in his former post as president of the University of Wyoming.

Devenow noted that even with the raise to $78,000, retroactive to Nov. 1, Jennings’ salary will be “substantially below some of the salaries of other presidents in the Big Ten.”

Five of the Big Ten universities pay their presidents more than $80,000 a year.

JENNINGS’ SALARY previously was limited by state law to $65,000 a year, a ceiling which Devenow said had hampered OSU’s search for a new president. The new state budget passed in November by the Ohio General Assembly eliminated the ceiling.

Passage of the state budget, which gave OSU $309.9 million for the biennium, also allowed the trustees to reduce tuition for the first time in the university’s 111-year history.

Trustees voted to cut in half a special fall quarter surcharge imposed in July following a round of state budget cuts. The other half was made part of the permanent fees structure.

Undergraduate students from Ohio who had to pay $460 in fall quarter, including a $50 surcharge, will pay only $435 a quarter beginning in January. Non-resident undergraduates will pay $1,110 a quarter, down from $1,170.

AMONG GRADUATE students, Ohio residents will get a $30 cut, to $560, while non-residents will pay $1,345, down $70.

Law school fees will drop $35 to $645 for Ohio residents, while non-residents will pay $1,485, an $80 decrease. Fees for medical students will drop $60 to $1,090 for residents, while non-residents will pay $2,205, a decrease of $115.

Jennings noted that the state budget assumes state universities will have to raise fees by 10 percent next year, but said he is “hopeful we won’t have to increase that much, if at all.”

Faculty and staff members will get an across-the-board raise of 4 percent, while another 5 percent in “discretionary funds” will be used to give merit raises.

ELIGIBLE FACULTY and staff members also will get a one-time cash supplement to offset the delay in passing the budget.

The budget also provides for an 8 percent increase in department budgets, and special allocations of $1.1 million for student financial aid, $1.1 million for library acquisitions and $2 million for equipment purchases.

Jennings warned that OSU still has “an extremely tight and lean budget” and said he has asked his vice presidents and deans to propose ways of making a total of $67 million in cutbacks by the end of the state budget biennium.

He said he believes the cuts can be made without requiring any layoffs.

IN OTHER ACTION, trustees:
- Decided to hold a formal inauguration ceremony for Jennings during the week of March 8, to be funded by private contributions.
- Awarded five contracts totaling almost $1.2 million for construction of a bulk chemical warehouse and radioactive waste processing facility at the OSU service center on Kenny Rd. The M&P Construction Co. of Blacklick, Ohio, will be general contractor.
- Amended university rules to provide for the merger into OSU of the Ohio Agricultural Research and Development Center in Wooster, as soon as Gov. James A. Rhodes signs enabling legislation. OSU will name a vice president for agricultural administration after the merger.
search, costing the National Institute of Health more than $600,000, Paquette has reproduced chemically a molecule (the pentagonal dodecahedron) which has the potential to fight influenza and other similar viruses. Paquette is now working to make enough of the molecules to test their effectiveness, and by the end of this year should know if it will work. If these tests are successful, it's likely that a major company will want to begin producing the molecule, marketing it in some fashion—and giving long-suffering flu victims relief.

James A. Rhodes

On Sept. 13, 1981, James Allen Rhodes celebrated his 72nd birthday—an age when the vast majority of Americans have opted for retirement. But Jim Rhodes does not know the meaning of the word.

The nation's oldest governor is forced to retire from his present position at the end of 1982, however, because for the second time he has served two consecutive terms as governor and cannot succeed himself.

Rhodes, as always, has been playing his cards close to the vest. Most observers believe he will seek the Republican nomination for the U.S. Senate seat now held by Democrat Howard Metzenbaum.

But the last time Rhodes ran for the Senate, he lost the primary to Robert Taft Jr. Despite the incredible length of his tenure in state office, he has been elected to only two positions—state auditor and governor—and Republicans and Democrats alike are holding their breath, waiting to see if Ohio's voters are willing to send their free-wheeling governor to the austere chambers of national government.

Michael Pitek III

Michael Pitek III joined Kenyon Festival Theatre in mid season last year to assume control over business and administrative matters and organize the community support that will allow the company to launch resident professional theatre in Columbus this fall. KFT has a $15,000 planning grant from the Greater Columbus Arts Council to kick off the Columbus venture and in addition to preparing the third summer season in Gambier, Pitek will be spending much of his energy bringing together a Columbus season. He is in search of theatre space, money, a Columbus board of trustees, money, a marketing campaign, money, plays and, oh yes, money.

Jeff Frank

When he was film programmer for the Columbus Museum of Art, Jeff Frank surprised many by packing the house for such non-farmer film fare as Passbinder and Herzog. Later, he moved to the Ohio Theatre and its popular summer series of Hollywood classics.

Now, he's out on his own and taking a big gamble. He's acquired one of the town's last old neighborhood theatres, the Drexel. He's spent $25,000 restoring the Bexley theatre's original 1937 Art Deco look. In October he began running a mix of Hollywood oldies and new and classic foreign films, a format that hasn't been tried here by a full-time private-sector theatre. This year Frank should get a quick and decisive indication of whether Columbus is ready to support such an alternative to the shopping center megaplexes.

Lee Jordan

Lee Jordan, former promotions and marketing director for WNCI Radio, was recently named co-host of WCMM-AM's "PM Magazine." She succeeds Terre Blair, who left to take a job with "PM" in New York, one that was previously held by Danielle Folquet. Folquet was the "PM Magazine" co-host here before she left for the Big Apple version of the show. Watch for Lee Jordan at the airport.

Edward Jennings

OSU's new president Edward Jennings has never been described as a man for all seasons, but he is considered a man for the times and considering the times, it's probably just as well. His strong suit is finance and this year Jennings will be steering the big university through choppy financial waters. The pressure on Jennings was relieved somewhat at the end of last year when additional state funding allowed a pay raise for faculty and a tuition cut for students. But Jennings still has to trim the budget, and the state's revenues for the second part of the biennium, beginning next July 1, are anything but certain. The year will probably show how well Jennings can balance the supply of funds and the demands of Ohio State's various constituencies.

C.R. "Chet" Johnson

The Columbus plant of Rockwell International once employed 18,000 people during the Korean War. As late as the early 1960s more than 13,000 people worked there. It's been a long, steady slide downhill since then, and now the huge facility has only 2,000 employees. In recent years Rockwell's Columbus operation has been seen as an aging, sleepy organization...with not much going on.

No more. With the go-ahead now certain on the controversial B-1 bomber, the Rockwell plant is bustling, with new employees being added daily. The top man who will oversee all this activity is a newcom-
Jennings ranks fifth in salary comparison

By Laura Flink 1-4-82
Lantern staff writer

Although OSU President Edward H. Jennings received a $13,000 pay raise, his salary ranks fifth in comparison to the salaries of the other Big Ten public university presidents.

Jennings' yearly salary was increased 20 percent from $68,000 to $72,000, retroactive to Nov. 1 after OSU Board of Trustees unanimously approved the raise Dec. 10.

Chester Devenow, board chairman, said that "even at the proposed salary increase level, President Jennings' will be substantially below some of the salaries of other presidents of the Big Ten institutions."

Jennings received a salary of $64,512 at the University of Wyoming, where he had been president before his appointment to Ohio State.

As of July 1, 1981 — two months before coming to OSU — his pay was increased to $80,000.

The acting president of the University of Wyoming, Donald L. Veal, now has a salary of $82,000.

"I believe it would be a disservice to (President Jennings) not to recognize the financial sacrifice he made in order to assume the presidency" at Ohio State, said Devenow.

Jennings said he feels "adequately compensated" by the raise.

The president's pay hike was possible after the $65,000 salary ceiling imposed on university presidents in Ohio was lifted when the Ohio General Assembly approved a $13.5 billion state budget in November.

As of July 1981, the salaries of the Big Ten public university presidents are:

- Michigan State: $80,000
- Michigan: $82,500
- Illinois: $91,000
- Indiana: $87,500
- Ohio State: $100,000
- Minnesota: $95,000
- Purdue: $109,750
- Wisconsin: $85,000
- Northwestern: $85,000

*Data available*
Rose Bowl Buckeye
1-5-82

OSU President Edward H. Jennings flew to Pasadena for the Rose Bowl clash between the Iowa Hawkeyes and the Washington Huskies.

Jennings said he visited with several of his friends from the University of Iowa where he joined the university faculty in 1969. He was promoted from assistant professor to professor of finance and served in several administrative capacities during his 10-year stay at Iowa before becoming the president of the University of Wyoming in 1979.

"I got to talk with some of the people I suffered with in Iowa and we go to suffer some more," Jennings said.

The Hawkeyes lost to the Huskies 28-0.
Jennings plugs OSU in state tour

By Becky Yerak 1-11-82
Lantern staff writer

In an effort to make Ohioans more aware of OSU's importance throughout the state, OSU President Edward H. Jennings has toured six Ohio cities in the past month and a half, and has five more city visits planned.

Jennings has toured Lima, Cleveland, Newark, Dayton, Toledo and Marion, and the tour format has remained unchanged from city to city.

Jennings started his tour in each city by having lunch with community leaders, businessmen and legislators. After lunch, Jennings met with newspaper editors for a press conference, followed with a dinner sponsored by alumni.

Jennings said he has learned that Ohioans have "a great interest in the well-being of OSU and higher education in general."

He added, however, that Ohioans usually do not perceive OSU as one of the top schools in the country. He said OSU's academic programs get more national than state recognition. He hopes to modify this attitude through his tours.

Edwin M. Crawford, vice president for public affairs and tour coordinator, said people from city to city asked the same basic questions about unconditional admissions, attrition, the Ohio Stadium controversy, athletics and budget problems.

Crawford said they also were interested in how Jennings has adapted to his new job at OSU and his future plans as president.

"This was an effort to not only introduce him, but to reestablish the identity of OSU as a state university. The student body comes from all over, but we render services to the entire state," Crawford said.

Many of the cities Jennings visited had their own large university and did not always realize the role OSU plays in Ohio, he added.

For example, Crawford said two-thirds of all graduate students in Ohio attend Ohio State, and that many will return to their communities as leaders.

Jennings will be in Wooster on March 10, in Cleveland on April 6, in Akron on April 7, in Cincinnati on April 14, and in Youngstown on May 20.
Jennings refuses to restrict Soviet’s visit

By Barb Carmen
Lantern staff writer 1-16-82

Ohio State cannot comply with U.S State Department restrictions concerning the visit to OSU by a Soviet robotics expert, President Edward H. Jennings said.

In a letter sent Monday to the National Academy of Sciences (NAS), Jennings said the university cannot prevent Nikolai Umnov, a Soviet expert on walking machines, from touring industrial sites.

"We can only be responsible for an individual's activities associated with our campus, not off campus," Jennings said.

Umnov is scheduled to spend three days at OSU in early March. NAS originally invited him for a three-month tour of four universities: OSU, Stanford, Auburn and Wisconsin, said Edwin Crawford, OSU vice president for public affairs.

OSU, Wisconsin and Stanford have told NAS officials they cannot host Umnov under the conditions imposed on his visit by the State Department, Crawford said.

The conditions stipulate Umnov may not see classified or Department of Defense-funded research, discuss actual robotic programming techniques or tour any industrial sites.

Jennings said OSU could comply with the first condition because "it is consistent with university policy."

"Your suggestions thus represent no restrictions on Dr. Umnov other than those that would be applied to any other visitor to our campus," he said.

The restriction concerning access to programming techniques is not mentioned in either the letter to Jennings from NAS or Jennings' response. Jennings and State Department officials were unavailable for comment.

The State Department's conditions have sparked an out-and-out battle between the scientific community and the State Department.
OSU President Edward H. Jennings canceled his Presidential Inauguration ceremony planned for March 9 after meeting with his staff Thursday morning.

The cancelation is part of the many cutbacks Jennings has announced since the state discovered a $1 billion deficit.

"Under the circumstances," Jennings said, "I feel it would be inappropriate to hold the formal inauguration scheduled for March 9."

"Instead, I have asked that a brief installation ceremony be substituted following the scheduled Feb. 5 meeting of the University’s Board of Trustees," he said.

All OSU hiring and unnecessary purchases have been frozen since Jan. 14 when the state made its announcement.

Jennings has been meeting with his staff and people downtown to make an analysis of the financial impact on OSU as a result of the state’s $1 billion deficit.

The estimated funding cut to OSU is $55-80 million over the next 18 months, Jennings said.

The university will have to cut $20 million by the end of the fiscal year. The 1981-82 fiscal year ends June 30.

Wednesday state officials said spending cuts to higher education would be delayed for 30 days. Thus, OSU will receive the January subsidy in full.

Jennings said he is concerned with addressing the first year’s problem. "We will do all we can to set up for next year, but we have to concentrate on the next six months," he said.

Jennings is reviewing OSU's financial resources to determine what financial cuts can be made to help resolve the budget problem.

He does not plan to eliminate any academic programs at this time.

Jennings also announced he will hold an open meeting for the entire university community on Tuesday at noon in Mershon Auditorium to discuss the impact of the state's financial crisis on OSU.

He will open the meeting with a major speech outlining OSU's approach to the state's revenue shortfall.
Jennings outlines $19.6 million in cutbacks

By Laura Palko
Lantern staff writer 1-27-82

Cutbacks over the next five months will not force the need for a spring quarter fee-hike or faculty and staff layoffs, OSU President Edward H. Jennings said Tuesday.

The state may cut $55 million from OSU's subsidy for the remainder of the 1982-83 biennium, Jennings said in a public address at Mershon Auditorium.

‘To cut $19.6 million from the university budget by June 30, 1982, he issued cutback instructions which include
overhead payments by revenue-generating entities, cancellation of book and equipment allocations and departmental retrenchment.

Spring quarter tuition will not be increased, but a fee-hike is likely either summer or autumn quarter, he said.

“I believe that we... must approach the coming cutbacks from a positive perspective,” he said.

Jennings did not recommend cutbacks which could total $35.4 million for the following fiscal year.

“Put this in perspective, $55 million represents more than 2,700 jobs at our average salary rates. Fifty-five million dollars represents the combined annual budgets of the Colleges of the Arts, Biological Sciences, Humanities, Mathematical and Physical Sciences.

“And this deficit may not be the worst-case scenario,” he said.

He stated the primary responsibility of OSU is “the education, training, and nurturing of human capital.”

In order to maintain the quality of that goal, Jennings said he believes the protection of academic programs is critical.

Although some people advocate the reduction or elimination of certain departments, Jennings said he refused to jeopardize the accessibility of the institution.

He contends the departments are interdependent and necessary to the university in order to provide a “solid educational foundation” for students.

Elimination of staff also would impinge on OSU's standard of academic freedom, Jennings said.

Budget reductions affecting the staff will be made through attrition, he said.

William J. Napier, assistant to the president and director of government relations, said the administration is attempting to spare academics as much as possible.

Michael C. Gerald, professor of pharmacy, supports the presidents' policy to “spread the hardships out.”

“He supports the faculty and staff,” Gerald said, and he does not want those people to “jump ship.”

Jennings said he also is sympathetic to the plight of the students contending with tuition increases and rising school expenses.

“Our tuition level must take into account the very real probability that financial aid and jobs will continue to be more difficult for our students to obtain,” he said.

Any tuition increases would be considered carefully so that university accessibility would not be impaired, Jennings said.

The president said the quality of OSU “must be preserved by budget cuts that are selective rather than across-the-board.

Jennings directed that the following specific budget cuts be made within the university in the next five months:

• The cancellation of a special one-time allocation for library acquisitions and equipment approved last December to save $3.6 million.

• The proposed system of requiring revenue producing auxiliaries to pay their own utility and maintenance expenses, effective Jan. 1, 1982, to produce $4.5 million.

• Vice presidents in charge of various operating units of the Columbus campus are to reduce the total budget by $6 million.

• An energy-saving program will produce a savings of $500,000.

• The operating units receiving state subsidy are to cut their budgets by $4.3 million — in proportion to the state subsidy reductions recommended for the Columbus campus.

The budget reductions total $18.9 million. In addition, Jennings proposes to use $405,000 of this year's $3.3 million in emergency funds to balance the remainder of the deficit.

Jennings also said the university expenditure freeze will be modified for each unit as soon as each unit is able to meet the outlined budget cuts.

Other options outlined by Jennings include the establishment of an early retirement program and the consideration of expanding job-sharing and flex-time programs for the staff.

He will also appoint a committee of faculty, staff and students to review his actions and judge their consistency with the proposed concepts. The committee will be appointed with the advice of the University Senate.

Jennings will ask the committee to “solicit wide and comprehensive participation in the budget reduction process.”

In addition, he will name a personal advisory team to review administrative policy and its implementation.

Jennings emphasized the need to consider the future of the university and its students in considering each of the proposed cutback policies.

“Our future society will be as good or as bad as the minds of the men and women studying in our universities today,” Jennings said.

The uncertain future of society must be held accountable by the university, he said.

“We must proceed to make this university a better institution for tomorrow than it is today,” Jennings said.

Because the financial problems of OSU are shared by the university community, they should be solved together as a university, he said.
The following is a transcription of the budget policy speech given Tuesday by OSU President Edward H. Jennings in Mershon Auditorium.

Members of the faculty, the staff, and the student body:

I come before you today to address an issue of magnitude unprecedented in the history of The Ohio State University. We face a financial problem that can still be solved only in approximately 18 months. But when the estimates are twice the percentage cuts we faced in the Great Depression, and so enormous that immediate action is absolutely essential.

First, let me outline the dimensions of the problem. The Ohio State University currently is operating on an annual budget of $610 million, or $175 million or 28.4 percent, comes from the state tax levy. The remaining $432 million is derived from such diverse sources as student fees, residence hall fees, hospital revenues, sales of various services, athletic income, gifts, grants, and contracts, and many, many other sources.

On Jan. 14, I was informed that the state government is estimating that the 1981-82 bimetallic budget, approved last November, is expected to produce a deficit of $353 million. From what we know today, this will mean a disproportionate reduction in the state subsidies planned for education. Correspondingly, this university will suffer a loss of revenues of approximately $55 million for the remaining 17 months of the current biennium.

To put this in perspective, $55 million represents more than 2,200 jobs at our average salary ranging from $50,000 to $75,000.

We must consider the combined annual budget of the Colleges of the Arts, Biological Sciences, Humanities, Mathematical and Physical Sciences, and Social and Life Sciences. And this deficit may not be the worst-case scenario.

This most recent withdrawal of state support is proposed even though the subsidy from the State of Ohio has been among the highest in the nation. Ohio currently ranks 45th in per capita support for higher education, and with proposed reduction we will assuredly be in contention for 50th place.

This withdrawal of support is proposed even though we have gone through several years of considerable retrenchment, reducing services, programs, and activities.

This withdrawal of support is proposed even though our tuition already is among the highest in the Big Ten and, indeed, among the highest in the nation for land-grant universities.

This withdrawal of support is proposed even though we have sustained The Ohio State University through the last several years only through inventive financial management unprecedented in universities throughout this nation.

We may hope that the public and our elected officials will help us with this problem. We must do all we can to seek their support. But when we review the history of funding for this university we must assume, at this stage, that such assistance may not be forthcoming in the immediate future.

I believe that we must begin now to act under the assumption that the proposed budget cut may well be a long-term reality, and that the state surplus in the state could indeed become worse over the next 17 months. We know from past experience that further budget reductions are possible. We must therefore look to nonfiscal solutions. We must assume that this is our problem to solve, for good or ill.

I believe that we can and, indeed, we must approach the coming cutbacks from a positive perspective. Anything else is to deny the very purpose and foundation of this great university. Let me outline for you what I believe are those principal characteristics of this institution — characteristics that must remain inviolate as we manage our budget decline.

First, we are a magnificently diverse institution. Our activities range from cancer research to operating a power plant, from teaching basic English and mathematics to providing doctoral education in chemistry and electrical engineering, from the creative talents of the artist to preparing leaders for the most sophisticated and highly technological environment of the world we envision.

Second, we are a public, land-grant institution. This confers upon us great responsibilities to provide quality higher education to all individuals, through local, basic, state and federal aid, and student work opportunities. Indeed, in this very audience there are many who would not have a higher education today if it were not for the existence of high quality land-grant universities — land-grant universities such as the Ohio State University.

Third, our primary responsibility is the education, training, and nurturing of human capital. If we permit quality in that endeavor to be compromised, we will suffer significant consequences 18 years from now and 55 years from now. We need only look at the current consequences of the decline of physical capital permitted by some American industries in years past. Our economy is suffering today partly because 20 years ago, our manufacturing technology was not upgraded and renewed. America's industrial base had declined. It is our responsibility to insure that such a decline does not occur in our university of human resources.

Fourth, our only real asset is our quality. We are, as a university, no better and no worse than the quality of our faculty, our staff, and our students. If we do not maintain our minority to grow and eventually flourish, our legacy will be mediocre human resources. The existing quality of this university must be preserved, this is our highest priority, and this is our most important responsibility.

Fifth, we have a clear institutional mission of teaching, research, and service. Very often, the mission generates conflict between the need to preserve and transmit knowledge, and the equally critical need to create new knowledge. But we must recognize this conflict as what leads to progress — in education, in business, in science, in any endeavor. I firmly believe that a university cannot be a great teaching institution without also being a great research institution. Research without the stimulus of the classroom is devoid of creativity. The classroom without the inflow of current research is merely a repetition of what has gone before.

Our service enterprise is certainly related to the dissemination of knowledge and active participation in society. In recent years, we have added those services that are demanded by society. They are very important to the university, the community, the state, and the nation. They are also very costly. In fulfilling our service missions, we must not divorce the fundamental responsibilities for teaching and research, and the cost of those services must be in appropriate ratio to the benefits.

Sixth, we must approach our problems with caution, but with the realization that the suggestions of those who would have a university in terms of immediate output or productivity, accountability, or the like, are simply not realistic. We have faced similar problems in the past, and we believe that the university we can be proud of is that which is supported by the very nature, is long-term. We cannot, for example, be subject to time-and-motion studies that attempt to calibrate teaching in terms of square feet per classroom. Judgment is required because education is, by its very nature, intangible. It is difficult for any of us, or all of us in our collective wisdom, to predict the impact of our achievements 50 years from now. Seeding short-term and quantitative measures to demonstrate our excellence denies the essence of our contribution. We must and will not divorce those services that are fundamental to the long-term future of our society.

Seventh, we are by our very nature an incredibly dynamic institution. What is popular and "state of the art" today is likely to be obsolete, obsolescent, and even trivial tomorrow. The program that cannot attract students tomorrow may be the program that is critical to the nation's future.

We should be mindful that, 70 years ago, Professor Goddard's rockets were considered merely interesting toys since, by the current wisdom of "everyone who knows" it would be impossible in the atmosphere void of outer space. When we are tempted, by the current wisdom of 1982, to label any field of inquiry "useless" or "irrelevant," we should remember the roots of the space shuttle Enterprise and be humbled.

Eighth, while we are diverse and dynamic, we are also intrinsically interdependent. In making budget judgments, we must recognize the centrality of many of our departments to our total educational mission, and the relationships of our many parts to the university as a whole.

We are, for example, the largest group of any 4-year institution in the world. We are not a collection of small entities, but a large, complex, network of research, teaching, and service. We are all interdependent.

Ninth, we are a public, tax-supported university, which is not the English department's money; it is not the athletic department's money; it is not the
The Development Fund’s money; it is the university’s money. The financial problems of the university are problems we share as a university. We shall solve them together as a university.

Ninth, the hallmark of our university is academic freedom, as it is in higher education throughout this country. While we have our financial problems, they are not a major problem. If we share the problems of the university, we shall have the solutions.

Moreover, we must be keenly aware of the need for continued academic vitality and our obligation to provide truly equal opportunities for women, minorities, the disabled, and the disadvantaged. We must protect the principle of academic freedom, while at the same time allowing the flexibility in the general curriculum, and for advancement opportunities for those groups which have for too long have been denied full and free access to all positions in our society.

None of us can afford to rest on our laurels. We must continue to increase opportunities for all individuals.

In addition to these fundamental characteristics, we must also consider the total environment in which we operate. This institution is heavily dependent on the federal sector. Federal support to higher education has been reduced already. Undoubtedly, it will continue to diminish. Thus, our state budget reductions must be considered in tandem with federal budget cutbacks. Together, the reduction in funds to The Ohio State University will be felt to a greater degree than if we faced cutbacks from just one source.

Federal budget cuts also are closely related to the issue of accessibility. Many of our students depend on federally supported grants, loans, and jobs to finance their education. Our tuition level must take into account the very real probability that financial aid and jobs will continue to be more difficult for our students to obtain.

Unfortunately, we do not face our current problem from a position of financial strength. This university has been going through budget cutbacks for quite some time. Each of you has felt the impact of past cuts. You may have received lower salary increases, or watched the demise of supply budgets, or seen class sizes grow, or paid higher tuition, or seen the departure of some of our faculty and staff. The best example — or perhaps I should say worst example — is our equipment and library acquisitions budgets. To return to the level we had achieved 10 years ago in those so hard times, we would require an infusion of at least $5 million dollars, an amount equal to the cutbacks we currently face from the state.

Finally, it is ironic that in higher education we, the faculty, are at our wit’s end with the terms “hard money” and “soft money.” Hard money was appropriated by the state; soft money was provided from other sources. But state money is no longer quite as hard. Consequently, we must examine more rigorously and seek ways to enhance our revenue-producing activities and other sources of funds that we have in the past.

The general characteristics of The Ohio State University — characteristics we share with other major, comprehensive institutions of higher education throughout this nation — we can draw a number of basic principles to which we must adhere in managing our financial problems.

First, we do not have the luxury of time. Second, our primary obligation is to the future, the future quality of this university and the quality of life in this state and this nation.

Third, our primary obligation is teaching, research, and service as it relates to teaching and research. Fourth, our diverse departments are deeply interdependent and dynamic, in ways that cannot be clearly measured or predicted. Fifth, teaching and research are inseparable activities and academic freedom is indispensable to both.

Sixth, quality must be preserved by budget cuts that are selective rather than across-the-board.

Seventh, accessibility must be maintained along with comprehensive, equal opportunities for all.

Eighth, flexibility and cooperation are vital to our success.

Above all, we must remember that we have not achieved so much without relying upon our collective abilities and talents to adapt to new circumstances. This current circumstance will indeed test our flexibility. It will test our determination to cooperate across established institutional lines so we can develop the creative solutions required to maintain and enhance our strengths. We must draw upon all of our capacities.

Several solutions readily suggest themselves as we look at our financial problems. Let me list some of them for you.

Tuition could be increased, and undoubtedly it will be. But to meet our requirements, tuition would need to be approximately doubled. Such an increase must be considered carefully in light of this state’s basic principle of public education — accessibility. Ohio’s percentage of high school graduates pursuing higher education is already among the lowest in the nation. If we double tuition, we reduce opportunities for individuals. If we reduce all certain this state or this nation is prepared to accept.

Programs could be eliminated or staff could be reduced. If we take this action, however, we must be aware of the interaction of programs, of the effects on academic freedom, and of the implications for the dynamic nature of this university. We must remain mindful of the effects upon providing comprehensive educational opportunities that this great university ought to be providing for the people of Ohio.

We could lower total enrollment. But this reduces opportunities for the students of Ohio and diminishes the pool of talent necessary to replenish the academic and non-academic leadership in Ohio and in our nation. Today we have applications that are roughly double the number of freshmen that we can enroll. If we lower enrollment, we not only reduce opportunities, we also fail to meet the demand for education at this university.

We could reduce services. No doubt some will be reduced. We also must charge for certain services in the future at rates commensurate with the realities. This will be necessary if we are to balance our budget while preserving our quality, our diversity, and our joint mission of teaching and research. But the transmission of our knowledge — both existing and new knowledge — to the community at large will be irreparably damaged if we are excessive.

We could consolidate programs and operations that appear to have a high cost because they are spread throughout the campuses. But the cost we see readily is only a dollar cost. We must also consider the total cost. What, for example, is the cost of reducing institutional diversity and decentralization?

Consolidation could also go beyond this university. But we must not assume that duplication of programs throughout the state is necessarily wasteful. Just as diversity is an asset of this university, educational diversity is an asset to this state. Confining programs to a single location may be appropriate. But if we lose diversity and curtail opportunities, the cost-benefit ratio may be negative.

Potential solutions are endless. Each proposal has its merits. More importantly, each proposal also has major, long-term implications for the future of this university, for Ohio, and for the nation. None can be taken lightly.

If we are to go beyond the patchwork of across-the-board cutbacks — and I believe we must — than some form of each solution may be used. But, the enormity of the issue facing us today is such that we must make major educational judgments as we implement our solutions.

We cannot simply put another notch in our belt, eliminate photocopying, or eliminate programs with 10 or fewer students. The decisions are of such magnitude that they will affect generations to come. They reach the very heart of the educational mission of this university.

I emphasize that we do not have the time or the luxury to study these major issues in long and ponderous depth. We do not have the time to assure ourselves that we are minimizing the loss to the people of this state. Indeed, no such assurances are possible, no matter how tenaciously we attempt to predict the future. The very longevity of the proposed cutbacks requires that we take some enormous risks — risks that must be assumed now.

To return to where I began, I believe that at the very least it is reasonable to expect that the 1981-82 fiscal year subsidy for this university will be reduced by approximately $15.6 million. We must reduce our budget, or increase our revenues, or a combination of both by that amount before June 30, 1982.

As we proceed with these cuts, we must do so not only in accord with the principles I have outlined today, but also with the expectation that this reduction will continue through the fiscal year, totalling approximately $55 million for the bimonth. Today, however, we must concentrate on the next five months.

One further point, before I give specific details. Even as we plan for the worst, it is also important to recognize the deep and abiding interest in education that exists in Ohio. I do not believe that the State of Ohio wishes to irreparably damage to The Ohio State University, nor to any other educational institutions of this state, including the primary and secondary schools, the two-year and four-year colleges and universities, and the many critical state services seriously affected by these cutbacks. These include, for example, The Ohio State University Hospitals, the Ohio Agricultural Research and
Development Center, labor education, the Ohio Cooperative Extension Service, and other essential services supported by the education budget. If the community and the legislature are able to increase financial support to higher education for the next fiscal year, we must insure that we have maintained the flexibility needed to re-evaluate and re-adjust decisions that must be made now and in the coming weeks. We must be evermindful that cuts, once made, are not readily restored, even if the funds become available in the future.

With all this in mind, I am today issuing the following instructions to address the $19.6 million problem we face for this fiscal year:

* The special one-time allocation for library acquisitions and equipment approved last December is canceled. This should produce $3.6 million.

* The proposed system of recovering service costs is to be installed as recommended effective Jan. 1, 1982, producing $4.5 million.

* The budgets of the various operating units of the Columbus Campus are to be reduced by $5 million. Such reductions are to be determined by the responsible university officer and they are to be made in accord with the principles I have outlined. To determine the reduction in each area, I have considered the total resources available in each unit, the principles enunciated today, and the budgetary flexibility available to each unit. I have excluded instructional budgets from my analysis of total resources available.

* The use of energy is to be reduced by an amount required to produce a savings of $500,000.

* The budgets of the various operating units where state subsidy is appropriated to the university in line-item form are to be reduced by $4.3 million. These reductions are in proportion to the state subsidy reduction recommended for the Columbus Campus — as they must be, in view of the nature of the appropriation.

These budget reductions total $18.5 million. In addition, I will use part of this year’s $3.3 million in contingency funds originally set aside as an emergency fund to balance the remainder of the deficit. This leaves us only $2.6 million in contingency funds to allow for necessary adjustments when unforeseen emergencies arise. This represents what the university spends in a day and a half. It is a dangerously thin cash balance for an institution of this size and complexity, especially when it is remembered that the state’s estimate for the deficit may be too optimistic.

Beyond these financial adjustments, I am also directing the following:

* Budget reductions as they affect staffing are to be made through attrition, and any internal reassignments of staff are to be made in accord with current university personnel policies.

* The freeze on expenditures instituted Jan. 15 will be modified for each unit as soon as that unit has demonstrated its ability to meet the expenditure goals outlined.

* I am establishing an early retirement program, and will consider plans for expansion of job-sharing, flex-time, and other creative options for current staff.

* With the advice and consultation of the University Senate, I will appoint a university-wide committee of faculty, staff, and students to review the actions I have taken and judge whether they are consistent with the principles and concepts I have outlined.

In addition, I ask that they provide guidance on how we will manage an outstanding institution of higher education on a budget that has every likelihood of being $55 million less than it was just two short weeks ago. I also ask that they solicit wide and comprehensive participation in the budget reduction process. I expect to have their initial recommendations returned to me by April 15.

* Finally, I will name an administrative policy review and implementation team to advise me. As this extremely complex institution attempts to address our equally complex problems, this team will be invaluable in providing advice, guidance, and interpretations of our fundamental principles as our university officers make extremely difficult decisions on a daily basis.

With that, I would like to add a personal note.

This university is a great and viable institution. It represents one of this nation’s major centers of higher education. The nation and the state deserve nothing less than the very best we have to offer.

It is up to each of us not only to cope with our problems, but to manage them. We must proceed to make this university a better institution for tomorrow than it is today. We may be smaller. We may have fewer resources at our disposal. But we must never lose sight of the goal of quality, of improving quality, or becoming even stronger. Our predecessors and our successors deserve nothing less.

I am new to The Ohio State University. I came here because of the enormous existing strength and future potential of this institution. I did not come here to preside over the decline or demise of the excellence of this great university.

I will do all I can to preserve and extend the quality, and the vitality, and the strength of this institution. I count on each of you to do the same. Our goal should be — our goal must be — to become a better, a stronger, and more vital educational institution than we are today. After all, we are The Ohio State University.
OSU president reveals cuts, skirts tax issue

By Gary Kiefer 1-27-82

Even after announcing nearly $20 million in budget cuts Tuesday, Ohio State University President Edward Jennings was unwilling to join the call for a state tax increase.

"I have a big enough job as it is," he said at an afternoon press conference. "I think it's the job of the legislature to talk about taxes."

If he won't lead the way, reporters asked, will Jennings at least lobby for a tax bill if one is introduced?

"I DON'T LOBBY. I provide them (legislators) information about Ohio State University," he responded.

The information he provided Tuesday, during a lengthy noon speech in Mershon Auditorium, was that declining state support for higher education has left OSU "desperately short of funds."

The speech outlined $19.6 million in spending cuts that must be made by June 30. The result will be colder classrooms, fewer new books for the library and more empty desks in administrative offices, he said.

But Jennings' plan avoided any staff layoffs, tuition increases or program eliminations, at least through the rest of this academic year.

JENNINGS SAID he hopes to avoid any layoffs as he looks for ways to cut a total of $55 million over the next 18 months, an amount he said represents 2,700 jobs at average salary.

"At this time, I expect to accommodate these cuts through attrition," Jennings said. But he acknowledged that any deeper cuts in OSU's state subsidy would present a new problem, since most of the annual $601 million budget goes for salaries.

Tuition, now at $435 a quarter, "undoubtedly" will rise, but not until fall quarter, Jennings said, adding, "We've still got to ask the question, 'How much?'"

If OSU tried to make up for all the budget cuts just by raising fees, the tuition would at least double, he said. "But that raises real questions about the mission of a state university," he said.

PROGRAM CUTS also may be required in the future, Jennings added, but they represent tough decisions that, once made, are difficult to reverse.

Jennings' plan for the immediate future — tapping contingency funds, cutting energy use, trimming administrative operations — manages to avoid cutting into instructional budgets.

But how it will affect specific university operations remains to be worked out. Jennings admitted some services may have to be eliminated.

Jennings said that while OSU can continue to hope for relief from the General Assembly, "We must assume this is our problem to solve, for good or ill."
Jennings appeals for federal aid during trip

By Laura Palko
Lantern staff writer 1-23-82

WASHINGTON, D.C. — OSU President Edward H. Jennings Wednesday, appealed to the Ohio U.S. Congressional Delegation to consider the university's need for federal funding.

His plea for student financial aid and research funding came a day after he announced $19.6 million in budget cuts for this fiscal year. The cuts were made because of a projected state $1 billion deficit.

U.S. Rep. Chalmers P. Wylie (D-15) hosted a luncheon on Capitol Hill in order for the Ohio delegation to meet with Jennings.

Jennings justified spending money on the trip, which was originally planned for November and then postponed, by saying he spent money in an effort to get more money.

Eighteen of the 23 Ohio congressmen attended the luncheon to hear Jennings speak about the budget crisis at OSU.

Jennings informed the delegation of a proposed 50 percent cutback in student aid. The previous allocation of $12.5 million will be reduced to $6 million, Jennings said.

"The federal people have shut off research and instructional funding and the state has not replaced it," Jennings said.

"Replacement of money is least favorable when cuts first come out. If I am facing a $55 million cut, there's no way I can replace it."

Jennings expressed concern that students would bear the brunt of the budget difficulties by eventually paying more tuition while losing financial aid from the government.

U.S. Rep. Thomas N. Kindness (R-8) discussed the possibility of "reprogramming" the federal Pell Grant. The Pell Grant is one of the most important federal grants received by college students.

Kindness said he did not think the reprogramming would be accomplished, but questioned Jennings about the implications of a change in the grant policy.

Jennings said a large percentage of needy students attend public universities. The guaranteed student loan and the Pell Grant are "most critical to OSU," he said.

In response, U.S. Rep. John F. Seiberling (D-14) said the other flagship universities in the country facing the same situation could be the basis for a "mutual alliance" among the congressmen. A common cause with colleagues in other states may be one way to battle the hardship, he said.

Jennings said university accessibility to students is an important principle of OSU.

"The nation and the state of Ohio have to do some soul-searching to determine whether they want to maintain accessibility," he said.

Jennings' policy to reduce funding for university equipment, outlined in his Tuesday speech, also prompted comments from the congressmen.

U.S. Rep. Bob Shamansky (D-12) asked how OSU could continue its academic quality if equipment cannot be maintained.

Jennings agreed that a $2 million allocation, which was canceled Tuesday because of state cutbacks, is not adequate for upkeep when at least $12 million is needed.

He made it clear that in order to refrain from cutting into the academics of the university, it is necessary to reduce funding in financial areas.

Jennings added, however, that adequate equipment upkeep is "probably (OSU's) most serious financial problem."


OSU receives $14 million per year through private fund raising, Jennings said. Yet, the university still ranks only seventh or eighth in the Big Ten.

The biggest plans for fund raising at OSU involve the support of the Ohio General Assembly, he said.

He added that his policy of charging for university services previously obtained for free is the most current method for fund raising in light of the budget crunch.

Wylie said, "I'll help in any way I can. OSU is important to Ohio."

He suggested that Jennings send letters outlining his appeal to each of the congressmen.

"We don't have to agree with each other, but we've got to be able to talk to each other," Jennings said.

Jennings appointed William J. Napier, his assistant and director for government relations, to draft the proposals to be sent to the delegation.

According to Napier, U.S. Rep. Ronald M. Motl (D-23) said the Ohio delegation may try to meet regularly. Occasional representation of OSU at the meetings may benefit both the university and the delegation, he said.

Napier said many of the congressmen expressed a wish to meet more often with OSU.

Napier, Dr. Henry G. Crumblett acting vice president for health services, Edwin M. Crawford, vice president for public affairs, and Douglas N. Jones, director of the National Regulatory Research Institute, accompanied Jennings.
Jennings appoints advisory team

By Laura Palko
Lantern staff writer 2-3-82

OSU President Edward H. Jennings Tuesday appointed the members of an administrative policy review and implementation team.

The members will advise Jennings as he tackles the current budget reductions caused by a projected $1 billion shortfall in state revenue.

Jennings announced plans for the creation of the committee in his January 26 address to the university community.

"This team is to provide advice, guidance and interpretations of our fundamental principles as our university officers make extremely difficult and complex decisions on a daily basis," Jennings said.

The team "will be invaluable to the campus as we attempt to solve our immediate budget problem," he said.

The committee is composed of the following individuals: Robert A. Burnham, dean of the College of Education; Diether H. Haenicke, dean of the College of Humanities; Richard D. Jackson, vice president for business and administration; Roy M. Kottman, dean of the College of Agriculture and Home Economics; W. Ann Reynolds, Provost; Madison H. Scott, vice president for personnel services; and Manuel Tzagournis, dean of the College of Medicine.

Assisting the committee will be members of the president's staff, including Weldon E. Ihrig, acting vice president for finance and planning; William J. Napier, assistant to the president and director of government relations; Larry R. Thompson and Judith B. Washburn, special assistants to the president, and Sue L. Mayer, staff associate.
COLUMBUS, Ohio -- Ohio State University installed Edward H. Jennings as its 10th president in brief campus ceremonies Friday afternoon (2/5).

The installation at Fawcett Center followed the monthly Board of Trustees meeting and took the place of a formal inauguration that had been set for March 9.

Jennings had recommended cancellation of the March event in view of the current need for major reductions in state support to the university.

Board Chairman Chester Devenow of Toledo said the trustees had accepted Jennings' recommendation "with great regret and some reluctance."

"In so doing, however," Devenow said, "I feel compelled to note that this action is typical of the leadership style and concern which characterize President Jennings and which ultimately led to the strong recommendation of the presidential search committee and the unanimous vote of the Board of Trustees in selecting the new president."

Jennings, 44, assumed the Ohio State presidency last Sept. 1 after two years as president of the University of Wyoming.

In officially conferring the title of president, Devenow paid tribute to Jennings for his work during the past five months.

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"He has not only demonstrated superb skills and knowledge of the complex and difficult financial problems facing the university," Devenow said, "but he has given clear evidence of his commitment to excellence in all that we do -- teaching, research and service -- at this great institution."

Jennings received the gold Centennial Medallion that symbolizes the office of the president at Ohio State.

In his response, Jennings expressed gratitude to faculty and staff, students and alumni for their support of the university and spoke briefly about the university's financial problems.

"These problems present extraordinary challenges for each of us," he said. "But I am convinced that the State of Ohio does not wish to do irreparable damage to the educational system of this state or, more specifically, to The Ohio State University. And I am confident that with the deep commitment and dedication of our faculty, staff, students and alumni, these challenges can be met."

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COLUMBUS, Ohio -- Edward H. Jennings, president of The Ohio State University, today (2/24) announced the appointment of a 12-member University Fiscal Advisory Committee consisting of seven faculty, three students and two staff.

The faculty members are: David H. Boyne, chairman, Agricultural Economics; Jesse A. Engle, associate professor, Mathematics (Marion Campus); Nancy S. Erickson, associate professor, Law; Joan R. Leitzel, associate professor, mathematics; William Moore, Jr., professor, Educational Administration; Ronald C. Rossbottom, professor, Romance Languages; and Marilyn R. Waldman, Chairman, Comparative Studies, Humanities.

The three students are: John S. Jordan, graduate student, Clinical Psychology; Eric Seabrook, junior, Communications; and Mark H. Spencer, graduate student, Educational Administration.

The two staff members are: Betty J. Hudson, assistant dean, University College Administration, and Richard S. Stoddard, administrative associate, Political Science.

"This is an extremely qualified group of individuals who will view the university from a broad-based perspective," said President Jennings.

According to procedures established by the President, the University Senate Steering Committee presented Jennings with a slate of nominees composed of 10 faculty, six students and four staff and the President selected two individuals at-large.

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Acting as liaison with the committee will be Larry Thompson and Judy Washburn, special assistants to the president.

Jennings said he looks forward to working closely with the committee as it provides guidance "with respect to the numerous alternatives that must be considered as this institution is managed with more limited financial resources."

In giving his charge to the committee, Jennings said that it must be primarily concerned with the broader perspective of the University's problems as difficult budgetary decisions are approached.

Jennings expressed his gratitude to the University Steering Committee for "The excellent job they did in presenting a slate of extremely qualified nominees."

He said he hopes the committee will present its initial recommendations to him by April 15.

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Jennings takes OSU helm in quick, simple ceremony

By Gary Kiefen
Onlooker OSU Reporter  2-6-82

He didn't want any pomp, under the circumstances.

So it was strictly a no-frills ceremony Friday when Edward H. Jennings was formally installed as the 10th president of Ohio State University, barely a week after he had to chop nearly $20 million from its budget.

About 100 people at the Fawcett Center for Tomorrow gave Jennings a standing ovation after a 15-minute ceremony in which he received the only tangible symbol of the office he took over in September: The gold OSU Centennial Medallion dangling from a red velvet ribbon.

"I DEEPLY and sincerely appreciate the kindness and support extended to me and to my family since we have arrived," the 44-year-old Jennings said during a brief speech, with his wife, Mary Eleanor, and son, William, looking on.

State budget problems have presented OSU with "extraordinary challenges," he said, adding they can be met through "the deep commitment and dedication of our faculty, staff, students and alumni."

The only other speaker was Chester Devenow, chairman of board of trustees, who termed Jennings "an extraordinary educator and administrator" and said his leadership during the financial problems shows he is "the right person for the times."

Devenow said it was "with great reluctance and some regret," that he agreed to Jennings' decision to cancel the elaborate inauguration ceremony which the trustees had been planning to hold in March.

BUT IN THE board meeting which preceded the ceremony, Jennings made clear that it's not the time for pageantry.

"When we talk about the state's budget problems, we've got to assume the worst," he said. Due to state-ordered cuts, Jennings last week announced $19.6 million in spending reductions by June 30, with another $35 million in cuts needed the next year, according to projections.

Instructional funds have been spared, Jennings said, but the cuts mean OSU will have no writing skills laboratory, fewer academic advisors and shorter hours for many service activities.

"This isn't a scare tactic," he said. "It could get worse."

Jennings installed

By Laura Palko
Lantern staff writer  2-8-82

Edward H. Jennings was installed as the 10th president of Ohio State University in a brief ceremony Friday afternoon.

The inauguration at the Fawcett Center For Tomorrow followed the monthly OSU Board of Trustees meeting.

Outside of the board room door was a sign that said: "We may not be Mershon, but we're glad you're here... Congratulations."

Jennings cancelled plans for a formal inauguration in Mershon Auditorium March 9 because of current budget difficulties.

John T. Mount, dean of University College, summed up his impression of the simple ceremony saying, "This is one occasion that reflects the administrative style, and this is in keeping with (Jennings') style."

Trustees Chairman Chester Devnow said the board accepted Jennings' recommendation to cancel the formal ceremony "with great regret and some reluctance."

"I feel compelled to note that this action is typical of the leadership style and concern which characterize President Jennings...," Devnow said.

Devnow installed Jennings as the OSU president and complimented him on his work during the last five months.

Jennings "demonstrated superb skills and knowledge of the complex and difficult financial problems facing the university," as well as proving his commitment to the excellence of the university, he said.

Jennings received the 14-karat gold Centennial Medallion that symbolizes the office of the president at OSU.

In response, Jennings thanked students, faculty staff and alumni for their support of the university... He also spoke of the economic difficulties facing the state and the university.

"...I am convinced that the state of Ohio does not wish to do irreparable harm to the educational system of this state or, more specifically, to the Ohio State University. And I am confident that with the deep commitment and dedication of our faculty, students, staff and alumni, these challenges can be met," Jennings said.

Jennings said he recognizes the need for continuing university support if he is to be successful in his efforts on behalf of OSU.

Following the inauguration, Carolyn Devow, first vice president for the OSU Alumni Association, presented Jennings' wife, Mary Eleanor, with a dozen red roses and welcomed the Jennings family to the university.
Suspensions demanded

Editor’s note: The Lantern received a copy of this letter addressed to President Edward H. Jennings.

I am writing you to show my outrage with this university’s no-action policy in dealing with the university athletic break-ins.

I question the reasoning behind such a policy in dealing with the students involved in the three break-ins of the Biggs Athletic Training Facility on Fyffe Road.

Let me remind you, President Jennings, that these students took some $10,000 in university-funded equipment. This only to received extremely light, if any, punishment. Now, is that fair and just compensation to the thousands of tuition-paying students and tax payers of this state? I think not! In these hard times, I don’t see fit to have thieves as honored students at this institution. Now nor ever! As you said Mr. President we’ve got enough money problems as it is.

As an OSU hospital employee, let me introduce my boss, Donald Cramp, executive director for University Hospitals. Phone him and let him explain the countless times that employees were fired as a result of stealing materials far less in value than $10,000. (e.g. nuts and bolts, fruit, pencils, cookies, and don’t forget the fellow fired for watching sex therapy films, etc.) This may also be applied to the OSU police officers and fire and safety personnel fired for theft against the university. What makes a student any different?

With a tightened admission policy this academic year, wouldn’t it be fair to the thousands of deserving youth waiting for admission to keep thieves as students? Again, I think not! Again, doesn’t it note in the university’s rules and regulations book that theft is grounds for quick dismissal. I know so!

It is, therefore, my opinion is that the students involved be suspended indefinitely! Please reply.

Michael W. Springer
Senior
Grove City
NEW OSU PRESIDENT MEETS WITH OHIO CONGRESSIONAL DELEGATION

On January 17 I was pleased to host a luncheon for Dr. Edward Jennings, the new President of Ohio State University, and the members of the Ohio Congressional delegation. It was the first opportunity for most of the members of the delegation to meet with Dr. Jennings, who took office in September, and 18 of the 23 delegation members attended.

Dr. Jennings stressed the great need for continued federal support for higher education, both through funding of research projects and student aid programs. His greatest concern was the possible effect of reduced funding for student aid programs. More than 23,000 Ohio State students received some form of federal aid in 1981.

Dr. Jennings is well-attuned to the political process and has expressed a desire to work closely with public officials at the local, state and federal levels. I believe that the luncheon helped lay the groundwork for a constructive dialogue between the University and the Ohio delegation on higher education issues.
Bush assails critics, defends Reaganomics

By Matt Moffett
Lantern staff writer 3-15-82

President Ronald Reagan will stick to his economic program despite criticism from those who say it is unfair to the poor, Vice President George Bush told a Columbus audience Friday.

In his address at the 33rd Annual Ohio Governor's Awards ceremonies, Bush challenged critics who say Reagan is stripping social programs and said the president still has a mandate from the public to curtail government spending.

Reagan’s $757.5 billion budget for 1983 has come under fire from both Republicans and Democrats in Congress. The budget includes record deficits of $273 billion for the next three years. An 18 percent, or $33.5 billion, increase in defense spending and a $12.8 billion reduction in social benefits also have raised the ire of critics.

As Bush spoke in the ballroom of the Hyatt Regency Columbus, about 20 demonstrators outside the hotel protested the Reagan budget.

“We’ve heard criticism, but we’re waiting to hear something new,” Bush said. “We’re trying to curtail government spending for the first time. This president was elected to do something, and he’s not about to turn around now.”

Bush singled out the administration of former President Jimmy Carter as an example of what happens when the government fails to stand firm behind a single economic program.

“There were seven different economic programs in the last two years of the Carter administration,” Bush said. “We’ve seen the past and it definitely doesn’t work.

“We’re going to stand by this economic program. It’s going to work and we’re going to put this country back to work again.”

Bush cited increases in funding for social programs as an example of the Reagan administration’s commitment to the underprivileged.

He said the Reagan budget includes a $584 billion appropriation for social programs in 1982. By 1986, he said, the government will increase funding to social programs by 29 percent.

“I challenge the charge that we’re cutting out payments to social services,” he said.

Bush, who received a special Governor’s award, spared no praise for Gov. James A. Rhodes work in almost 16 years as Ohio’s governor.

“Ohio has given the country seven presidents and Jim Rhodes — a remarkable figure in American politics.

“You have to go back to the time when states weren’t states yet — when they were just territories — to find someone who has governed longer. And you have to go back further than that to find someone who has governed better.”

Bush and his wife Barbara, both have Ohio ties. The vice president’s father was born in Columbus and his grandfather was a prominent Columbus industrialist. Mrs. Bush’s father was from Dayton and her grandfather served on the Ohio Supreme Court.

Rhodes presented the Governor’s Award to 30 Ohio individuals, groups and events who “have benefited mankind and brought honor to their state.”

OSU President Edward H. Jennings was one of the recipients of the award, the highest honor the state can bestow upon its citizens.

Jennings was lauded as an “aggressive and innovative” leader with “dedication to excellence in university education.” Jennings has been president since September 1981.
Red tape snags Soviet expert's OSU visit

by Barb Carmen
انتئن staff writer 2-15-82

The visit of a Soviet robotics expert to OSU and three other universities could be canceled because of a dispute over conditions imposed by the U.S. State Department.

Nikolai Umnov, a Soviet expert on walking machines, originally was scheduled to spend three days at OSU in early March, said Edwin Crawford, OSU's vice president for public affairs.

The Soviet scientist was invited by the National Academy of Sciences NAS) to spend three months in the United States and visit four universities: OSU, Stanford, Auburn and Wisconsin.

Umnov's visit, however, has been the source of an out-and-out battle between the scientific community and the State Department after the State Department issued the following conditions for Umnov's visit:

- Umnov can not tour any industrial sites.
- He cannot see research that is classified or funded by the Department of Defense.
- Researchers can discuss only theory of robot locomotion with Umnov, but can not show him actual control units or programming techniques.
- Umnov can only see research already published.

The State Department said Friday he conditions were "clarified" and he last restriction was changed so Umnov could see research that eventually would be published.

"It's much ado about nothing," Crawford said. "We are hosting the professor on a open basis and he's free to see anything here that's of interest to him. Obviously he can't see classified things, but neither can thousands of people on this campus.

Robert McGhee, OSU's robotics expert who visited Umnov in the Soviet Union, is scheduled to host Umnov at OSU. McGhee declined to comment, saying "the whole subject is complicated and delicate."

"Professor McGhee has no classified research," Crawford said. "So these restrictions don't affect his Umnov's visit here at all.

"The Soviet Union hosted us on an open and unrestricted basis," he said.

"We don't feel it's necessary for the State Department to intervene. We know how to conduct a visit of a foreign professor and we intend to go forward with it," Crawford said.

The dispute began when Stanford refused to be a watchdog for Umnov and said the State Department's conditions were "unreasonable and unenforceable."

"The campus environment is completely open and the thousands of visiting scholars to campus each year have free access to any of the university's programs," said Gerald Lieberman, Stanford's dean of research, in a letter to NAS.

"Even if we had the means to monitor or police the activities of visitors, such actions would drastically disrupt the academic environment, which is essential in fostering creative research endeavors," Lieberman said.

The State Department conditions are the result of the Reagan administration's concern over the transfer of technology to the Soviets, said Barbara Jorgenson, associate director of the Office of Information at NAS.

Researchers said this stance has sent shivers throughout the scientific community, which argues science should be shared openly for the benefit of all peoples and not be subject to political squabbles.

Of the four colleges Umnov is to visit, only Auburn has accepted the State Department's conditions without question.

"We feel we have a right to put our two cents in," said James Jastras, of the State Department's office for Soviet Union Affairs.

"NAS is a private organization, technically, but money for this organization almost entirely comes from the government. If we don't like the way the program is set up and we think there are problems with it, then he just doesn't get accepted under the program to visit," Jastras said.

Jastras could not confirm whether Umnov even will be allowed to visit and said "nothing has been resolved."

However, Bob Beyers, head of Stanford's news service, said a State Department source told him "it appears we'll be able to work things out."

"We're trying to find some common ground between the desires of the State Department and the desires of the universities; and we feel as though that common ground is just about clarified," Jorgenson said from the NAS office in Washington, D.C.

She said the university "can't police these things, unless they had a guard on him all the time -- and the university certainly doesn't accept that and we don't accept that."

However, Jorgenson said these same conditions were met in the past and many foreign researchers visited U.S. universities under them.

"These visits are very important," she said. "They are the only way to keep open the window of science; the only way to find out what they (the Soviets) are doing."

All of the researchers contacted agreed the State Department's clarified position may pave the way for Umnov's visit.

"We would be happy to accept him under the new terms," said Andrew Frank, Umnov's host at the University of Wisconsin at Madison.

"The State Department restrictions do not appear to preclude access to any of our research programs. Neither I nor Stanford is expected to assume responsibility for monitoring his activities during his visit," said Bernard Roth, a mechanical engineer and Umnov's host at Stanford.

Paul Parks, Vice President for Research at Auburn, said Auburn never had any problems with meeting the State Department's conditions.

Parks said the conflict between politics and science "hasn't affected me. Actually, I've given very little thought to it."
OSU says Russian visitor will have no restrictions

By David Lore  2-16-82

Ohio State University President Edward H. Jennings said Monday he believes the federal government has dropped security objections on a spring visit by Russian robotics expert Nikolai Umnov to OSU.

Jennings said he informed officials at the National Academy of Sciences Friday that OSU would allow Umnov the same access to scientists, equipment and facilities that would be allowed any other visitor.

"As far as I'm concerned, we don't have a problem," he said.

But Barbara Jorgenson, a spokesman for the National Academy, said Tuesday that the State Department would only decide whether to issue Umnov a visa once security agreements had been reached with OSU and three other host campuses. The government, she said, had asked each campus not to give Umnov access to classified research or to off-campus industrial sites.

Jennings said the Russian, a faculty member at the Blagonravov Mechanical Engineering Institute in Moscow, had once been scheduled to spend six weeks at OSU but the visit had subsequently been reduced to three days.

Umnov will be visiting the laboratory of Prof. Robert B. McGhee of the OSU Department of Electrical Engineering, where a $3.4 million U.S. Department of Defense study on robotics is under way. OSU officials said the contract is unclassified.

The work, which involves design and testing of a 200-pound, six-legged robot, began in 1964 but was criticized in 1978 by U.S. Sen. William Proxmire, D-Wis., as a waste of federal research funds.

Engineers, however, say McGhee's bug-like robot could result in the development of improved artificial limbs and overland terrain robots.
Jennings’ first ‘fireside chat’ draws 125 curious students

By Becky Yorak
Lantern staff writer

The speaker was not FDR, and the time was not the mid-1930s, but OSU President Edward H. Jennings gave his own ‘fireside chat’ to approximately 125 students at the Ohio Union Wednesday.

Near the fireplace on the union’s second floor, Jennings answered questions and heard student concerns about a variety of topics, including the possible elimination of the labor and human resources department (LHR), student financial aid problems, federal funding cuts, remedial programs, basic educational requirements (BER), teaching assistants, out-of-state and foreign students, and OSU’s current budget crisis.

One student suggested eliminating some BER requirements, but Jennings said this would result in students becoming specialized in one field, but unable to adapt to other situations.

If our graduates are not prepared to adapt to those changes they will be hopefully obsolete,” he said.

OSU must face the inevitable problem of federal budget cuts, not only in student financial aid, but in research and instructional grants. Jennings said he is uncertain of the magnitude of the possible federal cuts, but expects them to be substantial.

Tuition would have to double to meet state and federal cuts to OSU, he said. But to do this would change the character of OSU.

If this happened, Jennings said OSU’s accessibility could suffer and become a school for the upper-middle class. “We will be here, but we will have a different mission.”

A tuition increase is certain, but the degree of the increase depends upon state and federal aid, Jennings said.

OSU has an obligation to provide information to legislators and the community on how these cuts will affect OSU and what they have done with past funds, he added.

Academic areas must be protected from sizeable budget cuts because once cuts are made in those areas, it takes a generation to rebuild what has been destroyed, Jennings said. He continued to say any cuts in personnel should come only through attrition.

Something must be done to keep out-of-state fees from rising too much because Ohio students need contact with out-of-state and foreign students, Jennings said.

“It would be a very sterile place if all we had was Franklin County students. It is vital for you Ohio students to be exposed to out-of-state and foreign students.”

One student also asked about the future of remedial classes and Jennings said they should never be eliminated. “We have to provide a opportunity for students who change their minds.”

Some students griped about TAs, but he said, “Bad teaching is not just confined to TAs.” Jennings said one reason TAs are used is because faculty are more expensive to maintain.

After he was through speaking, a group of students from the labor and human resources department stood up and expressed concern for their program which faces possible elimination.

Jennings said department reviews are periodic practices, and suggested the students make their point to the review committee which is studying the department’s possible elimination.
Three appointed to Negro College Fund

Joseph L. Davis, superintendent of Columbus Schools, Edward H. Jennings, president of the Ohio State University and William Jimmerson Holloway, professor of education at Ohio State University, all Clintonville-Beechwood area residents, have been appointed to serve on the 1982 Advisory Board of The United Negro College Fund (UNCF).

Davis lives at 188 Sheffield Road, Jennings lives at 285 Croswell Road and Holloway lives at 80 Broadmeadows Blvd. The appointments were announced by Pete A. Klsares, UNCF General chairman.

Melvin J. Cramer, vice president of Society Bank, was selected at 1982 corporate chairman for the fund.

Other selections from Columbus included Mayor Tom Moody as honorary chairman for the 1982 campaign and Harry E. Erb of the Ohio Bell Telephone Co. as public relations head.
OSU fees, Jennings' pay go up

By Don Baird
Dispatch-OSU Reporter

The Ohio State University board of trustees Thursday approved a $644.8 million annual budget that includes an $8 million deficit and a $7,600-a-year pay increase for OSU President Edward H. Jennings.

The raise for Jennings, his second since becoming president in September at a salary of $65,000, brings his annual salary to $82,800.

The budget also boosts student fees 12 percent, which means a full-time, undergraduate student will pay $486 a quarter, up $51.

JENNINGS SAID he hopes Ohio legislators will keep the budget deficit from actually materializing in 1982-83.

"I'm hopeful but I think we have to be prudent," he said. "If they don't act, we'll be prepared."

Jennings was referring to action expected next week in the Ohio General Assembly, where lawmakers have been putting together a bill to eliminate an expected $1 billion state deficit.

If legislators pass a budget-balancing bill next week, Jennings said, he will be able to eliminate the $8 million deficit and restore more than $17 million worth of cutbacks contained in the budget that trustees approved Thursday for 1982-83.

"IT IS A very, very tight and difficult budget," he said.

Beginning fall quarter, full-time undergraduate instructional and general fees for Ohio residents will increase $133 for a standard nine-month academic year under the new budget, moving to $1,458, from $1,325.

Fees for room and board will increase $243 to $2,490 per year, from $2,245.

Pay for faculty, administrators and professional staff members will go up 3 percent across the board, with another 5 percent available as merit pay.

TRUSTEES ALSO approved a reorganization recommended by Jennings that makes Richard D. Jackson, vice president for business and finance, his old title was vice president for business and administration.

Jackson was hospitalized with a heart attack May 23, but has been discharged from Riverside Hospital and is expected to return to work in about two months.

Trustees approved the appointment of Weldon E. Ihrig as university fiscal officer. Ihrig had been acting vice president for finance and planning.

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Big 10 Presidential Salaries

<table>
<thead>
<tr>
<th>University</th>
<th>President</th>
<th>Salary</th>
<th>Fringes</th>
<th>Enrollment</th>
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</thead>
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<tr>
<td>Illinois</td>
<td>Stanley O. Ikenberry</td>
<td>$83,500</td>
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<td>house</td>
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<td>house plus</td>
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<td>20% of wage</td>
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<td>Irving Shain</td>
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Our primary obligation is educating the leaders of tomorrow, and contributing to the new knowledge that business, industry, medicine, and hundreds of vital fields will need for the future. The basic research being carried out by our faculty today will have applications we cannot even imagine for tomorrow. Your advice on directions for our long-term future — even as we contribute to solving immediate problems and needs — is vital to the University and its role in society.

As a part of society, and specifically as a major public institution in the State of Ohio, we also share in problems, just as we contribute to solutions. Ohio's revenue shortfall has resulted in enormous projected reductions in state support for the University. Our elected public officials are still struggling with the need to fund important state services in the face of a budget deficit that will in all likelihood be a billion to a billion-and-a-half dollars.

The Ohio State University must do its share to help cope with the state's serious financial difficulties. Even with the hope of some relief from a tax increase, we will still be expected to make substantial reductions in the University's budget for the biennium.

But I am pleased and heartened by the emphasis, in the General Assembly's budget discussions, on the need to support higher education — and education at all levels. Private donations cannot be expected to replace the role of state support. Indeed, they must not, if our identity as a state university — the state's land-grant university — is to be preserved. Private contributions must remain our margin of excellence, which means that state support must provide a solid base from which we work to enhance quality.

Our current budget problems at Ohio State are complicated by planned reductions in federal support, and by our commitment, as the state's land-grant university, to maintaining accessibility. Our tuition already is among the highest in the Big Ten and, indeed, among land-grant universities across the nation. It will clearly be raised again this year, but we must do everything in our power to remain accessible to all Ohioans. This means keeping tuition as low as possible, and providing adequate financial aid, and student work opportunities.

Students enroll at The Ohio State University because they seek a better future — for themselves, and for the people they will serve in their future careers. Their individual vision is part of the larger vision that all of us in higher education share, and that the members of The Presidents Club have supported so generously over the years.

You are, by your example, important to the further growth of private support. When your friends and other family members want to know how they can help, you let us know that we need to get in touch with them. We rely on you to help The Presidents Club grow, and we are very gratified that we are able to do so.

I am proud to be in such distinguished company this evening, and proud to know that Ohio State has attracted your interest, your concern, and your loyalty. On behalf of all of us at The Ohio State University — thank you.

ADDRESS BY
DR. EDWARD H. JENNINGS
ON THE OCCASION OF
THE PRESIDENTS CLUB
SPRING BANQUET
MAY 1, 1982

THE PRESIDENTS CLUB
The Ohio State University
Development Fund
2400 Olentangy River Road
Columbus, Ohio 43210

THE PRESIDENTS CLUB
THE OHIO STATE UNIVERSITY
DEVELOPMENT FUND
It is a very special pleasure for me to attend my first Ohio State Presidents Club Spring Banquet. The Ohio State University is one of this nation's finest public universities. You, the members of our Presidents Club, deserve a large share of credit for the growing strength of Ohio State's national reputation over the last two decades.

This University is a public, state-supported, land-grant institution, but it also is dependent on the kind of extra support you provide. Ohio has always lagged behind in the level of state funding allocated to higher education. We currently rank 48th in per capita funding of higher education, which is a drop from the already-low ranking of 49th we held two years ago.

This has been partially a result of very low tax rates, which in the past have not produced the kind of income the state would need to provide more realistic levels of support. And this historical fact of a relatively low state funding base has made Ohio State dependent on private gifts to achieve the margin of excellence.

The beneficial effects of contributions by private donors are visible throughout the campus. For example, when The Presidents Club was founded in 1963, we had no endowed faculty positions at this University. Our average salary base for a professor does support the faculty at levels fairly competitive with other comparable universities. We are extremely selective in choosing which academic experts we ask to join our faculty — as well we should be, considering our academic stature and traditions of quality. We can count on receiving applications from extremely capable people who want to join the Ohio State family.

Yet the "Mark of Excellence" faculty, those who are constantly sought after by many institutions of higher learning, must be attracted with something more. And The Presidents Club has played an important role in allowing Ohio State to compete for the very best faculty members in the nation.

Today, we have nearly 40 designated or endowed chairs and professorships in a variety of disciplines. The achievements and on-going research of the especially outstanding faculty members who hold these positions bring honor to Ohio State as a whole. But perhaps more importantly, they pass on their legacy of excellence to a new generation of Ohio State alumni.

These chairs and professorships are highly visible evidence of what can be accomplished with private gifts. So are the rare books, the works of art, the advanced research equipment that private gifts make possible. Less obvious, but no less vital to our continued quality, are the effects of scholarships for bright young men and women.

Scholarships for academic merit help us attract the most outstanding young minds in Ohio, and even from other states, to join our student body. This concentration of excellence in the faculty and in our students creates a critical mass of quality that has benefits across the campus.

Our only real asset is our quality, and it is measured in people. Top-flight facilities are important, and a beautiful environment adds to our pride in the institution. But bricks and mortar are not the university. The people who work and study here are the heart and soul of Ohio State.

We are, as a university, no better and no worse than the quality of our faculty, our staff and our students. Private gifts to attract the very best to join The Ohio State University family help us to preserve and enhance our excellence.

These are some of the advances made possible by the commitment of private donors — our alumni and special friends who share in our vision for the future. In 1963, there were 78 alumni and friends who formed the first members of The Presidents Club. Today, the Club has grown to over 4,250 active members.

We also should remember the contributions of the 203 former members, now deceased, and the 66 memberships established "in memoriam" by families who wished to create a lasting tribute to their loved ones through a major gift to this state's major university. The total contributions date to date of all these Presidents Club members exceed $122 million dollars.

You are the people who clearly recognize and support the value of investing in higher education, both to solve immediate problems and to create a trust for the future. In so doing, you have indeed made a significant difference in the history of The Ohio State University. Ohio State has been able to achieve greatness in many areas, thanks to the kind of support our Presidents Club members have provided.

We do have a great deal to be proud of at Ohio State. Our faculty members are leaders in their fields, nationally and internationally recognized as top researchers and educators. Our best students are on par with the best anywhere. This year, we have more than 400 National Merit and National Achievement Scholars at Ohio State, thanks in part to private support for these outstanding young students. We rank 12th among all universities, and third among state universities in the number of such scholars. Many of our academic programs rank among the top two or three in the nation, and many more fall into the top 10 or 15.

There is yet another contribution the members of The Presidents Club have made to the growth and development of specific academic programs. Your financial gifts have been extremely important to our progress. But the members of The Presidents Club do much more than provide financial support.

You also give generously of your time, talents, and professional expertise as full partners in our continuing quest for quality. Your advice, counsel, and encouragement have been, and will continue to be, extremely important in providing strong links between the academic enterprise and the larger society which higher education serves.
Major changes in OSU cabinet are announced

By Don Baird

A top-level shake-up at Ohio State University Thursday created a more powerful provost with a new title and sent Vice President Henry G. Cramblett back to the classroom.

The changes were topped by a complete restructuring of OSU's massive health science facilities, formerly headed by Cramblett, vice president for health sciences.

OSU President Edward H. Jennings announced the changes in a letter to deans and other top administrators Thursday.

BESIDES THE change in the Cramblett position, the other important switch involved the job held by Provost W. Ann Reynolds, who recently announced she will leave OSU Aug. 31 to become chancellor of the California State University System at Long Beach.

Jennings said he will ask the OSU board of trustees to approve the reorganization at their July 9 meeting.

If trustees approve, Cramblett will assume the Pomerene Chair in the College of Medicine's Department of Pediatrics, effective that date.

Dr. Manuel Tzagournis, dean of the College of Medicine, will then be promoted to acting vice president for health services and Cramblett's old post of vice president for health sciences will be abolished.

Tzagournis will keep his post as dean, Jennings said.

IN ADDITION, he said, the colleges of dentistry, optometry, pharmacy, medicine and veterinary medicine, along with the Health Sciences Library, will answer to a new vice president for academic affairs and provost.

Those facilities previously answered to Cramblett.

Tzagournis will be left with supervision of University Hospitals, the Mental Retardation Center, the Radiation Safety Center, the Comprehensive Cancer Center and other medical facilities.

The five colleges and library transferred in the shift of power are classroom academic units similar to ones already supervised by Reynolds.

JENNINGS SAID he wanted the teaching part of the medical schools under the provost.

Jennings named Diether Haenicke, dean of the College of Humanities, as acting vice president for academic affairs and provost, explaining the change will be effective upon Reynolds' departure.

Under the new title, Haenicke will have greatly increased power with the addition of the health science colleges.

Another change announced by Jennings further strengthens Haenicke's new post.

HE SAID William R. Nester, vice president for student services, will retain his present responsibilities but undergo a change in title to executive associate vice president for academic affairs in charge of student services.

The change makes Nester answerable to Haenicke instead of allowing him direct access to Jennings.

In addition, Jennings said he will name an executive "as soon as possible" to fill the job of vice president for research and graduate studies, an entirely new position.

The shake-up leaves Jennings with seven vice presidents, the same number as before.
President for research and graduate studies.

OSU President Edward H. Jennings announced June 24 that he was creating the new vice presidency, in part, to improve coordination between university researchers and private business and industry.

Garland, 39, headed the committee which recommended OSU's new rules governing the firing of tenured faculty members.

OSU officials must conduct a national search in the coming months for a candidate to fill the vice presidency permanently. Garland is believed to be a serious candidate for the permanent job.

DISPATCH 7-26-82
OSU taps administrator

Physicist James C. Garland was appointed on Friday as Ohio State University's acting vice
Three posts added to Jennings’ cabinet

By Jerry Mallicoat
Lantern staff writer 7-13-82

The OSU Board of Trustees approved President Edward H. Jennings’ cabinet reorganization Friday, including the establishment of three vice presidential positions and the elimination of two.

The trustees approved the proposal at their Friday meeting by a 4-1 ratio. Trustee Shirley Bowser, a former school teacher, abstained and Dr. John D. Jacob, a local orthodontist, voted against it.

The new positions are:
• Executive associate vice president for academic affairs (student services). William R. Nester, former vice president for student services, has this position.
• Vice president for health services. Manuel Tazgouris, dean of the College of Medicine, is currently the acting vice president.
• Vice president for research and graduate studies, which is responsible for the OSU Research Foundation and the Graduate School. James C. Garland, professor of physics, is acting vice president for research and graduate studies.

The two positions eliminated are vice president for student services and vice president for health sciences.

Henry G. Cramblett, who was vice president for health sciences, will return to teaching. He also holds the Warner M. and Lora Kays Pomerene Chair in pediatrics in the College of Medicine.

The creation of the new positions has shifted program responsibility in some areas. The office of academic affairs is now responsible for student services. The colleges of Dentistry, Optometry, Pharmacy, Veterinary Medicine and Medicine, which reported to the vice president for health sciences, will also report to the office of academic affairs.

Two other faculty members were appointed to act in vacant positions until permanent replacements can be found.

Francille M. Firebaugh, director of home economics, is acting vice president for agricultural administration and executive dean for agriculture, home economics and natural resources. Firebaugh replaces Roy M. Kottman, who retired June 30.

Diether Haenicke, dean of the College of Humanities, will be acting vice president for academic affairs and provost. Haenicke will replace Provost W. Ann Reynolds, who will become chancellor of California State University in August.

The trustees also approved the formation of at least four positions of special assistant to the president, with the option to add others if necessary. Three of the positions have been filled. These assistants will advise the president on special situations in such areas as law and finance.

Larry Thompson is special assistant to the president for legal affairs.

Judith B. Washburn is special assistant for finance and William J. Napier is special assistant for state relations.

The board also:
• Appointed four faculty to new positions, including Mark E. Readings as chairman of the Division of Agricultural Business Technology, Charles C. Capen as chairman of the Department of Veterinary Pathobiology, James S. King as chairman of the Department of Anatomy and Lena Bailey as acting chairman of the Department of Human Nutrition and Food Management.
• Approved changing the name of the Agronomy, Natural Resources and Plant Pathology Building to the Roy M. Kottman Hall.
• Approved plans to modify air conditioning systems in the Laboratory Animal Center on Godown Road near Don Scott Field.
• Awarded two construction contracts. One went to Rekortan Sports Corp., Seattle Wash., to build the Jesse Owens Memorial All-Weather Track. The 400-meter track, costing $722,000, will be built within and adjacent to Ohio Stadium. The other contract went to Electric Power Equipment Co. of Columbus to install telephone ducts in Lincoln Tower.
• Approved four research agreements, including an agreement to continue a national labor force behavior study and one to develop new types of chemical compounds for cancer studies. The four agreements total about $4.8 million.
• Approved the purchase for $500,000 of a 992-acre farm in Madison County, to be designated the Molly Caren Agricultural Center.

The trustees met in OSU’s Franz Theodore Stone Laboratory, a freshwater teaching and research facility donated to the university in 1929 by a former trustee. It is located on Gibraltar Island on Lake Erie.
Jennings' first year at OSU was study in budget problems

By MARILYN GREENWALD

Ask Edward Jennings to name the three biggest problems he has faced during his first year as president of Ohio State University, and he doesn't even have to think about his reply: budget, budget and budget.

Jennings, who on Wednesday will have spent a year as OSU's 10th president, has, like presidents of most large universities, devoted most of his time trying to make ends meet on a shoestring budget.

"Around the Big Ten, the financial picture is pretty bleak," he said in a recent interview, insisting that he knew the seriousness of the state's financial problems before he came here.

As president of the University of Wyoming, he had been unaccustomed to weekly financial crises.

Working with a $500 million 1981-82 budget that showed a $9 million increase in state aid from the last year against double-digit inflation didn't bother him, he said; what created problems was the delay by the Ohio General Assembly in approving a final state budget.

That meant OSU officials, who usually begin yearly financial planning in July, did not know until November 1981 how much aid they would get from the state.

"When I came here, I knew it was going to be the way it was," he said. "What surprised me was the shift in character — my expectation was that we would not be waiting until November."

Jennings' handling of the budget — and his personal lobbying at the Statehouse and in Washington — apparently has pleased university trustees, who were instrumental in selecting him for the presidency.

When they searched for a new president last year, the trustees "wanted someone strong in public and legislative relations," said John Jacob, vice chairman of OSU's board of trustees and a member of the search committee that selected Jennings. "Our intuition (about Jennings) proved correct."

They selected someone young — Jennings was 44 years old when he assumed the OSU presidency — because the trustees expected the incoming president to stay on the job at least five to seven years, Jacob said.

Neither Jennings nor Jacob claims to know who first suggested naming OSU's Stadium Drive after former OSU basketball star Woody Hayes. But selecting Hayes this spring and presenting Hayes with a Distinguished Service Award at spring-quarter graduation ceremonies in June.

But the indication is that Jennings had a hand in the idea.

"I don't think (former OSU President) Harold (Enarson) would have suggested that," Jacob said, adding that Jennings "has chosen to bring Woody back to the university family, and the board supports this. Harold chose not to do that, and we went along with it."

Jennings, however, claims that he had nothing to do with Hayes' gradual return to the limelight and his recent recognition by the university. "I didn't encourage it or discourage it," he said.

It took only a few days on the job for Jennings to learn that no recommendation by an OSU president will please everyone.

Like most incoming university presidents, he pledged to students and faculty members to improve the quality of education at OSU.

But some university officials seemed surprised when, during Jennings' first board meeting, he took action to change a long-standing academic policy.

Some trustees balked when he and then-Provost W. Ann Reynolds sought trustee approval to implement in 1983 a revised admission plan granting conditional admission to students who had not taken a college preparatory course in high school.

After a lengthy debate, the plan was approved and later amended to begin in 1984.

The issue of Jennings' pay also proved to be somewhat controversial. Because of a state law that placed a $85,000-a-year ceiling on the salaries of all presidents of state-supported colleges, Jennings was hired at $85,000 — $25,000 less than his salary at Wyoming.

When the Legislature removed that salary ceiling last fall, his salary rose to $78,000, and was increased again in June to $85,800.

Ironically, the second increase was approved the same day that trustees raised student tuition.

Jennings and Jacob said that trustees did not tell Jennings when they hired him how much he would earn if the Legislature removed the salary ceiling.

"No figure was mentioned," Jacob said, adding that most trustees knew the salary ceiling would be lifted to allow them to raise Jennings' pay.

When he took the job at OSU, Jennings said, salary was not an obstacle. "In the academic community (during job interviews), people talk about salary at the very end," Jennings said.

Concerning the trustees announcing his pay raise on the same day they raised tuition, Jennings said, "The whole budget process was out of sync. They arranged it (his pay raise) in the same order as the faculty's."

Last school year, OSU faculty members were granted pay raises in December and June.

Within the university, Jennings' most controversial actions revolved around his year-long reorganization — and paring — of the university's upper-level administration, which steadily grew under the Enarson administration.

The reorganization was the subject of much speculation among faculty members and administrators as they wondered who would stay at their jobs and who would be reassigned.

Jennings enlisted the aid of Larry Thompson, a local lawyer who was later retained as Jennings' special assistant for legal matters.

"I know people were talking about it (the restructuring)," he said. "Change is occasionally hard. So is uncertainty."

He cut the list of OSU vice presidents from 10 to seven, merged some offices, such as development and external communications, and created two new vice presidencies for research and agriculture.
Jennings' management is praised

By Don Baird
Dispatch OSU Reporter

At a time when college management is more important than ever, Ohio State University's faculty, trustees and administrators say they are lucky to have President Edward H. Jennings at the helm.

OSU cancer researcher Dr. John P. Minton, referring to the fact Jennings had nine predecessors at OSU, recently called him "OSU's perfect No. 10 — what a leader!"

While most do not state it so strongly, many other faculty members have said during OSU's past months of fiscal crisis that they believe Jennings, president since last fall, is in the right place at the right time.

"JENNINGS CAME into a bad situation and has done a job maybe better than many people thought could be done," said Gerald Reagan, who headed the faculty compensation and benefits committee during the school year.

Many other faculty members have said during OSU's past months of fiscal crisis that they believe president Edward H. Jennings, left, is in the right place at the right time.

While academicians across the nation warn that lax college administrators can endanger an institution's prestige while trimming budgets, OSU faculty members praise Jennings for continually emphasizing the importance of preserving Ohio State's quality.

Thanks to Jennings, overall faculty morale remains high at OSU despite months of financial crisis, said Richard Lanesa, past president of the campus chapter of the American Association of University Professors.

"I think they generally feel they are getting a square deal," he said.

LANESA CREDITED Jennings with dealing with budget problems "without hurting the university in any substantial way."

Trustees Len Immke and John D. Jacobs rated Jennings highly as a money manager.

"He'll do a good job with what they (legislators) give us to work with," Jacobs said.

"We're extremely fortunate to have him," Immke agreed.

Jennings' academic specialty is finance. Weldon Ihrig, who deals with everyday OSU money matters as university fiscal officer, said Jennings is highly respected across the nation.

Ihrig, who has been at OSU since 1965, said the current fiscal crisis is "one of the most difficult the university has faced."

JENNINGS SAID he simply relies on "fundamentals," placing highest priority on items which directly affect teaching and research.

"If the service side has to suffer, that's the case," Jennings said.

"As you begin to hurt the quality of an academic unit, it's a progressive spiral and it takes a generation to bring it back up again."

The financial problems at OSU are worse than at some other universities, Jennings said, because there was little fat left to trim when he arrived.
United Way taps fund drive team

United Way of Franklin County has named 37 local community leaders to head its 1982 fund drive.

The members of United Way’s campaign Cabinet were announced by Gordon Zacks, president and chairman of the board of R.G. Barry Corp. and general chairman of the 1982 United Way campaign.

Zacks appointed five honorary chairmen to the Cabinet. They are John W. Galbreath, real estate developer; Paul R. Gingrich, chairman of the board of State Auto Mutual Insurance Co.; Dean W. Jeffers, retired general chairman and chief executive officer of Nationwide Insurance Cos.; Charles Y. Lazarus, chairman emeritus of Lazarus, and John W. Wolfe, chairman of the board of The Ohio Company.

Ralph J. Lorenzetti, president of United Food and Commercial Workers Union Local 1059, is the associate general chairman of labor.

Other Cabinet members are: Leslie A Bostic, executive director of Buckeye Boys Ranch Inc.; George G. Brinlingler, loan specialist for the U.S. Department of Housing and Urban Development; Mrs. Billie Brown, executive director of Neighborhood House; Walter R. Chambers, executive vice president of The Ohio Company; David B. Connett, director of contract construction for Columbus & Southern Ohio Electric Co.; and H. Justin Davidson, dean of Ohio State University’s College of Administrative Science.

John R. Hodges, president of the Columbus-Franklin County AFL-CIO; Edward H. Jennings, president of Ohio State University; William D. Keip, director of the Division of Administrative Services; Richard Kirkley, branch manager of IBM; Pete A. Kliara, general manager of Western Electric Co.; and David P. Lauer, partner in Debitte, Hasins and Sells.

Thomas A. Lisk, president of Direct Resource Institute; Myer W. Mellen, president of Columbus Jack Corp.; Floradelle Pfahl, a homemaker; Gary R. Robinson, vice president and general manager of WCMH-TV; J. Pat Ross, chairman and chief executive officer of Rax Systems Inc.; and Gary W. Roubinek, managing partner of Peat, Marwick, Mitchell Inc.

Fran Ryan, city clerk; Melvin L. Schottenstein, attorney with Schottenstein Zox and Dunn; Norman M. Spain, retired sales representative of Diamond International Corp.; Willis S. White Jr., chairman of the board and chief executive officer of American Electric Power Co.; and James F. Zid, managing partner of Ernst & Whinney.
Jennings ready to tackle college athletic concerns
OSU president joins NCAA study group

He's not an alarmist, he's a realist. He's not a stand-patter, he's a go-getter. He's not an athletic director, he's a college president.

Dr. Edward H. Jennings is just starting his second year as president of Ohio State University, that city within a city on North High Street that supports one of the nation's largest and most active athletic programs, and he's no longer treading water.

In his first year in the big chair he stepped lightly through all departments and carried no big sticks. Jennings was concerned mainly with budgetary problems. His head was not in the sand and he kept his eyes and ears open much wider than his mouth.

Athletics remained on the periphery of his concerns, particularly with his school and his conference generally clean and thriving.

Now, however, Jennings is being drawn into the sporting scene, partly on his own initiative, but also because he's named to a growing list of national committees charged with looking at key problems facing college athletics.

President Jennings is one of 16 leaders on what the NCAA likes to call its blue-ribbon or Select Committee on Athletic Problems and Concerns in Higher Education. He's also one of 23 college presidents on the American Council on Education's committee to deal with campus athletics.

He did not accept these appointments simply to offer lip service, he said.

Jennings is a vigorous 45-year-old, genuinely interested and supportive of all college athletics, even if he is considered to be a financial expert committed to solving OSU's budget problems. He is frank in all confrontations and deeply concerned with a number of problems but he is making no rash judgments.

On the surface, the OSU president is ready to return to athletic scholarships on the basis of need. He's inclined to wipe out varsity competition for freshmen. He sees no good reason for Sunday football. He believes the use of drugs is on the decline but frets about excessive use of alcohol among all students, not just athletes. He wants strong controls on booster groups and is for a hard look at television.

His big hope is that this "is not just another do-nothing committee...I feel certain we will address all the issues from rules and regulations governing athletics, which certainly need redefining and clarification if not simplification, to enforcing them; television; graduation rates and entrance requirements. Yes, most certainly the drug and alcohol problems."

Jennings was disturbed and defensive over remarks by his predecessor, Harold Earnarson, at a Los Angeles seminar last spring. Among other things, Earnarson said, "The intercollegiate sports program is out of control, or at best, under dangerously loose control on many of our campuses. It is out of control when student-athletes are admitted in violation of established rules. It is out of control when the evaluation of academic transcripts is subverted by anyone — powerful friends of the university, coaches, university administrators. It is out of control when grades for athletes are falsified on a systematic basis, when there are phantom classes and forged transcripts. It is out of control when the recruiting of blue-chip athletes involves, in some systematic fashion, the top business, political and corporate leadership of the community and state..."

Jennings said, "Admittedly, some of this goes on. But I would tell you that in the Big Ten and in the Pac-10, there are higher admission, educational and recruiting standards than are permitted by NCAA rule; that we have fewer abuses from booster organizations than the average. But this is not to say that we will not examine all the issues at every conference level."

Jennings firmly believes the new group "can get pretty broad and bold, make radical suggestions demanding greater enforcement without needing a crutch to lean on."

Jennings also scoffs at the proposal by an Iowa legislator to declare college sports programs professional, dropping all pretenses about student athletes being amateur. "I am willing to be persuaded otherwise," he replied calmly. "If we go that direction, I see no reason to have athletics on our campuses except on a club basis. And I'm certainly not ready to do away with athletics."

"Nor do I think we should de-emphasize to the extent of having no scholarships. You don't go that direction because, as an institution, we give scholarships in many areas besides athletics."

"I would very much like to see a return to

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Jennings ready to tackle concerns of college athletics

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giving scholarship on the basis of need — if we would do it on a national level," he said. "I would be willing to discuss it on a conference level, but personally think it should be national."

As to abandoning freshman eligibility, Jennngs said, "It was a system that worked years ago very well, a very good thing, and it can work again maybe even better.

"Making freshmen ineligible for varsity sports, or having their own schedule, would allow the student-athlete to concentrate on his studies, learn a little about campus life besides the athletic arena and, frankly, let them grow a little."

Booster groups, on the other hand, need to be controlled, not outlawed. Jennings says OSU has "tradition going for us, excellence within the rules. I was greatly pleased at a recent golf outing by boosters for the athletic department and coaches. More than half the time was spent with the athletic director and our coaches explaining in great detail just how the boosters should handle their involvements, what not to do. The emphasis was on staying completely within the rules."

Jennings is adamant in his stance that "it's the school's responsibility, no matter what a booster or alumni does. The school should answer to it and be punished accordingly. Every institution is responsible for what its alumni do in reference to the university program and I will not sway from that. If you cannot control them, then abolish them."

Alcohol and drug abuse is something else. The prexy has studied results of the survey taken by Big Ten medical staffs on the amount of drugs and alcohol used by athletes.

"We (the Big Ten) have been the leaders in controlling the problem," he said. "But my stance still is, we've got to control it. Athletes probably are ahead of the rest of the student body in abuses. I hate to admit it, but it's probably true. What I didn't like about that survey was that 60 percent of the athletes admitted using alcohol.

"Drinking is a very serious problem, and on most campuses it seems to be widespread."

As to dropping varsity sports, as many schools are doing, Jennings is dubious.

"It's a whole series of issues," he said. "How much does the presence of an outstanding program like Ohio State's or UCLA's help? How much is supported by fans as opposed to the general assembly? You can count on your hands the number of schools totally self-sufficient today. It gets to be an issue of internal allocation. For example, we raise the price of football tickets 25 percent and lines still are blocked long.

"We have all kinds of problems to consider down the road," Jennings said. "There's cable television, night games, Sunday games."

The water may get deeper and hotter, but it's refreshing to have someone as vitally concerned about it as Jennings wading into it.
Jennings picks four chairmen

By Brenda Russell
Lantern staff writer

OSU President Edward H. Jennings has appointed chairmen to four search committees.

The committees will screen candidates for the positions of Vice President for Academic Affairs and Provost, Vice President for Health Services, Vice President for University Communications and Development and Vice President for Research and Graduate Studies.

The University Senate Steering Committee submitted names of at least five faculty members, two students, two staff personnel and a dean for each committee.

Herbert B. Asher, professor of political science and chairman of the steering committee, said it took a month to compile a list of committee candidates. The steering committee selected members from recommendations made by college deans, administration officials and University Senate members.

Those appointed and their positions are: Larry C. Carey, chairman of the surgery department, head of the committee for the Vice President for Academic Affairs and Provost; Calvin M. Kunin, chairman of the medicine department, head of the committee for the Vice President for Health Services; Willie F. Longshore, associate professor of photography and cinema, head of the committee for Vice President for Communications and Development; and Harold Shechter, professor of chemistry, head of the committee for Vice President for Research and Graduate Studies.
Jennings heading for Denver
to discuss athletic problems

By Lynne Brungarth
Lantern staff writer

President Edward H. Jennings will travel to Denver Sunday to kick off a discussion dealing with the problems concerning college athletics.

The agenda most likely will cover NCAA rules, drug and alcohol abuse by college athletes, the issue of college football on television and academic and recruitment violations, Jennings said.

Jennings, who was appointed to serve on the Select Committee on Athletic Problems and Concerns in Higher Education when it was organized this summer, says “OSU is in good shape” when it comes to college athletics.

“We are doing an outstanding job of sticking to NCAA rules and the rules of the Big Ten,” Jennings said. “OSU has a long history of setting standards in college athletics.”

Other college teams, however, are having a tougher time dealing with their athletic problems, and this committee is intended to toss around ideas to help deal with them, he said.

In addition to attempting to solve athletic problems, the committee also will be responsible for reviewing the NCAA rule book.

“The rule book is so complex and unwieldy that it is difficult to always obey every rule,” Jennings said.

According to Jennings, the problems in college athletics cannot be attributed to one specific item.

“We (the committee) want to look at the overall problems,” he said. “Many are interrelated.”

The 16-member committee includes seven college presidents, two distinguished citizens, two directors of athletics, two faculty athletic representatives, a head football coach and a head basketball coach.

Another appointment has yet to be made.

John P. Schaefer, former president of the University of Arizona, will serve as executive director.
Broad educational background benefits career, Jennings says

By Lynne Brungarth
Lantern staff writer

Ann Landers move over, OSU President Edward H. Jennings has some advice of his own to offer students.

The advice is simple — don't plan your career goals.

Jennings said students limit their educational opportunities when they plan a career. "If an opportunity comes along that doesn't fit into the student's planned scheme, the student can't take advantage of it." They could be missing out on a valuable experience, he added.

According to Jennings, sticking to one career plan tends to make students become too specialized.

He said the real essence of an education is being able to adapt to different situations and not to become too specialized in any one field.

"Changes will occur between now and then and students must be able to adapt to the situations," he said.

Jennings said students should have breadth and depth of knowledge because they cannot predict what job skills they will need in the future. With the nature of the changing world, a student could plan for a job now and 30 years later find the job is obsolete, he added.

Jennings readily admits he did not map out his career goals. "I did not say to myself that one day I would be president of a university. In fact, after I graduated from the University of Carolina, I thought I never wanted to see the inside of a university again," he said.

Jennings said he made his decision to go back to school after working in industry for awhile. His father was a college professor and he chose to pursue the same profession.

Jennings said today's college students face differences in terms of careers than when he attended school.

"There are more job careers to choose from," he said.

Jennings added that students are expected to start their careers at an earlier age.
President stresses research

In January of this year, I came before the faculty, staff, and students to speak about a budget problem. More importantly, I mentioned certain fundamental characteristics of the Ohio State University that must guide our immediate budget decisions, and our decision-making process regarding the future of the institution as a whole.

Those characteristics include recognition of the enormous and wonderful diversity of this great, land-grant University and the primacy of our commitment to nurturing and developing human capital. I also noted that our only real asset is our quality, which is dependent on the quality of our faculty, our staff, and our students.

In regard to our teaching, research, and related service, I emphasized the interaction of these missions and warned of the danger of succumbing to the temptation of applying quantitative measures to our academic enterprise. Our judgments must be qualitative; and we are obligated to take into account the dynamic nature of a university, the unpredictability of the future, and the intrinsic interdependence of all our activities. I also reaffirmed our commitment to upholding the principles of academic freedom, in which lie the heart and soul of the institution.

With the advice of the University Senate, and the Fiscal Advisory Committee, we made a number of budget reductions. The entire University can and, indeed, should take great pride in its achievements over the past nine months. Together, we have adjusted to the most severe budget cutback in the history of this University while preserving the fundamental characteristics of the institution. I have often said that in the winter and spring of 1982, Ohio State showed its incredible strength.

Now, I want to turn my attention away from immediate budget concerns and offer my thoughts on some fundamental academic questions. My intent is to provide a framework for future progress. We as an institution must be willing to experiment to take advantage of new and developing opportunities that can enhance our excellence. But in doing so, we must at all times remember and hold to those essential characteristics which have made us great, and which define our role as a university in this society. The problems we face and our approaches to them will require open discussion not only for the benefit of the University community, but also for the many constituent groups that are so supportive of and loyal to the Ohio State University.

In the past year, we were bombarded with a host of what some have called crises — the budget, retention and attrition rates, tuition adjustments, financial aid cutbacks, challenges to the institution of tenure, relationships with business and industry, changes in our internal organizational structure, and many others. Each of these issues is significant. But as we address them, we have had a tendency to forget the enormous achievements that continued, despite problems.

We sometimes forget the true fundamentals. For example, in 1981-82 we graduated well over 10,000 individuals with a magnificently diverse set of degrees, backgrounds, talents, and aspirations.

When we speak of high technology, or business, industry and government relations, or contributions to society, we cannot forget — or allow our supporters to forget — that the act of graduating 10,000 individuals each year represents the Ohio State University's greatest transfer of technology to the business and industrial sector, and our greatest contribution to community government and leadership, community thought, and community well-being.

Moreover, it is easy to forget that from last year's class — from any class — will come corporate presidents, political leaders, even our own faculty... just as they have come from previous classes throughout our 112 years of existence. From the Class of 1982 will come the new ideas, not of 1982, but of the year 2000 and beyond. From that class will come a responsible citizenry, prepared to make our world a better place in which to work and live. If we have done our part well, society will be more productive and enlightened because of those 10,000 graduates.

Fulfilling that role requires much more than preparing our students for work alone. While our obligation as a comprehensive, land-grant University is to provide the trained professionals society needs, our concurrent obligation is to general undergraduate education. That obligation requires a special commitment. We must remind society that an individual's academic major and first job become less significant, when measured against that individual's unpredictable career of work and leisure that may span up to 70 years and beyond.

The training we provide for a specific career is based on existing knowledge. Our greater role is preparing our students to be able to create, absorb, and adapt to new knowledge and constant change. It is through the broad undergraduate education we provide in the liberal arts that intellectual curiosity is developed, nourished, and refined. We contribute immeasurably to the quality of our
“Our greater role is preparing our students to be able to create, absorb and adapt to new knowledge and constant change.”

society by our commitment to developing in our students a broad and general understanding of many fields of knowledge; teaching them to appreciate the value of art and the forces of history, religion, and varied cultural traditions; and making them aware of our collective place in the flow of human events.

Such comments may seem rather obvious and melodramatic. Perhaps they are. But they describe our essential reason for being. I do not want us to forget our most fundamental accomplishment as problems — particularly budget problems — continually arise.

Indeed, in these days of cost-benefit analysis, the fundamental benefits of higher education — which are difficult to measure, impossible to quantify — have too often been overlooked. The apparent cost is high, both in dollars and hard work. But I submit that it is up to us to emphasize what history has consistently demonstrated. The real cost of education is insignificant, relative to the benefits.

I have been focusing on our teaching mission. It is convenient to discuss teaching and research separately. But they are not separate. They are truly interlocking activities. Creation of new knowledge cannot occur without the dissemination of existing knowledge; the dissemination of existing knowledge cannot occur effectively without the challenge of creating the new. In a leading, first-class university, teachers must be involved in their professions through the research literature, through intellectual contact with colleagues all over the world, and through active, personal involvement in research and scholarship.

The collective results of research, including the breakthroughs that make the headlines, are always based on the step-by-step and often routine work by faculty and staff members that occurs daily in a university. Outstanding examples at Ohio State are too numerous to list, but let me nevertheless point to a few:

- research in the College of Veterinary Medicine has resulted in a vaccine against feline leukemia, and that research has been extended into studies of human disease immunity;
- the accomplishments of our geologists have provided major evidence in support of the theory of plate tectonics;
- the College of Law faculty has contributed to the Supreme Court decisions that have shaped interpretations of the Constitution in recent years, including such landmarks as the Miranda decision;
- the major endeavors in the College of Humanities to recover medieval Slavic manuscripts have made this University an international center for the study of those works;

and the collective contributions of our researchers in chemistry and biochemistry have together supported and enhanced the achievements of the individuals involved — including achievements in the study of cell structure, synthetic iron chemistry, and the construction of a new, perfectly symmetrical molecule.

I cite these specific examples, knowing full well the potential trouble I create by not mentioning many other outstanding achievements. It is the kind of trouble I enjoy, because such a problem is significant evidence of the size of our contributions.

In its zeal to base judgments on cost alone, society tends to overlook the long-term benefits of these research contributions. Senator William Proxmire of Wisconsin long served as a notorious example of this mentality.

Many of you may remember when the senator singled out the basic research in robotics of one of our very distinguished professors of electrical engineering. To illustrate an attack on the National Science Foundation budget in 1978, Senator Proxmire characterized the research as “silly and wasteful.”

The senator asked what use a six-legged walking machine is to society; after all, the scientist himself had stated that possible future applications were conjectural. As it happens, that basic research led to successful applications by scientists in physical medicine that have proved promising as help for the physically disabled. Based on these laudable applications, the senator was duly rebutted in newspapers around the country.

Unfortunately, our professor’s statement that praise for the application misused the point entirely was lost in the shuffle of publicity. He rightfully claimed that his work was basic research, aimed at producing knowledge and not new products. Had his work not proved immediately beneficial or useful, it was still of major significance by its contribution to general knowledge.
We should not blame the senator completely for his failure to understand basic research. We should partly blame ourselves. We have not clarified the nature of basic research in a university as well as we might. We should be the first to freely acknowledge that research often leads to blind alleys. By definition, basic research is exploratory and experimental. Some of it seems unproductive or arcane; some of it probably is — at least in the short-run.

I submit, nonetheless, that each failure, as well as each success, builds the body of knowledge that makes future breakthroughs possible. Indeed, some of the greatest discoveries occur more from the act of research than from its objectives.

We also must resist the temptation to use only the sciences to illustrate the meaning of research in a university. Research takes place as much at the desk of the writer as in the laboratory. Who can deny the significant influence, for good or for ill, of the seemingly impractical theoretical writings of Adam Smith, Sigmund Freud, Margaret Mead, B. F. Skinner, John Stuart Mill, Immanuel Kant or Jean Jacques Rousseau?

As part of our rich heritage, we also have the land-grant tradition of agricultural research. It was “common knowledge” earlier in this century that corn productivity could “never” exceed the 28 bushel-per-acre average yield that existed between 1930 and the 1940s. The impractical work of agriculturalists to push up that “limit” and extend the research results to the nation’s farmers would have been ripe targets for an unenlightened critic. Yet in the short span of 40 years, corn yield has nearly quadrupled, going from 28 bushels-per-acre in 1940, to 110 in every year since 1979.

One more reference to the senator from Wisconsin before dismissing him. His intent in ridiculing research is to dramatize public accountability for expenditures. Yet he and society as a whole need to realize that the university research community already answers to a system of accountability far stronger than any governmental body could devise.

Who among our faculty has not been held accountable in the harshest way possible, as a student, or at the time of a tenure decision, or in book reviews by colleagues? We are our own most severe critics, and we should be.

Few people in business or industry go through the pain of presenting a paper at a national meeting, and listening to colleagues and friends dismiss the work of years with the wave of a hand. Ours is a difficult system; but it works, and it produces admirable results. We can be enormously proud in the university community of how well we govern ourselves. We must remind the community at large of the incredible strength of our internal accountability system of peer review, even as we remain aware of and open to public criticism.

A full and open public discussion of the strengths, as well as the needs of higher education, is absolutely vital to the continued excellence of this great state University. An important part of this effort is to effectively emphasize and explain to a skeptical public the value of the research and scholarly activity that a university does best . . . basic research.

I do not intend to enter into a discussion of basic, versus applied, versus developmental research. The distinctions between and among those categories can only be answered within each particular academic discipline. But I do believe the research conducted at a major, comprehensive research university should meet certain tests.

Research at a great University such as Ohio State cannot be directed at readily predictable results. It must be subject to the intense scrutiny of our peers through publications, grant reviews, and discussion at national and international meetings. It must contribute theoretically, empirically, and creatively to the discipline or disciplines in which it occurs.

I do not mean to devalue the importance of applications. Frequently, applications advance our knowledge in their own right. An application that confirms a theoretical structure is to be encouraged. The distinction I make, and one we must make in a university, is between the application as an end in itself, and advancement of the “state-of-the-art.” It is the latter that must be our emphasis.

A university is an ideal environment for research to grow and flourish. Our task at this institution is to make the reality match the ideal. Conceptually and administratively, we must set the stage to take advantage of the research opportunities that we see all around us.
We are a large institution, and must naturally have procedures and requirements. But we also must continually ask ourselves whether our procedures are truly supportive of research, and if they are as flexible, adaptable, and creative as our researchers themselves must be to succeed.

It is becoming increasingly important for us as a University to embrace the research model that has been so successful, and engage in some institutional experiments of our own. For example, we need to explore opportunities for involving relationships with business and industry. Such relationships could be beneficial, both to the academic community and to society as a whole. Higher education I believe, can play a significant role in the restoration and stimulation of the economy in Ohio and in the nation.

But our objective must not be merely additional dollars and resources for their own sake. Our goal must be to strengthen our excellence in our fundamental mission, in the context of our identity as a public, land-grant University. Such involvement must emerge on our terms — advancement of knowledge, peer review, and the pursuit of knowledge for its own sake, including full freedom to publish and independence of thought.

These principles must remain inviolate. Further, institutional policies or goals must never seem to coerce or improperly persuade our faculty to
"Our goal must be to strengthen our excellence in our fundamental mission, in the context of our identity as a public, land-grant university."

pursue activities against their own best judgments.

In the same experimental vein, we must give attention to recent discussion, both here and across the nation, about the benefits of research parks or science parks associated with universities. Examples frequently cited include the Research Triangle in North Carolina, and the Stanford Research Center in California.

These are indeed outstanding centers of research. But for every successful science park, there are many others that either have not achieved that level of excellence or have failed.

To our advantage in such explorations, Ohio State already is surrounded by what can broadly be defined as a research park. Battelle, Chemical Abstracts, OCLC, Bell Labs, and many others represent some of the best enterprises of their kind in the world. Research collaboration with such firms represents an opportunity for excellence and merits our careful attention.

I have asked Professor Arthur E. Adams to investigate how Ohio State can do its part to encourage additional private firms with a major research component to locate in the University area. Clearly, this exploration must focus first and foremost on outstanding private organizations where research endeavors are consistent with the criteria that I have discussed.

Furthermore, while Ohio State is a very large organization, we are not large enough, in good times or bad, to bear the financial risks of a research or science park. We can assist, but the primary financial commitments must come from other sources. Alternative funding possibilities must be part of our explorations.

The foregoing discussion of teaching and research is fundamental to all universities. Even more basic at Ohio State is our historical identity as a public, land-grant University, founded on an essential principle of making high quality education available to all qualified individuals.

With the passage of the Morrill Act in 1862, the United States made a national commitment to make higher education available to all qualified individuals, independent of their financial or social background — a combination of educational goals that is unique in the world. By historical standards, it was a radical experiment. But by any standards, the experiment has indeed served this nation well. As a land-grant University, we have an obligation to do all we can to improve on that experiment. We must improve on accessibility, both academically and financially.

Academically, I fear that we at Ohio State, and in public universities throughout the United States, are not doing enough to make the opportunity for higher education real and significant. We know that at Ohio State approximately 25 percent of our freshmen will complete no more than one year before dropping out; approximately 40 percent of our freshmen are not equipped to handle ninth and tenth grade mathematics; and approximately 21 percent of our freshmen are not able to use the English language at an acceptable level.

While there is enough blame for insufficient preparation to go around, the higher education community must share some of the responsibility. The issues are numerous and varied, but I believe that our greatest problem with attrition and retention is that we have provided only piecemeal solutions. We forget to look at the totality of the student experience.

This University has recommended, and will soon implement, a policy that clearly articulates our expectation that students should have achieved certain levels of preparation in mathematics, English, foreign languages, social and physical sciences, and the visual and performing arts.

To less prepared students, this clarifies that while they have the opportunity for admission, they are generally not yet fully equipped for the Committee on Attrition and Retention made several significant recommendations, including improving registration, improving faculty advising, revising our basic education requirements, focusing our recruitment efforts, and improving articulation of our expectations to the high schools.
But these are just parts of the solution. Our essential goal must be to improve the true opportunities for each student who wishes to study here and has the basic potential for academic success.

We must firmly resist, however, the temptation to let quality suffer as a result. Academic excellence must be maintained. The best students are attracted and retained by high standards. They contribute to excellent teaching through the challenge they present in the classroom, and contribute to excellent research as active participants and apprentices for the future. We need to attract and retain the very best students, while simultaneously providing broad opportunities for all individuals to achieve their full potential. And we need to experiment to find solutions to satisfy our goals.

In that spirit, I have asked Professor Diether Haenicke to develop a comprehensive approach to these issues. We will consult broadly with the faculty and the 1982-83 Committee on Attrition and Retention in this important institutional effort. An allocation of $300,000 will be made to defray the early expenditures associated with this major, long-term endeavor.

Part of the essential mission of a university, and a public university in particular, is to ensure that all the talent available to society is developed to its full potential. It is my goal, and it is the firm commitment of this University, to promote the principles of equal opportunity and affirmative action as an integral component of every aspect of this institution.

This goal is too often viewed as an obligation of law and regulation. There is more than the force of law behind Ohio State's commitment. This is a question of right and wrong, and our commitment is based on the ethical and moral obligation of a university in society to take a leadership role in advancing these principles.

We make this commitment because it is our inherent obligation to do all we can to attain equal opportunity for all people. Despite our financial problems, we must proceed in significant ways.

For this fiscal year, $300,000 will be allocated for the advancement of affirmative action at this University. To emphasize that this is an institution-wide responsibility that needs creative experimentation, I am seeking proposals from all members of the University community, which the Committee on Women and Minorities will receive, evaluate, and recommend for action.

I also am asking the Committee to develop an award program, similar to our faculty teaching and research awards programs, under which individuals or units that have done the most to improve affirmative action at this University will receive appropriate recognition and financial rewards.

Equality of opportunity applies to everyone on our campuses. Although our size and diversity are enormous strengths, they also create a danger of insularity within academic disciplines and administrative units. We need to create an experienced pool of talent that can be drawn upon in the future, and expand the institutional flexibility that is so vital to our progress.

I am asking Larry Thompson to work with the appropriate committees and offices to design and implement an experimental internship program available to all our staff and faculty. We need to provide opportunities for individuals at various levels to gain experience in different facets of the institution. The people involved will gain important professional development awareness; the University as a whole will benefit from fresh ideas and the expansion of talent and experience.

We also must continue our efforts to promote excellence throughout the institution. Ohio State is blessed with many faculty members who have achieved national and international reputations as leaders in their fields. I have asked Professor Haenicke to develop a program to further recognize and give visibility to our especially outstanding colleagues, people who represent the very best of the scholarly excellence that is found throughout
our faculty.

The interlocking ingredients of quality and accessibility in a public institution demand that sufficient public funds be made available for faculty salaries, equipment and libraries, for the physical plant, and the essential staff support at all levels that paves the way to make academic excellence possible. High quality, comprehensive education costs a great deal. Accessibility implies low tuition, adequate financial aid, and sufficient work opportunities for our students. There clearly is a problem with this at Ohio State.

We currently are operating with a budget of $650 million, of which only $204 million — or approximately 31 percent of the total — comes from state appropriations. Ohio State has done extremely well through the years, despite low state support. But the most alarming condition today in state funding is not just the low dollar amount. This endangers the fiscal stability we need to develop comprehensive, long-term approaches to our various problems and opportunities.

In 1979, funding for higher education represented 15.4 percent of the total budget of the State of Ohio. Today, that percentage has declined to 12.7 percent of the total state budget. Furthermore, constant-dollar state support for higher education on a per-student basis has dropped by approximately 15 percent since 1979.

We realize that Ohio has financial problems. But we must point out that Ohio State, and for that matter all of higher education in Ohio, has done an incredibly good job during the last five years of managing diminishing resources.

I challenge the business community, and government in general, to adjust costs for inflation and increased levels of activity, and still have a 15 percent cost reduction. Few will measure up. We the staff, faculty, and students should not shrink from taking a good deal of credit for our outstanding accomplishments in financial management.

Now is the time for us to set the tone for the next decade. The current fiscal environment in Ohio provides an opportunity to re-examine past practices, seek creative ideas, and begin experiments in order to make progress in the future.

"Indeed, some of the greatest discoveries occur more from the act of research than from its objectives."

I have referred several times to our need to assume responsibility for communicating to the public at large the value of educating individuals for leadership, the vital role of the liberal arts, the vital role of the professions, the importance to society of equal opportunities and affirmative action, the meaning and benefits of basic research, and our financial and legislative needs to maintain excellence as we fulfill our role as a University in society.

To this end, I have asked the newly reorganized University Communications Council to undertake leadership of a comprehensive, University-wide communication program as its major project for the 1982-83 academic year. The Council will have broad representation linking communications professionals and faculty members throughout the University. It will provide a mechanism for each department and administrative unit to develop the two-way communication structure we need, both within the University and externally throughout Ohio.

The Council will work to help expand, improve, and better coordinate the on-going communications programs of our colleges and departments, the Alumni Association, and various constituent groups. As the land-grant University for this state, we are obligated to communicate with all Ohioans, and give people throughout the state broad opportunities to
respond to us.

I emphasize that this is not a lobbying effort to the members of the Ohio General Assembly. Our elected public officials have been supporting us as best they can. They believe in us. For the most part, they understand us. They know how important a strong Ohio State University is to the future of the state. But to do better by us, they need that same level of understanding and support in their home districts.

The enhancement of academic excellence with all its ramifications also depends upon our commitment to do what we can financially to assist ourselves. It is time for the Ohio State University to generate a major infusion of private gifts commensurate with the outstanding national reputation of this institution.

Such a new endeavor holds exciting potential for creating enormous opportunities at Ohio State. But it is important to note that such a fund-raising endeavor at a comprehensive public institution must have four fundamental characteristics.

First, I believe that we should be working toward further decentralization of fund-raising activities. While the Development Fund is a central source of fund-raising data and expertise for the institution, greater responsibility should be assumed in the colleges and departments to enlist the aid of their own supporters.

At the same time, there are certain important University-wide activities where I intend to take an active role and where a major new effort should be concentrated. This will demand an ordering of institutional priorities to unify the effort to raise funds, with an understanding that specific needs will be addressed in turn.

Second, the projects to be privately funded should be central to the academic mission of the Ohio State University as a whole, representing the very best we have to offer. Excellence is an elusive goal. But the focus of any major fund-raising drive must be to advance our overall excellence in teaching, research and related service activities.

Third, there must be no implication that private dollars will replace legislative appropriations as the source of funds for the fundamental operation of this institution. Private support must not become a substitute for legislative and public responsibility.

Fourth, the projects involved must be deemed so important that we as a University are willing to make a major financial commitment of our own. To ask private donors to commit their resources for our excellence, we must back our priorities with the full force of a significant monetary commitment of our own.

I have asked Professor Robert A. Burnham to explore the feasibility of launching such a major fund-raising campaign. I am today pledging $5 million in institutional funds to the projects that are developed and ask the deans and vice presidents, collectively, to add an equal amount to this challenge fund.

Although we will need wide discussion of projects that might be funded through such a major fund drive, several possibilities jump immediately to mind.

As I have said repeatedly, we as a University are no better than the quality of our staff, faculty and students. We must attract and retain the very best. Endowed chairs and professorships are both an individual and collective part of that effort, as we assist each other in creating recognition of our overall excellence.

We also know that we have building needs on our campuses. Some have been satisfied through state appropriations, but there is at least one critical lack on the Columbus campus that meets the criteria I have outlined as appropriate for a fund-raising drive. We are one of the few great American universities that does not have a focal point for individual and collective creative expression in the arts.

A center for the arts is a logical extension of Ohio State's academic strengths in that area. While providing a much-needed physical home for our major collections, it also would serve as a research facility where artists, students, and the public could work, study, experiment, and interact. It could provide a nationally recognized model in the arts for the true integration of teaching, research, and service and provide central exhibition space available to the entire campus. The absence of an arts center is a major omission at Ohio State that a private fund-raising effort could appropriately correct.

Special efforts to increase student accessibility and equal opportunities to participate in all facets of college life also meet the criteria for private support. This might take the form of

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President stresses research and funding needs

Continued from page 5.

Scholarships or academic programs for highly talented students, special funding for extracurricular activities, renovation of the Stadium Scholarship Dormitory, or general financial aid available to all.

And while we know that our faculty will keep us great, it must have the appropriate tools to accomplish its teaching and research mission. We must improve our inventory of scientific and other research equipment, including the libraries.

There are many opportunities for progress at the Ohio State University. I have touched on just a few. To make progress, we must be willing to experiment in order to take advantage of our opportunities. Institutionally, I believe we need four things:

- we need the creativity;
- we need the determination;
- we need the organizational flexibility;
- and we need the resources.

I believe we have the first two in great measure, and the potential to achieve the third. If we concentrate on the first three, I am convinced we can obtain the fourth — and in sufficient magnitude to continue to enhance our quality.

But we must never allow our realistic awareness of the need to seek funding, both public and private, to be confused with our goals. Funding is a necessity, but it is not an end in itself.

We are an academic enterprise. Whether our jobs are keeping the lights on, the laboratories clean, the computers operating, or the library stacks cataloged, all of us in administration, and on the staff at all levels, are here to make academic and scholarly achievement possible.

Our mission — and our challenge — as a University is to move forward despite our difficulties. We must remember and take great pride in our past achievements, and remain fully confident that continued academic progress will result from our current efforts.

Commitment to excellence in teaching, research, and related service by those who have gone before us has made this institution great. Our continued commitment to those fundamental goals will keep us strong, as we carry on and improve upon those great traditions of excellence that the Ohio State University represents.

Thank you very much.
Jennings charts course for University's future

By Greg Brown

President Jennings outlined building and program priorities he hopes to begin implementing in the coming year to the University Senate Oct. 16. They include joint development of a research park, construction of a campus arts center, and the establishment of an affirmative action fund, among others.

The president said Ohio State is already "surrounded by what can broadly be defined as a research park," with its proximity to Battelle, Chemical Abstracts, Bell Labs and other companies.

He has asked Arthur Adams, professor of history and former vice provost for continuing education, to begin investigating "how Ohio State can do its part to encourage additional private firms with a major research component to locate in the University area."

But the president cautioned, "While Ohio State is a very large organization, we are not large enough, in good times or bad, to bear the financial risks of a research or science park."

"We can assist," he continued, "but the primary financial commitments must come from other sources. Alternative funding possibilities must be part of our explorations."

The president also announced the beginning of a special fund-raising drive to help fund special construction and program needs determined to be critically important at this time. Building a campus arts center was named as foremost of these needs.

"We are one of the few great American universities that does not have a focal point for individual and collective creative expression in the arts," Jennings said.

"The absence of an arts center is a major omission at Ohio State that a private fund-raising effort could appropriately correct. While providing a much needed physical home for our major collections, it also would serve as a research facility where artists, students and the public could work, study, experiment and interact."

Other possible projects included updating science and research equipment, including the libraries, renovation of the Stadium Scholarship Residence Hall, scholarships or academic programs for highly talented students, special funding for extracurricular activities, and general financial aid available to all students.

The president pledged $5 million in institutional funds for these possible projects, and asked that the deans and vice presidents collectively add an equal amount to the fund.

In an effort to further advance affirmative action at the University, the president announced the creation of a $300,000 fund that would both develop programs to stimilate affirmative action, and award those individuals and units that have done the most to improve.

The president said he will ask for "proposals from all members of the University community" to meet affirmative action needs. He said the Committee on Women and Minorities will "receive, evaluate and recommend for action" the proposals.

"We must make the commitment to affirmative action because it is our inherent obligation to do all we can to attain equal opportunity for all people," Jennings told the senate. "Despite our financial problems, we must proceed in significant ways."

The president also called for the formation of an internship program for all faculty and staff to acquaint them with the total University. He appointed Larry Thompson, special assistant to the president, to work with "the appropriate committees and offices to design and implement an experimental internship program."
Banc One OKs stock split, adds directors

Banc One Corp.'s board of directors today approved a three-for-two stock split and elected two additional directors.

"The board believes the stock split reflects Banc One's performance and will serve to improve stock marketability," said John F. Havens, Banc One chairman. Additional shares at the ratio of one for every two shares held Nov. 9 will be distributed Dec. 14.

"FOLLOWING" the stock split, Banc One will have more than 16.6 million shares outstanding, giving the Columbus-based multi-bank holding company a shares-outstanding ranking of 27th among U.S. banking institutions.

"A cash dividend, which will be maintained proportionately on the new shares, is calculated to be 30 cents per share and will be paid Jan. 4, 1983, Havens said.

Directors also authorized the purchase of up to 250,000 shares of the corporation's common stock. The reacquired stock may be used in Banc One's acquisition program and for other corporate purposes.

Banc One officials have denied recent rumors that the company will acquire Toledo Trust Corp., which has $1.4 billion in assets. The Toledo bank holding company also has denied a merger is imminent.

The two new Banc One directors elected by the board are Leonard K. Firestone, a director of Firestone Tire and Rubber Co., and Edward H. Jennings, president of Ohio State University. The appointments increase the number of directors to 11.

FIESTONE, who served as U.S. ambassador to Belgium from 1974 to 1977, is a trustee of the Eisenhower Medical Center and a director of the Smithsonian Institution among other business, civic and government affiliations.

Before his appointment to OSU, Jennings was president of the University of Wyoming. He has a doctorate in finance and has been an adviser to the World Bank and Rockefeller Foundation. He is a director of Ohio Bell.

"Both men have in common international reputations for innovation and creative management ability," said John G. McCoy, Banc One vice chairman.

"The character of banking in this country is changing rapidly. Banc One has been a leader in this evolution, but our growth in size and services dictated we expand our board to capture additional talent with which we will plan for the future," he said.
Firestone, Jennings join Banc One board

Directors of Banc One Corp., Ohio's fastest-growing bank holding company, elected Leonard K. Firestone and Edward H. Jennings to the board and declared a 3-for-2 stock split, John F. Havens, chairman, and John G. McCoy, vice chairman, announced yesterday.

Banc One will have more than 16.6 million shares outstanding after the split, ranking it 27th among U.S. banks, said Havens, adding that the board "believes the stock split reflects Banc One's performance and will serve to improve stock marketability."

The cash dividend, to be maintained proportionally on new shares, is expected to be 30 cents per share and will be paid Jan. 4, 1983. Directors also authorized periodic purchase of up to 250,000 shares of Banc One 'common stock publicly and privately for use in the company's acquisition program and other corporate purposes.

Election of Firestone and Jennings enlarges the board of directors from 9 to 11. McCoy said "both men have in common international reputations for innovation and creative management ability. The character of banking in this country is changing rapidly. Banc One has been a leader in this evolution, but our growth in size and service dictate we expand our board to capture additional talent with which we will plan for the future. . . ."

Jennings is president of the Ohio State University and also serves as a director of Ohio Bell Telephone Co. His doctorate is in finance and he has served as president of the University of Wyoming and as an adviser to the World Bank and the Rockefeller Foundation.

Firestone served as United States ambassador to Belgium from 1974 to 1977. He also serves as a director of Firestone Tire & Rubber Co., a trustee of the Eisenhower Medical Center and as a director of the Smithsonian Institution, among other affiliations.
Jennings receives distinguished service award

By Lynne Brungarth
antenn staff writer 10 - 27 - 82

OSU President Edward H. Jennings
was awarded the Distinguished Alum- 

nus Award at Cleveland’s Case
Western Reserve University Monday
night.

The award was given by the

Weatherhead School of Management
Alumni Association at its fourth
recognition dinner.

David Ragone, president of Case
Western Reserve, said, "Ed Jennings
has had a very good career. To be
chosen president of OSU is in itself an
honor and speaks well of both Ed Jen-
nings and our university."

In 1963, Jennings received his
master’s from Western Reserve
University, now known as Case
Western Reserve.

Nancy Smythe, coordinator of
alumni affairs for the university, said
Jennings was selected by a
nominating committee appointed by
the president of Case Western.

The committee, comprised of facul-
ty and alumni members, chose Jen-
ing from a number of anonymous
nominations submitted by faculty
members and the university’s Board
of Trustees.

Jennings also was given an upstan-
ding brass carriage clock, a symbol
of his punctuality, Smythe said.
Jennings gets
director's post
at Bank One

OSU President Edward H. Jenn-
ings was appointed to the Board of
Directors at Bank One of Columbus
to meet the changes and expan-
sions of the bank, a bank officer
said.

Michael Van Buskirk, communi-
ty development officer for Bank
One, said that since banks are com-
peting with financial centers and
savings and loans, the bank needs
to develop new areas of expertise.
"The board saw the need to recruit
new people with this expertise," he
added.

"Ed Jennings has strong exper-
tise in international finance having
been adviser to the World Bank and
Rockefeller Foundations, and
seemed a likely candidate," Van
Buskirk said.

"We felt his strong technical and
academic background would make
him effective in our efforts to
recruit new talent into our corpora-
tion," Van Buskirk said. Jennings
could advise bank officials about
how to recruit young people from
Ohio State and other universities,
he added.

According to Van Buskirk, Jenn-
ings' appointment to the board,
which was made Tuesday, will last
indefinitely. Usually the positions
last as long as the individual stays
active in the business world, he
said.
Ohio State's 10th president hit the ground running—dealing with a fiscal emergency, wooing the Statehouse powers-that-be and generally impressing his campus constituency.

Outside, the branches of two maple trees extend toward the second-floor windows allowing an occasional squirrel to leap to the building's ledge and scurry around. On the steps leading to the front door there are acorns which have fallen far from the oak trees. If it can ever be said that there is a sleepy time on the campus of Ohio State University, this is it. Late summer. There are parking spaces in the garages, the Oval is bereft of frisbee players and loose dogs and, inside the Administration Building, in the president's office, Edward Jennings is between crises.

Funding for the massive, intricate university is in place—at least until the next state budget emergency. Expenditures have been pared, tuition hiked. Ohio State lost $21.6 million in state funding for the 1982-'83 fiscal year in addition to $19.5 million for the previous six months. It could have been worse. Before the new state taxes were enacted, the contemplated cut was $14 million higher.

The new organization chart for university policymakers has been created and seven vice presidents—actually nine, but two positions will be eliminated when the occupants retire next year—are fitting into the slots Jennings designed for them. His predecessor, Harold Enarson, had 10 vice presidents. But Jennings has four special assistants to the president; Enarson had one.

The job of university president is a different one these days. A decade ago, campuses were ravaged by ideological conflict—the Vietnam war, student rights, civil rights—expressed in confrontation, sit-ins, marches, non-negotiable demands. Today, the overriding issue is money, the financing of higher education and, for a public university like Ohio State, the politics of government support.

Those who have watched Edward Jennings in his first year as president are impressed. It's not his command of university finances— they rather expected that from an M.B.A. and Ph.D. in finance who once served as financial vice president at the University of Iowa. The surprise is his political acuity, the keenness with which he sets out to cultivate the individuals whose decisions and influence are important to the university.

Says Ohio Board of Regents member Keith McNamara, "The first time we met—he hadn't been here two weeks—he commended me for a vote I had cast on some issue. It wasn't important. The vote had probably been unanimous. And the introduction didn't include a title... just my name. That's a quality that makes me think the guy is pretty sharp." McNamara laughs. "Of course, the last time I saw him, I said, 'Hello,' and he said, 'Hello.' I suspect he did not know who I was."

Says Rep. Tom Sawyer, chairman of the House Education Committee, "Any time someone seeks out your view of the world, you're flattered. He has chosen to do so on a systematic basis. Even if I was crummy at this and he thought I was crummy, it speaks well of his scope of his job, of his understanding that his ability to do that job is controlled somewhat by the people here." And Jennings has made his views known, says Sawyer; "He has pervaded this chamber... although not as quickly as a new football coach would."

Jennings also has been to Washington to meet with the Ohio congressional delegation and to make the pitch for federal student aid and provide the congressmen with Ohio State's priorities among the various federal aid programs.

"The general impression is good," says area Congressman Bob Shamansky. "He's active, but it's a purposeful activity. He's trying to touch all the bases."

Jennings approaches the lobbying effort with care and preparation. There was the day, shortly after he
arrived in Columbus, when he and William Napier, special assistant for state relations, strode through the Statehouse basement en route to an appointment. The two men ducked into the basement coffee shop and Jennings greeted the handful of legislators and lobbyists sitting at the tables—by name.

“Generally when I am to meet people or address an issue,” he explains, “Bill Napier or an academic vice president, a member of the staff, will tell me about them. I have them bring me up to date . . . and I have pictures of people.”

The politicking has not been without some see-saw blunders—although Jennings admits that he has stumbled. At one of the points when cuts to higher education were being discussed by the state administration, Jennings told Gov. James A. Rhodes that if the decision was to cut 10 percent from the appropriation, Ohio State could live with it.

“Ohio State is so big it can live with that better than the other state colleges,” says one higher education official. “He convinced Rhodes but he pulled the rug out of the others. He may have personally solidified his relationship with Rhodes, but he pissed off every other college president.”

“I did say Ohio State could live with it, but I don’t think I pulled the rug out on anyone,” Jennings responds. “It was the best we were going to do. If I pulled the rug out, it was in the context of almost all new money going to education. In difficult times, we in the universities must do everything we can.”

It is generally perceived in the Statehouse that Jennings has gone out of his way to cultivate the governor, who attended Ohio State briefly himself and sent his three daughters there, but who retires from office at the end of the year. It is a situation that leads one observer to snipe, “What’s he [Jennings] going to do when he’s not president of the governor’s favorite university?”

And there were plenty of raised eyebrows when, last June, in the midst of announced tuition hikes, purchasing cutbacks and other budget-balancing moves, the trustees enhanced Jennings’s salary by $7,800, putting his yearly pay at $85,000.

“It was the timing,” says a member of the Board of Regents. “They were talking about cutting tenured faculty, cutting out programs, raising tuition . . . The president of Ohio State University deserves every dime he gets. But the timing was wrong. Jennings should have known better.”

Was this the same Edward Jennings who was so mindful of perceptions that he chose to have a simple, inexpensive inauguration ceremony rather than the full academic formalities because “Under the circumstances [of budget deficits], I feel it would be inappropriate to hold the formal inauguration . . .”? Jennings insists the pay raise was the board’s decision, not his . . . and says the procedure also involved faculty pay raises. “They wanted to normalize the budget process . . . the whole financial mechanism.” And, anyhow, he says, he once tried to turn down a pay raise at the University of Wyoming and it didn’t work. The trustees raised his salary over his objections.

On the long walk, however, these are just pebbles, incidents that will fade as the constituencies of the big state university take the measure of the new man.

He has been described as the “new breed” of college president—energetic, plain speaking in a voice of noticeably low register. Both his conversation and speeches are devoid of quotation, of reference to the works of philosophers or great literary figures. It is not the contemplator’s pipe that dangles from his lips, but cigarette after cigarette.

“He leaves an initial impression of not being subtle . . . and anyone who accepts that would be wrong,” says Sawyer.

Actually, the 45-year-old Jennings gives off an aura of confidence. He appears trim and athletic, although he says his time on the golf links is now curtailed by the demands of the presidency. He has won the admiration of reporters by returning telephone calls and the hearts of his office staff with appreciative memos for jobs that catch his notice.

“When you meet him, you’re the most important person to him at that time,” says Laura Falko, a stu-
The Jennings cabinet

Top row, from left: William Napier, special assistant to the president; Richard D. Jackson, vice president, business and finance; Madison Scott, vice president, personnel; William Nester, executive associate vice president; middle row, from left: Diether A.H. Hoenecke, acting vice president, academic affairs and provost; Pravonne Firebaugh, acting vice president, agricultural administration; Manuel Tsapparlis, M.D., acting vice president, health services; Robert Burnham, acting vice president, community development; bottom row, from left: James Garland, acting vice president, research and graduate studies; Larry R. Thompson, special assistant, legal affairs; Judith Washburn, special assistant, finance; Sue Meyer, special assistant, office management. Vice presidents Kathleen Schoen and John T. Meant will retire in 1969; their positions will not be filled.

Science degree in industrial management from the University of North Carolina in 1959 and went to work in Spartanburg, S.C., as an industrial engineer. Two years later he went to Cleveland, to Western Reserve University (now Case Western), for an M.B.A. and again returned to private industry for a couple of years before moving to the University of Michigan for a doctorate in finance. From Michigan, it was the faculty of the University of Iowa, subsequently moving into administration. In 1979 he was named president of the University of Wyoming.

When he left North Carolina, he says, "I knew I'd never see the inside of a college again," but the pull toward academic "must be in my genes." His father was a law professor at Minnesota and his mother became a library science professor at Columbia.

Whether it was his own experience as a professor, or the family tradition, Ohio State's faculty—at least so far—thinks they have a soul mate.

"Faculty observations really have to be long term," says professor Charles Smith, president of the university's chapter of the American Association of University Professors. "So far our opinion—certainly mine—is extremely positive. I think Edward Jennings appreciates, has an understanding of, faculty concerns, what they are, what they should be."

Jennings earned his stripes with the Ohio State faculty in his handling of the "financial exigency" matter, the formulation of a procedure for removing tenured faculty in the event of a financial emergency.

Expects Smith: "It looked like some program formation might be taking place with inadequate opportunity for faculty voice. . . ."

"You have to understand us. We tend to focus on our little thing, our project, our research, and as long as you don't bother us too much, we don't cause trouble. But after a while, we wake up . . . ."

"We came to the realization that we needed more reasoned . . . discussion. We needed to define financial exigency and determine what was to be done about it. The provost led us to believe there was a real deadline and many of us felt it didn't allow time for discussion."

"Edward Jennings had an extremely salutary effect: "Yes, we've got to have it [a procedure], but no, we don't have this kind of deadline.""

There were additional meetings and debate, says Smith. "We're convinced the provisions are ever so
much better.... We feel pretty good."

As might be expected, when Jennings's appointment as president was announced, there were plenty of telephone conversations between Ohio State faculty members and their counterparts at Wyoming—chemist calling chemist, economist calling economist—to get a handle on the man. "He came through with good marks," says Smith.

"All of us want to be encouraged," he adds. "I don't think this is only a honeymoon period, I think we have somebody as president who understands the faculty."

Despite the immediacy of money troubles, Jennings has not, in Sawyer's terms, "spent all of his time on the bucket brigade."

For one thing, he has drastically restructured the office of the president. Despite the fact that academic politics can often give the real thing a bad name, the changes in duties and personnel seem to have been made without a lot of grumbling.

Jennings explains the reorganization as following the four major functions of the university, which he categorizes as the academic enterprise, the business functions, health services and external matters such as private fund raising and government lobbying.

"Possibly the most significant revision in the new organizational chart is the distinction it makes between health education and health services. It separates the academic function from the hospitals and returns authority for the colleges to what is now called the vice president for academic affairs and provost. For the past several years, the health colleges—medicine, dentistry, optometry, pharmacy and veterinary medicine, and the schools of nursing and allied medical professions—together with the health services including University Hospitals, operated as a separate entity. They had their own vice president reporting directly to the president of the university."

"The academic issues [in the health sciences] are the same as in our other colleges," says Jennings, explaining why he chose to gather back the academic programs to the university's chief academic officer. "What I've done," he adds, "will work if the health deans and the vice president for academic affairs cooperate, if they get along."

Dr. John D. Jacobs, an orthodontist and member of the university board of trustees, voted against the plan because the health sciences are five pretty big, important colleges and I think need more attention than they're likely to get from the provost." But he says it was an individual disagreement and did not represent opposition from health science interest groups. "Nobody ever contacted me," Jacobs says.

Meanwhile, the man who ran the whole health sciences show, Dr. Henry Cramblett, returned to teaching and Dr. Manuel Tsagournis, dean of the medical college, took on the added role of acting vice president for the hospital facilities.

The reorganization led to other personnel shifts. With the merging of development and communications, including public affairs, into one vice presidency, Richard Buxton, whose position was downgraded from vice president to director of development, left to run a foundation in San Diego. Edwin M. Crawford, who was vice president for public affairs, went to Washington, to function in a government relations capacity for Ohio State and as a senior adviser to the Charles F. Kettering Foundation.

Provost Ann Reynolds, possibly the most controversial of the president's staff and whose relationship with the new president was thought to be businesslike, at best, took the big academic bite and went west as chancellor of the California state university system.

The reorganization, the personnel shifts, were in place within nine months of Jennings's arrival, giving added evidence to the perception that he has made a rapid assumption of the reins.

At the same time, he is cutting a considerable swath externally, joining the boards of the Columbus and Ohio chambers of commerce, the board of Ohio Bell and the board of trustees of Columbus School for
Girls, the private preparatory school. He is, says one member of the downtown business network, someone who "will get to know the people who make things happen." Emerson, Jennings's predecessor, was criticized because he chose not to participate extensively in the business and civic activities of Columbus.

On the state level, Jennings has decided not to limit his contact to the legislators who control state appropriations. He also is working those votes indirectly, building up support for Ohio State among the legislators' constituents, particularly among those who should be natural allies, the alumni of Ohio State. Jennings calls it "an obligation" to bring the Ohio State message and the message of higher education to the state at large.

"Among people around the state, his judgment is respected," says Sawyer, who represents an Akron House district. "He reaches beyond the Columbus-based Ohio State constituency." It has surprised Sawyer that in his own appearances, exhorting audiences on behalf of education, he often is asked, "What does Ed Jennings think?"

The same outreach, constituency-building, is in effect within the university. There have been meetings in the individual colleges, parties hosted by Jennings and his wife, Mary Eleanor, at the president's house for department chairmen, chats with student groups, lunches at the faculty club with the editors of the student newspaper, open forums on campus.

The biggest surprise he encountered coming to Ohio, he says, is the lack of appreciation for the academic excellence of Ohio State. Jennings says he fails to understand why there is the impression that Michigan—where he got his Ph.D.—is a better school. "Around the country Ohio State University is known as a great public university. Michigan is good, too. It's better in some areas, but we're much better in many areas. I don't know where it comes from. Perhaps it's that you're not a prophet in your own hometown. People seem to fuss about this university and not recognize what a truly great place it is." And Jennings can tick off the high rankings of the various colleges—seventh in a Wall Street Journal article on business schools, in the top five in engineering, first in education. . . .

The selection of Ohio State professors to deliver the last four commencement addresses was done to recognize the esteem of the faculty. It appeared to work until spring
quarter when some grumbling greeted the choice of Roy Kottman, the politically connected retiring dean of the College of Agriculture, as speaker for the big June graduation.

"The whole object was to show that we have nationally prominent people here on campus," says Jennings, defending the choice of noted sociologist Simon Dinitz and chemist Daryle Busch as speakers for the fall and winter graduation ceremonies. It does not mean, he says, that in the future, Ohio State "should only have our own faculty."

Jennings recognizes that the size and reputation of Ohio State's athletic program often-clouds its academic achievements, but he gives short shrift to any suggestion that athletics is overemphasized.

"Ohio State has never, at least in modern history, been found in violation of NCAA rules," he says, noting that at a recent dinner for former players and others who aid in the recruiting process there was a 45-minute review of NCAA regulations.

"The Athletic Council has a strong tradition and I think it is in control. Football is important but it doesn't dominate." If the situation arises, he says, when he feels things are out of control and he finds it necessary to step in, he will. Late last year, when there appeared to be a steamroller push for the expansion of Ohio Stadium, Jennings did step in. He says, "I thought it was necessary."

Some wealthy supporters of Ohio State football supposedly were maneuvering outside the university to arrange the financing of a layer of private plush boxes in the stadium that could be sold to corporate and private patrons of the gridiron arts. When the plans leaked in the newspapers, Jennings called a halt, announcing there would be no further discussions and the matter was closed. He announced there was "a clear process within the university for establishing needs and priorities and I expect that process to be followed."

Various brushfires aside, the true test of Jennings's stewardship will be his ability to run the $600 million-a-year enterprise in a period of restricted finances.

"The assessment of Jennings as president remains to be made," says regent Keith McNamara. "My particular hope is that he can maintain the small, quality programs at Ohio State. It can be easier to dump them in favor of the programs that attract large numbers of students. But if they are lost, it will take 25 years to build them up again."

McNamara acknowledges that the need to serve a large student body and preserve pockets of academic excellence puts Jennings between the proverbial rock and hard place.

"How he does it will be the measure of the man," he says.

Jennings says his goal, one year at a time, is maintaining the academic excellence of the place. So far, he says, the faculty has "dug in and we're making it work without compromising quality." The financial issues, he adds, will go on for a long time.

Basically, he recognizes, the people of Ohio through their elected public officials will decide the future course of Ohio State University. And Ed Jennings, it appears, is wasting no time trying to influence that decision.

Adrienne Bosworth is a senior editor of Columbus Monthly.
The academic year 1981-82 has been a year of both enormous changes and impressive continuity at The Ohio State University.

In the midst of what some have referred to as crises—the budget, student retention and attrition rates, financial aid cutbacks, challenges to the institution of tenure, relations with business and industry, administrative reorganization, and other issues—the staff, the faculty, and the students continued the fundamental activity of this University in the classrooms, the libraries, and the laboratories across our campuses.

The scholarship that has earned Ohio State its international reputation for excellence in many fields continued unabated, despite the problems that arose.

Of course, a major change felt throughout the institution was adapting to the impact of a budget reduction totaling $56 million. Our entire staff, faculty, and student body can be extremely proud of the great cooperation, flexibility, and initiative that was demonstrated in accommodating these unprecedented budget cutbacks. During the winter and spring of 1982, The Ohio State University showed its incredible strength.

It also has been gratifying to see the outstanding results of our adherence to the time-honored academic traditions of shared responsibility for decision-making. Our faculty, staff, and students took an active role in many committees, both new and traditional.

Through broad consultation and continued improvements on institutional flexibility, we have together begun to solve the problems we face as an institution.

In addressing and adapting to the changes—the problems—of the past year, we have simultaneously been provided with a number of opportunities at Ohio State. As we coped with budget cutbacks, we took the time to step back for a moment to look carefully at where we have come from and where we wish to take this University in the future.

In that context, we renewed our commitment to our land-grant identity of quality teaching, research, and related service, along with the important principles of accessibility, equal opportunities, and affirmative action for all Ohioans.

Above all, we continued to emphasize quality and the need to maintain and enhance our excellence despite financial constraints. In the past difficult year, we have held firm to these principles, which are the essential heart of a great university.

To our credit, we have avoided the expedients of across-the-board or quick-fix cutbacks that could create long-term problems far greater than those we face today. Throughout our campuses, we have remained aware that our essential mission is long-term, and that we in the academic community have a special role to play by maintaining that long-term obligation to the future of society.

We have also reinforced our mission as Ohio's major, comprehensive university of service to the state, both today and for tomorrow. We are prepared to do our part to help Ohio assume a leadership role for an increasingly technological future, and we have taken important steps to work with business, industry, and government in that regard. Our immediate problem with public funding grows in part from the state's current financial difficulties, and we must do our share to help solve those difficulties.

At the same time, we have reconfirmed our commitment to the liberal arts core at this University, which is such a vital part of the undergraduate education we provide.

It has been an inspiration to me throughout the past year to see just what the people who are part of this great institution can do when faced with difficult problems. With the continued advice, support, and active involvement of the faculty, staff, and students, I look forward to the challenges and opportunities of the coming year and beyond. Together, we will continue to uphold and enhance the reputation we have earned as one of the finest public universities in the nation.

Edward H. Jennings
President
The Ohio State University
Ohio campuses plan legislative briefings

By LARRILYN EDWARDS

The universities and colleges in Ohio, in a project initiated by President Ed Jennings and spearheaded by OSU, are going to be acting as informational resources to the Ohio legislature.

Professors, with expertise in substantive areas the legislature has to deal with, will present discussions of the issues for all Ohio legislators — according to an agreement worked out with both the Republican and Democratic leaders in the Ohio house and senate.

The state's Legislative Service Commission and the Mershon Center at OSU also are assisting with the planning.

To start the project, an all-day conference has been tentatively scheduled Jan. 20. Background on three subjects will be given that day, with time allowed for lots of questions and discussion. The subjects to be presented are taxation, elementary and secondary education and economic growth.

Insiders see this project as part of the community outreach effort Jennings personally is pushing — similar to the cooperation he envisions establishing with business to develop a technical park.

And according to Bill Napier, assistant to Jennings, one critical issue — higher education — will be excluded from these conferences completely. No one wants these sessions viewed as a lobbying effort for Ohio colleges and universities.

Similar informative sessions are offered the U.S. Congress by Harvard University.

THE 'UGLIEST'S BAR — Sylvia Estell, the country's "ugliest bartender" for the last two years, has opened a "neighborhood watering hole" of her own.

She won the Multiple Sclerosis ugly bartender contest in 1981 and 1982 by raising the most money for M.S. nationally — while working for Schmidt's at the Ohio Center. Over the past 11 years, Sylvia also has worked at the Wine Cellar, Whispers, Tamarack and six other spots.

Her place, named "Sylvia's," opened yesterday in the Worthington Square Shopping Center in the space formerly occupied by The Back Door. Sylvia says she will be serving deli sandwiches and...
Not just another day at the races

LOUISVILLE, Ky. — Jerry Ford called his good friend John W. Galbreath not long ago to ask a favor.

The ex-prez wondered if it would be all right if he and Betty brought son Steve along for this year's Kentucky Derby Party.

The squire of Derby Dan told Ford, "No problem."

But when he hung up, Galbreath had to chuckle. "I hadn't even invited him yet," Galbreath said.

Of course, all three Fords were invited. They joined Vice President George Bush, Prince and Princess Michael of Kent, former New York governor Hugh L. Carey and about a hundred or so other prominent people for Galbreath's first Saturday-in-May shindig.

It's called, quite simply, the Kentucky Derby Party. But it's not just another day at the races.

Guests from Columbus included Dean and Ruth Jeffers, Ed and Mary Eleanor Jennings.

The McCos — John G. and Jeanne — and John B. and Janie — Dave and Peg Cook, Pete and LaVerne White and Charles X. Lazarus — among many others.

It all started Friday night with a reception at Derby Dan Farm out by Galloway, moved to Louisville Saturday morning and then back to the big Double D spread for the encore dinner.

STEWARD STEW —
Country Pine's failure to bring the Galbreath stable its fourth Derby trophy dampened the spirit of the day not half as much as the rain that pelted Churchill Downs just before the big race. A major disappointment came earlier when the track stewards set down High Honors after the Galbreath colt had beaten Le Cou Cou to the wire in the Twin Spires Stakes.

LOOKING BACK — John G. McCoy recalled his first — and very nearly last — Derby.

The man who grew up to head Bank One joined three college buddies in Louisville one bright May day some four decades ago. They bunked at the old Brown Hotel, four to a room, low budget meals... you get the picture. McCoy recalled that the beds — both of 'em — were a shade under twin-size.

"Swore I'd never go back to another Derby," he confessed.

"Then about 20 years later, Mr. Galbreath invited me on this trip. If he ever stops inviting me, it's all over. I won't be back."

SPOILER — OSU Prexy Ed Jennings was similarly enchanted. He had to decline last year's invitation because the Jennings son was graduating from high school.

"I'm spoiled for good now," Jennings marveled. Dis 5/1
Banc One-Winters affiliation approved

Shareholders of Columbus-based Banc One Corp. approved the pending affiliation with Winters National Corp. of Dayton at the annual meeting yesterday, elected all directors and approved a resolution increasing the number of authorized shares of common stock from 25 million to 50 million.

John G. McCoy, vice chairman, reported first-quarter net income of $17 million, noting net income of $1 per share was 12.4 percent above the 89 cents per share reported in the first quarter of 1982. He also pointed out that quarterly operating earnings have exceeded the prior year’s in each quarter for the past 11 years.


After the meeting, directors declared a quarterly dividend of 84 cents per share, payable June 30 to shareholders of June 15, 1983. Directors also approved Treasury purchase of up to 250,000 common shares in the open market to be used for acquisitions and other corporate purposes.

Banc One reported net income of $16,956,000 on an average of 16,996,533 outstanding shares, or $1 per share, compared to net income of $12,446,000 on 14,018,256 outstanding shares, or 89 cents per share, for the 1982 period.

John F. Havens, chairman, reported Banc One’s total assets were $8.063 billion as of March 31, 1983, up 11.4 percent from $4.535 billion last year. Deposits were $3.950 billion, versus $3.497 billion, and net loans totaled $2.547 billion, compared to $2.254 billion last year. Equity capital of $372.3 million was up 16.3 percent over 1982’s $320.2 million.

Reporting on Banc One’s data processing centers, John B. McCoy, Banc One president, outlined the growth of the financial card services division.

He noted fee income rose 88 percent last year to $27 million and the division now serves about 200 institutions. It processes 2.9 million card holder accounts from Connecticut to California and handles 3.6 million credit card transactions monthly.

The bank holding company now has 23 affiliate banks operating 233 offices in 36 Ohio counties. Havens noted. Including Winters National Corp., Banc One has affiliations pending with five banking organizations, he said, which include nine banks with assets of $2.1 billion and operating 93 banking offices in Ohio.
Jennings promotes policy; equal opportunity principles

Affirmative action and equal opportunity are popular targets for rhetoric, but they will receive more than rhetoric at Ohio State in the near future.

President Edward H. Jennings has set aside $300,000 for a grant awards program to stimulate creative proposals that will help promote affirmative action.

Another awards program, to be developed, will recognize individuals or units who contribute to the cause of affirmative action.

Money for both programs will come from unrestricted funds out of general state appropriations to the university, Jennings said.

The grant program was proposed by the University Senate's Committee on Women and Minorities, chaired by Felícisima C. Serafica.

The committee will set up guidelines and procedures for the programs, but will not administer the funds, she said. The funds will be channeled through the president's office.

Serafica's committee includes six faculty members, three students and ex officio members Sue Kindred, director of the Office of Affirmative Action, and Frank Hale, director of the Office of Minority Affairs.

The committee carries on the research and studies on women and minorities started by the Commission on Women and Minorities in 1976. The commission has since been abolished.

One planned study involves tracing the progress of women faculty who arrived at OSU a decade ago to find out what has happened to them — whether they have been promoted, or remained at their starting positions, for example.

Serafica said she would like to see better support programs to reach out to women and minority students and make them feel welcomed within the university. Programs now exist to meet the needs of students ranging from Jewish lesbians to blacks in home economics.

"Once they're in, we have to make it possible for them to stay," she said.

Jennings said OSU's affirmative action program is "much better" than other universities. "We are a national leader in programs of affirmative action," he said. "We have a fine long-term reputation in affirmative action, but that doesn't mean we can't get much better."
The Ohio State University
Nondiscrimination Policy

The policy of The Ohio State University, both traditionally and currently, is that discrimination against any individual for reasons of race, color, creed, religion, national origin, sex, age, handicap, or Vietnam-era veteran status is specifically prohibited.

Title IX of the Education Amendments of 1972 prohibits sex discrimination and Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of handicap in education programs and activities.

Accordingly, equal access to employment opportunities, admissions, educational programs, and all other University activities is extended to all persons, and the University promotes equal opportunity through a positive and continuing affirmative action program.
OSU to lobby for funds

By Graydon Hambrick and
David Lore
1-12-83
Dispatch Staff Reporters

Ohio State University, which has increased research spending by 28 percent, hopes to maintain that dollar momentum with the help of Ohio's congressional delegation.

OSU President Edward H. Jennings will meet Jan. 26 in Washington with the delegation to keep federal dollars coming to the university.

Edwin Crawford, vice president for public affairs, said Jennings will point out that 90 percent of the university's research money — about $70 million annually — comes from the federal government, and that OSU doesn't want those funds cut.

OSU, bucking a national trend of cuts in research spending, saw research grants increase to $31 million during the last half of 1982, a 28.2 percent gain over the $24 million received during the same period in 1981, according to James C. Garland, acting vice president for research.

"That was completely unexpected," Garland said. "It's certainly not a national phenomenon. I think it reflects renewed effort by the faculty to engage in sponsored research."

Garland said federal research support during the last half of 1982 jumped 23 percent, with increases in money for energy, space, engineering and science grants overriding cuts in education, health and human services.

During the same period, he said, industrial research grants were up 65 percent despite the recession.

The congressional breakfast meeting was arranged through the office of U.S. Rep. Chalmers P. Wylie, R-Columbus.
OSU's needs voiced at Washington talks

By Mary Lynn Graham
Lantern staff writer 1-27-83

Finances were the topic of conversation when President Edward H. Jennings met with the Ohio congressional delegation in Washington D.C. Wednesday.

Discussion briefly centered on the state budget. But Jennings said he could not tell legislators much about OSU's budget until the state releases figures for education cuts.

Jennings said he is unsure which OSU areas will be affected most by the projected $528 million budget cuts.

A hiring freeze and a tuition increase are possibilities, he said. But tuition will not be increased until after spring quarter, he added.

"Tuition will increase as years go by," Jennings said, "but I don't want to tie legislative activities with tuition that directly."

He reminded legislators about the importance of student financial aid and also about OSU's low student loan default rate.

About 40 percent of OSU students get financial aid and the default rate is about 8.5 percent.


Other discussion focused on increases in OSU's research grants and highly-rated graduate programs, Jennings said.

When legislation affecting OSU comes before Ohio legislators, Jennings said, they now will be well informed about the university's needs and, he hopes, will vote in its favor.

Wylie said the meeting was beneficial because it is important for Jennings to maintain lines of communication with members of Ohio's congressional delegation.

Jennings also talked about the early closing of enrollment for next year.

"We talked to him about that... we thought there ought to be an opportunity for youngsters to go to college if they want to, especially at a state-owned university."

Wylie added, however, that Jennings said legislators could not help OSU right now because problems are within the state.

OSU faculty accompanying Jennings to Washington were: Rodney J. Harrison, director of student financial aids; James C. Garland, acting vice president for research and graduate studies; Diether H. Haenicke, acting vice president for academic affairs and provost; and Edwin M. Crawford, special assistant for communications and development.
OSU will face serious budget cuts; administration awaits final figures

By Mary Lynn Graham
Lantern staff writer

Ohio’s proposed $282 million budget cuts will seriously hamper Ohio State’s efforts to maintain important services at current levels, President Edward H. Jennings said Tuesday.

When figures for cuts in education are released, OSU will consider the impact on teaching and research quality before making cutback decisions, Jennings said in a statement following Gov. Richard F. Celeste’s “State of the State” speech.

Weldon E. Ihrig, OSU fiscal officer, said the administration intends for each department to make their own cutbacks, rather than an overall freeze. “I don’t think we will deal with the (same) types of hiring freezes as last year.”

While the present $528 million deficit is less than last year’s $1 billion shortage, the state had 18 months to solve economic difficulties and has only five months this year, he added.

According to Jennings, OSU administration will work closely with the state government, business and industry to help solve Ohio’s economic problems.

“We will be looking at the specific cuts in the coming weeks and doing all we can to continue the process of judicious budget cutting that we began a year ago,” he said.

During last year’s budget difficulties, Jennings’ immediate actions included a freeze on OSU hiring and purchasing and a traveling freeze, except for federally funded research programs and such money-making units as athletics.

A few weeks later, Jennings implemented a plan to cut OSU’s budget by $13.6 million.

That plan included having:
• Revenue producing entities paying their own utility and maintenance expenses to reduce the budget by $4.5 million.
• Vice presidents reducing their total budget by $6 million.
• Energy-saving measures being implemented throughout OSU to save $500,000.
• State-subsidized units reduce their budgets by $4.3 million.

In his speech to the General Assembly Tuesday, Celeste said the burden of Ohio’s $282 million budget cuts will fall heavily on all levels of education.

“Governor Celeste has taken office in the midst of the most severe economic difficulties that Ohio has faced since the Great Depression,” Jennings said.

OSU supports Celeste’s efforts to stabilize the budget permanently, he added.

“Education, higher education in particular, has a vital role in rebuilding...Ohio’s economy for the future,” Jennings said.

Success in managing budget cuts will help maintain the quality of research and education that higher education can provide for Ohio and the nation, he said.
COLUMBUS, Ohio -- Ohio State University President Edward H. Jennings on Friday (2/4) outlined measures that the university will take to deal with an estimated $12,970,000 in state aid that he expects will be lost this winter and spring due to state budget reductions.

In a report to the university's Board of Trustees, Jennings said that Gov. Richard Celeste faces a difficult task in balancing the state budget.

"Given the context of the state, we have an obligation as a state institution to do our share," Jennings said. "Despite several years of difficult budget situations, we have an obligation to accommodate this as best we can."

Jennings said the loss in state aid would be made up through a combination of funds set aside last summer as a contingency against future aid cuts, savings in energy costs due to the mild winter, underestimated tuition revenues, miscellaneous savings and a new round of reductions in the university's budget.

He expects no layoffs of employees, but staff reductions will be made through attrition. He also foresees no increases in student tuition, fees or charges for spring quarter.
"We are approaching these budget reductions in a way that I believe will preserve the essence of the academic enterprise," Jennings said. "The budget reductions that I will be undertaking will not be across aboard, but whatever happens will be enormously difficult."

The president emphasized in making the reductions "we're doing everything we can to maintain (academic) quality, but the threats to the quality of this institution and to many other institutions are extremely severe because of these budget reductions."

Jennings warned, however, that this round of budget reductions "relies on additional revenue for the state, and if there isn't additional revenue forthcoming, then this solution we outline today will be small compared to the type of problem we will face if the governor's proposal is not passed by the General Assembly fairly rapidly."
Tentative
1982-83 Retrenchment Plan
(Millions of Dollars)

Resources Lost (Estimated)

- Columbus Unrestricted
  - Proposal subsidy cut $ 7.95
  - Enrollment penalty 2.30
- Regional Campuses .32
- Restricted State allocations 2.40

Total $12.97

Proposed Solution

- 2% planned reductions $ 4.24
- Utilities savings 1.00
- Underestimated Tuition revenues 1.40
- Miscellaneous Income/Savings .90
- New Budget reductions:
  - Regional Campuses .20
  - Restricted Appropriations 1.73
  - Colleges 1.35
  - Vice Presidents 2.45
- Planning contingency - .30

Total $12.97

The Ohio State University
February 4, 1983
President outlines budget plan

By Cheryl Pentella
2–10–83

Ohio State will brace itself to absorb approximately $12.97 million in anticipated state budget cuts over the next five months prompted primarily by Ohio's latest projected deficit, President Jennings said.

Jennings' tentative "retrenchment plan" was outlined during the University Board of Trustees' Feb. 4 meeting. The plan is a response to Gov. Richard F. Celeste's recent budget address in which he indicated that Ohio's economic survival is contingent upon $282 million in budget cuts and a permanent tax package.

Jennings emphasized his commitment to Celeste's efforts to bring the state's financial crisis under control.

"I think that we have an obligation, as a state institution, to do our share. He (Celeste) has asked the taxpayers to do their share and, despite several years of difficult budget situations we have an obligation to accommodate this as best we possibly can," Jennings said.

Present plans to address the anticipated reduction in state aid are based upon passage of Celeste's tax package by the General Assembly, Jennings noted.

The University will attempt to absorb this new loss in state aid through a combination of funds generated from the 2 percent budget contingency set aside last June for future subsidy shortfalls, savings in energy costs due to the mild winter, underestimated tuition revenues, and miscellaneous savings.

In addition, Jennings asked the University's vice presidents to present plans by Feb. 9 to cover a new round of budget reductions with $1.35 million distributed among the colleges and $2.45 million from the various vice presidents.

But, the president said those plans will not include a spring quarter tuition hike, employee lay offs or general freezes.

The tentative plan is based upon the Governor's executive order that directed the Ohio Board of Regents to reduce fiscal year 1983 appropriations for higher education's basic subsidies and restricted state allocations by $53.7 million.

Jennings estimated that the revenues lost are expected to include a cut in the Columbus instructional subsidy of $7.95 million, $320,000 from the regional campuses and $2.4 million in restricted appropriations. This $12.97 million total also includes the "improper" $2.3 million enrollment penalty imposed by the Board of Regents in December, he added.

The regents included remedial students in calculating Ohio State's total enrollment. However, no state subsidy is received for remedial enrollments, or for enrollments judged by the regents to be over the state-mandated ceiling. This created a significant double penalty against Ohio State.

His comments evoked strong memories of last year's repeated struggle to maintain budget stability in the wake of continuing state fiscal problems. He noted that Ohio State entered this fiscal year with a 10 percent reduction in state support, representing a retrenchment of $22 million.

With the additional 5 percent cutback and the regent's enrollment penalty, the total loss on an annual rate basis exceeds 20 percent for the fiscal year, Jennings said.

The University does not have the "luxury" of time to address the shortfall, Jennings emphasized. The fiscal year ends in June allowing only five months to cover these latest cuts.

According to Jennings the planned reductions will be developed within the following policy guidelines:

- at present, despite these difficulties, a state of financial exigency does not exist;
- current employment practices will be maintained, with any proposed staff reductions made through attrition;
- no increases in tuition or charges will be recommended for the spring quarter;
- there will be no general freeze;
- the proposed budget reductions by vice presidents will apply only for the remainder of this fiscal year, June 30, 1983;
- and the University's various earnings operations will also contribute to the solution.

The new budget reductions will include $200,000 from the regional campuses; $1.73 million from restricted appropriation accounts which include the hospitals, OARDC, cooperative extension and labor education; $1.35 million from the University's 17 colleges; and $2.45 million from the offices of vice presidents.

"I am confident that this plan can be accomplished without a disaster at this institution. It will be extremely difficult. But, I think with good management it can be done," he said.

During the week preceding his statement, Jennings sought advice from the University Senate's fiscal affairs committee, steering committee and the faculty compensations and benefits committee, as well as the deans and vice presidents.

"It will be difficult. But I think the Governor's proposal is fair. He faces the most difficult economic times since the great depression in the state of Ohio," Jennings said.

Jennings emphasized that this retrenchment plan is based upon passage of Gov. Celeste's permanent tax proposal, being deliberated in the Ohio legislature.

This round of budget reductions "relies on additional revenue for the state, and if there isn't additional revenue forthcoming, then this solution we outlined today will be small compared to the type of problem we will face should the Governor's proposal is not passed by the General Assembly fairly rapidly."
## Tentative 1982-83 Retrenchment Plan
(Millions of Dollars)

### Resources Lost (estimated)
- Columbus Unrestricted
  - Proposal subsidy cut $7.95
  - Enrollment penalty 2.30
- Regional Campuses .32
- Restricted State allocations 2.40
**Total** $12.97

### Proposed Solution
- 2 percent planned reductions $4.24
- Utilities savings 1.00
- Underestimated Tuition revenues 1.40
- Miscellaneous Income/Savings .90
- New Budget reductions:
  - Regional Campuses .20
  - Restricted Appropriations 1.73
  - Colleges 1.35
  - Vice Presidents 2.45
  - Planning contingency .30
**Total** $12.97
OSU's first lady finds time to do it all

By John R. Dutcher
Lantern staff writer

She owns 12 pairs of shoes and with her busy lifestyle they all get their share of wear.

There are shoes for volunteer work at University Hospital, for committee meetings and cocktail parties, for dinners and receptions, and for traveling or entertaining at home.

If her sensible shoes are a bit worn and her pumps have seen better days, it's not without reason. Mary Eleanor Jennings, wife of Ohio State President Edward H. Jennings, really gets around.

The Jennings are invited out four to five nights a week as well as being highly sought after for brunches, luncheons and teas. Every invitation receives equal consideration, according to Mrs. Jennings.

"If someone is gracious enough to invite us, we're happy to accept if there's room on the calendar," Mrs. Jennings said.

However, invitations may come months in advance. Right now, they have three free days until April, she said.

When asked how she stands all the running, Mrs. Jennings admitted she often was "dragging by 5 o'clock. But you get in the shower, change clothes and take off again. At the end of the evening, you're so glad you went."

"It may seem glamorous, but you're working," she said.

Jennings said she finds time to do volunteer work and participate in many clubs and organizations. She's a member of Action for Children and Phi Delta Gamma (a fraternity of professional women), the honorary president of the OSU Women's Club and a board member of the YMCA of Columbus.

Jennings also works about five hours a week at University Hospital. She sorts and delivers patient mail and flowers and works with the patient library service.

"I get far more out of it than I put in," she said.

Jennings spends a lot of her time doing desk work. She writes invitations and thank you letters and plans menus and guest lists.

She entertains at the president's home four to five times a month. The two-story, 10-room brick home at 285 Croswell Road is well suited for entertaining, she said.

The university-owned house is valued at about $250,000 and was renovated and redecorated in 1981.

"I really don't feel comfortable with more than 150 guests at a time," Mrs. Jennings said.

All events are catered. "You don't cook for 200 people," she said.

Mary Eleanor Jennings and her dog Little Bit relax in Whetstone Park on Tuesday during the warm weather.
On Receipt

Statement by Edward H. Jennings
in response to the Governor's budget proposal

3/31/83

The emphasis on quality education in the Governor's plan for progress for Ohio, and the focus on strengthening the education-business and industry-government partnership, is indeed heartening. Ohio State continues its commitment to these goals of excellence and improved cooperation among all levels of education and government.

At the same time, Ohio State has some serious concerns about a planned appropriation to this University that is almost $12 million less than the original allocation made for the current fiscal year. Our current annual budget reflects cutbacks of almost $34 million to Ohio State during this fiscal year. The Governor's recommendation restores less than $22 million of those cuts.

In effect, the proposal fails not only to provide a real budget increase for public higher education; but fails to even restore the damaging cutbacks already imposed.

The proposal also continues an alarming trend to reduce the percentage of the state budget being provided to higher education. Higher education as a whole has fallen from 13.8 percent of state spending in the 1979-81 biennium to just 11.8 percent in the budget proposed by the Governor for 1983-85. That seemingly small 2 percent reduction over four years represents very substantial dollar reductions to higher education.
We are pleased with some of the initiatives, of course -- for example, the expansion and state funding of Ohio State's on-going program of early testing in the high schools. This program has been very promising for improving the quality of the student body and in reducing costs of remedial programs.

We also are enthusiastic that the concept of the eminent scholars program that the Regents have proposed to the state in past years has finally been funded. Such a program provides the opportunity to attract even greater numbers of internationally recognized scholars to Ohio. Our faculty at Ohio State will be extremely pleased to have this chance to attract some of their equally distinguished colleagues around the world to Ohio and to enhance the overall environment for scholarly achievement throughout the state.

We must of course wait for further details about this budget proposal and for action by the General Assembly before it is possible to implement a realistic budget within the University. However, the implications of the current recommendations are clear.

The budget proposal as a whole remains far below the necessary levels to ensure that existing quality can be maintained, and that we can continue to meet our land-grant mission of broad student accessibility at Ohio State through moderate fees, adequate financial aid and student work opportunities.

The budget proposal is even less promising in terms of enhancing quality, and, correspondingly, enhancing our ability to create beneficial partnerships with business and industry and with government agencies across the board.
A major research-oriented public university such as The Ohio State University obviously has a key role to play in economic redevelopment for Ohio, and we have been moving forward despite past budgetary setbacks to do all that we can with extremely limited resources. We will continue to do so. But quality is dependent on having the resources to build upon the existing excellence at this University.

We are pleased with the new initiative by the Governor to actively support increased university involvement with business and industry for the future of Ohio. We look forward to working with state government agencies to ensure optimum allocation of this support, in keeping with the important fundamental principles of university-based research, and the critical needs of business and industry. But our greatest contribution can come only with adequate funding of the operating budget to maintain excellence in our faculty and the environment in which they work.

We need to recognize that this is an extremely tight budget for Ohio State once again. I emphasize that it is nearly $12 million below our original appropriation, and that appropriation was inadequate to truly move forward to significantly enhance quality.

The funding levels in this proposal will certainly affect in a major way our progress at Ohio State on our ability to provide state-of-the-art equipment and high quality library resources to our researchers. It will affect in a major way our salary flexibility for faculty and staff. These are the key ingredients in maintaining and enhancing academic quality, and making progress in our ability to provide the kind of top quality working
partnerships that business and industry will need. It also will obviously have a major and undesirable effect on student tuition levels at this University and all others around the state.

We cannot talk realistically about enhancing quality on a budgetary shoestring that is stretched tighter every year. If excellence is indeed what we seek -- and I believe the citizens of Ohio deserve nothing less than that from their public colleges and universities -- then we must be willing to make the financial investments that excellence requires.

The continued decline in realistic attention to the budgetary needs for quality in higher education needs to be turned around if we are going to be able to do our share to work toward economic recovery for the state as a whole. Quality in higher education is an important initiative, a cornerstone of progress. We were pleased to see that concept highlighted so prominently in the Governor's proposals. Now we need the realistic levels of support that will make the reality match the expressed ideal.
When Edward H. Jennings received a bachelor of science degree in industrial management 24 years ago, he had no idea that one day he would become the 10th president of The Ohio State University.

"I knew when I left the University of North Carolina that I would never see the inside of a university again," Jennings said. "The world changes though — and you change," he added.

"I clearly thought I'd spend my career in business," Jennings said. "I got my undergraduate degree in industrial management and I got my MBA along the way and I began to realize that I enjoyed the learning process much more than I had thought."

A soft-spoken man, Jennings is concerned about the future of education.

Jennings said the major problems universities will have to contend with in the future are much the same as they are today.

The future of education lies in "the preparedness of the young people that come to the universities and their understanding of the critical nature of a liberal arts education," Jennings said.

"By 2000 or 2025, technology will have changed three or four times," Jennings said. "Social values will change, political values will change, and your success is going to be very much a function of your adaptability to those changes — not only in society in general, but in your life and in your job."

Jennings is quick to encourage today's college students with reassurance that their concerns are not much different than his were as an undergraduate.

"I think a college student today would be very unusual not to doubt his career choice," Jennings said. "You could almost push yourself to doubt what you're going to do. You need to keep your options open.

"It would be a mistake to think that what you are doing now locks you into a career for the rest of your life," Jennings said. "One of the greatest things, frustrating as it is, is that you are always seeking more. And what you feel is success today, when you get there, you won't think it's anything big. An unfortunate part of all our personalities is that we continue to doubt."

Jennings said college students need to be optimistic.

"Recently, we had the class of 1933 in here," Jennings said. "That was a tough time to graduate, too. In the last 50 years, we've had tremendous social and political change. We've been through three wars and the Great Depression — but you must be optimistic. Things will pick up. The opportunities will come."

Jennings said that when he arrived at Ohio State his goals were to improve the quality of education, make the university more accessible to students, and build OSU's reputation as a major research institution.

"I don't think we've achieved that yet — but not because those goals are unattainable, they just get continually higher," Jennings said.

"You should never be satisfied with the quality of an institution," he said. "You should never be satisfied with the accessibility of an institution. You should never be satisfied with the quality of the faculty or the student body."

But Jennings doesn't spend all of his time with the administrative functions of OSU. When he is not in his office, Jennings enjoys golfing and reading.

"Most of my pleasure reading is fiction," Jennings said. "Eric Hoffer just passed away; he was a longshoreman that wrote a lot of philosophy. I like him. And I enjoy reading Will Durant and Michener."

"I don't have much time for reading though, because I have so much paper work to do," Jennings added.

His favorite food? Jennings said he will eat anything.

"I'm one of those people that eats to live," Jennings said. "I don't dislike anything. You put something in front of me and I'll eat it."

Jennings has had experience working in private enterprise as well as in the academic community. He was an industrial engineer for the Deering Milliken Co. of
Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. After receiving his Ph.D. from the University of Michigan in 1969, Jennings joined the faculty of the University of Iowa.

There, he rose from assistant professor to professor of finance in just a few years. In 1974, he was appointed chairman of the Department of Business and by 1976, Jennings had become vice president for finance and university services, a job he held until 1979.

While at Iowa, Jennings acted as an adviser to the Iowa State Bankers Association and held two visiting appointments to the University of Hawaii as associate professor of finance in 1974, and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania’s Development Corporation and to the Rockefeller Foundation regarding management education in East Africa.

Before coming to CSU, Jennings served as president of the University of Wyoming.

Story by Michael Cover
OSU chief attacks budget

By Graydon Hambrick

Ohio State University President Edward H. Jennings has challenged Gov. Richard F. Celeste to put his money where his mouth is in higher education funding proposals for the 1984-85 biennium.

In a strongly worded statement, Jennings said he is "pleased at the concept of quality education" emphasized by Celeste in the proposed budget revealed Wednesday.

Now, Jennings continued, there is a need for "the realistic levels of support that will make the reality match the expressed ideal."

OSU FISCAL officer Weldon Ihrig said the figures in Jennings' statement were based on early information from the Ohio Board of Regents. That information shows OSU receiving $203 million in state appropriations during the fiscal year beginning July 1 and $214 million in the following year.

The appropriation to OSU during the current fiscal year was $216 million. But that figure was reduced $34 million, to $182 million, in budget cuts ordered by former Gov. James A. Rhodes and earlier this year by Celeste.

The Celeste proposal, Jennings said, "restores less than $22 million of those cuts."

It also, "in effect ... fails not only to provide a real budget increase for public higher education but fails to even restore the damaging cutbacks already imposed," he continued.

JENNINGS said he noted in the proposal "an alarming trend to reduce the percentage of state budget being provided to higher education." He said higher education funding "as a whole" has gone from 13.8 percent of state spending in the 1960-61 two-year budget period to 11.8 percent of spending under the Celeste proposal.

The governor's plan is "far below the necessary levels" to "meet our land grant mission of broad student accessibility ... through moderate fees, adequate financial aid and student work opportunities," Jennings said.

Higher education spending will have a "major and undesirable effect on student tuition levels" at OSU and at other state universities, he predicted.

THE "EXTREMELY tight budget" will impede the university's ability to provide "state of the art" equipment and "high quality library resources" for faculty researchers and will affect "in a major way salary flexibility for faculty and staff," he said.

Further, Jennings said, the Celeste budget is "less promising" in enhancing the university's ability "to create beneficial partnerships with business and industry and with government agencies."
COLUMBUS, Ohio -- The Board of Trustees of Ohio State University on Friday (7/8) adopted an annual operating budget for the 1983-84 fiscal year which includes increases in student fees of 7 percent, effective autumn quarter 1983.

Other university fees and charges approved as part of the budget also were held to an overall average of 7 percent. The fiscal year began July 1.

In a statement accompanying his budget recommendations, President Edward H. Jennings told the trustees that while the biennial state budget adopted by the Legislature last week would provide enough state support to meet the university budget guidelines approved by the trustees in June, "the final state budget provided no increase in funding which would enable this university to further reduce the high percentage of student contribution to their costs of higher education."

Jennings pointed out that state appropriations for the university -- which provide the core support for Ohio State's teaching role -- total $211.1 million for 1983-84, an amount $5.5 million less than the Legislature originally appropriated for the 1982-83 fiscal year.

The university faces a serious problem in trying to keep
student fees down in 1984-85 -- the second year of the state's biennial budget -- because of inadequate state support, he said.

"While preliminary plans were to make further progress in reducing the rate of increase in student fees for 1984-85 to below the 7 percent increase for this year, the level of state support being provided will require that we reconsider these plans," he said.

"The level of state funding for the 1984-85 fiscal year may require student fee increases above this year's 7 percent and further budget reallocation within all areas of the university."

Jennings pledged that "every effort will be made to improve student accessibility through moderate student tuition, (but) quality education must continue to be our highest priority."

Under the new fee schedule for full-time students, the instructional and general fees for an undergraduate student on the Columbus campus who is an Ohio resident will rise from $486 to $519 per quarter. An undergraduate who is not an Ohio resident will pay $1,328 per quarter, up from $1,242 per quarter.

A graduate student from Ohio will pay $670 per quarter on the Columbus campus in instructional and general fees, up from $627 per quarter. For a non-resident, the graduate charges increase from $1,506 to $1,610 per quarter.

Student fees on the four regional campuses will be $15 less per quarter for each category of student due to a lower general fee on these campuses.

Residence hall fees for room and board for an undergraduate will rise from $833 to $870 per quarter.

- more -
Ticket prices for football and basketball were not increased for students, faculty, staff or the public, but parking decals did go up 12.5 percent. Faculty "A" decals will go from $96 to $108, staff "B" decals from $48 to $54 and student "C" decals from $24 to $27, effective autumn quarter.

The university's annual operating budget adopted by the trustees for 1983-84 authorizes expenditures of $712.5 million. The university's total income of $712.8 million in 1983-84 will include an estimated $211.1 million in state appropriations, $116.2 million in student fees and $385.5 million in other income, such as research grants and contracts, private gifts, and charges by University Hospitals and other income-generating units.
COLUMBUS, Ohio -- The Board of Trustees of Ohio State University on Friday (7/8) approved an 8 percent increase in the annual salary of President Edward H. Jennings.

The president's salary was last set at $85,800 in June 1982, and the raise will bring his salary to $92,760.

John Jacob, chairman of the Board of Trustees, reported that the board's personnel committee recommended the salary increase after a review of Jennings' performance and review of the presidential salaries at other Big Ten universities and comparable graduate, research institutions around the country.

"It is our committee's consensus judgment that President Jennings has done an unequivocally commendable job in every aspect of his performance," Jacob said.

"He has provided not only the expected strong leadership in setting the standards of excellence for all of us, but he also has demonstrated a unique competency and sensitivity in addressing the many complex, diverse and difficult problems which have confronted this university."

The personnel committee believes that "meritorious accomplishments deserve recognition, not only in the form of
complimentary remarks but also in the form of monetary adjustments," Jacob added.

"This proposed change (in salary) will insure that President Jennings is at least comparable in compensation with his peers in the Big Ten."
OSU boosts Jennings' salary to $92,760

By John Switzer
Columbus Dispatch Staff Reporter

Ohio State University trustees approved Friday an 8 percent pay raise for President Edward H. Jennings. It is his third in two years.

Simultaneously, trustees approved a $712.8 million budget for fiscal year 1983-84, including a 7 percent increase in student fees.

Jennings' salary climbs to $92,760, from $85,800. It was $65,000 when he was hired in June 1981, grew to $78,000 in December 1981 and reached $85,800 in June 1982.

Trustees said the increase is based on Jennings' job performance and salaries paid to other Big Ten Conference presidents.

The student fee increase, announced earlier, means that an Ohio undergraduate student at the OSU main campus will pay $519 a quarter, up from $486. Tuition for out-of-state students will rise to $1,329 a quarter, from $1,242.

An Ohio graduate student will pay $670 a quarter, up from $627. Out-of-state graduate students will pay $1,611, up from $1,506.

Dormitory room and board costs for undergraduates will be $870 a quarter, up from $833.

Last school year's budget was $651.1 million.

Most of the increase in the new budget is intended to meet higher costs and salary increases for academic and administrative employees ranging to 7 percent. An across-the-board 3 percent raise is to be given with merit raises reaching 4 percent.

Jennings told trustees that $211.1 million, or less than 30 percent of the budget, will be provided by the state government. An average of 40 to 50 percent is provided by state governments at other major universities, he said.

The balance of OSU's budget is based on $116.2 million in student fees and $385.5 million in income such as research grants, contracts, private gifts and charges by University Hospitals and other income-generating departments.

Jennings said OSU will face a serious problem in trying to keep student fees down in 1984-85.

"The level of state funding for the 1984-85 fiscal year may require student fee increases above this year's 7 percent and further budget reallocation within all areas of the university," he said.

In other action, the trustees:

- Granted college status to the School of Nursing, raising the total to 18 colleges at the university.
- Named Kathryn T. Schoen, vice president for educational services, as acting dean of the new college.
- Named the architectural firms of Trott & Bean of Columbus and Eisenman/Robertson of New York City to design the proposed $15 million Center for the Visual Arts.
- Approved matching a $647,423 Federal Aviation Administration grant with $71,933 in university funds to renovate Don Scott Field, the university airport.
- Received a $86,175 grant from the Board of Regents to conduct a surveillance program for Vietnam veterans who believe they have health problems that might be related to Agent Orange exposure.
- Approved spending $800,000 for a 94-unit apartment complex next to the Agricultural Technical Institution at Wooster for use as a student dormitory.
OSU trustees approve salary, fee hikes

By Cynthia A. Griffin
Lantern staff writer

OSU students had mixed reactions over the Board of Trustees' decision Friday to raise President Edward H. Jennings' salary to $92,760. The board also approved a budget containing a 7 percent tuition increase.

The pay raise makes Jennings the second highest paid president among public funded Big Ten universities.

"If they're going to increase our tuition, I don't think they should increase his pay," said Lorin K. Moore, a junior from Tallmadge majoring in allied medicine.

"It upsets me," said Lora Swansinger, an engineering student from Brunswick. "Departments could use more funds for educational purposes.

"I wish more money went to grants and loans because I think everyone should get the chance to go to college," she said.

Jennings said his salary and performance are reviewed every year at this time. He is eligible for another raise next summer if the trustees approve it.

Jennings said the three pay increases since July 1981, when he began at a salary of $55,000. The raise is 5 percent higher than the $85,800 he made last year.

The board said it based the raise on Jennings' outstanding work at the university and recognition of the ability he's shown.

Although Jennings' raise disturbed many students, some are more understanding of the board's action.

"I don't really mind. I imagine he's got a lot of stress on him," said Joseph R. Abraham, a sophomore from Columbus majoring in political science. "He deserves it."

OSU Provost Diether Haenelke said the 8 percent figure "roughly parallels the increase given to the faculty members." He said he agrees with the board's decision, emphasizing that he feels the president's work has been outstanding.

The approved budget includes a 3 percent across-the-board increase in salary for faculty members, and makes teachers eligible for merit pay which could go as high as 4 percent.

In the fall, tuition for undergraduate Ohio residents will be $519 — $33 more than this quarter.

Residence and dining hall fees for undergraduates will increase from $833 to $970 per quarter.

Speaking before the board, Jennings said, "Every effort will be made to improve student accessibility through moderate student tuition, but quality education must continue to be our highest priority."

The board also made final approval of recommendations for the proposed Center for the Visual Arts to be constructed by the architectural teams of Trott & Bean of Columbus and Eisenman/Robertson of New York. The estimated cost of the project is $15 million, to be collected through private contributions.

The board also approved plans for renovation at OSU's Don Scott Field. A Federal Aviation Administration grant of $647,423 will be matched by $71,933 from the university to fund the project.

The School of Nursing, established in 1914, was changed Friday to the College of Nursing. The board appointed Kathryn T. Schoen, vice president for educational services, as acting dean of the college.

Schoen had planned to retire in August, but the nursing faculty asked her to remain until a new dean is appointed.

The board appointed Jack M. Hollander vice president for research and graduate studies, effective Sept. 1. Hollander, 56, is currently professor of energy and resources at the University of California at Berkeley. He is also director of the Energy Research Group for the University of California campuses.

The board named Joan Huber, head of the department of sociology at the University of Illinois at Urbana-Champaign, as dean of the College of Social and Behavioral Sciences at OSU. Huber will take her position Jan. 1, 1984.

The board also accepted an $86,175 grant from the Ohio Board of Regents to conduct a study on Ohio Vietnam veterans who believe their health was affected by Agent Orange, a chemical used to kill dense foliage in the Vietnam jungles. Veterans who think they qualify for the test must contact their personal physicians and fill out health forms prepared by the research team.
Current presidential salaries of Big Ten universities

Northwestern University is a private school and is not funded by public taxes. The salary for Northwestern's president is not public in formation.
Jennings returns from China, student exchange discussed

By Cynthia A. Griffin
Lantern staff writer

President Edward H. Jennings may have to juggle his nights and days for a while as he recuperates from a hectic two-week trip to China and Japan. Jennings traveled with Mary Eleanor, his wife, Richard L. Meyer, director of International Programs at OSU and Chung-Min Chen, director of East Asian Studies at OSU.

They began their tour in Peking where they visited the Beijing Language Institute. From there they traveled to Wuhan University to negotiate an extension of the existing two-year contract between Wuhan and Ohio State. The contract is for an exchange program between students of the sister universities.

Jennings said he had trouble with the translation of the contract because of the word "probably," which means "give it a good college try" to Americans, but something "more certain" to the Chinese. Jennings signed the agreement as planned.

He also delivered a letter from Gov. Richard F. Celeste to the governor of Hubei province, a sister state to Ohio. Trade relations with the province were established by former Gov. James A. Rhodes.

Jennings said he is pleased with the relationship OSU shares with Wuhan University. "They are willing to go beyond the contract as far as cooperation," he said. The Chinese have given many OSU students practical experience, he added.

He said the education process is much more meaningful when an anthropologist, for example, is permitted to spend time in a Chinese commune.

Jennings took an excursion to Tokyo paid for by the Honda Foundation, where he discussed projects OSU might enter into with Honda.

Jennings said they didn't have much time for sight-seeing, although the group traveled to the Great Wall and the Forbidden City in China and to Mt. Fuji in Japan.

Jennings said he was impressed with the ancient Chinese culture. "China is the only country that has held onto that culture. When we think of history, we have a very different idea," he said.

Jennings said OSU has similar exchange programs with Egypt, Indonesia, Thailand, Saudi Arabia and Brazil. Jennings is not required to travel to these countries as part of the contracts.
August 31, 1983

Ms. Sara Battison
Office of Program Development
College of Education
146 Arps Hall

Dear Ms. Battison:

Enclosed is a brief history of OSU from 1972 to the present for inclusion in your accreditation report. I may have supplied more than you asked and expect that you may choose to condense my work. At the same time, I hesitate to write any less of these years.

You may note that I failed to mention some extraordinary issues of this period. Nothing is said of the Medical Practice Plan or of the writing of guidelines concerning the release of tenured faculty in times of fiscal crisis. Also of interest are the various charges and investigations of OSU by federal agencies, which led Dr. Enarson to complain of the unfair burdens of federal regulation. President Enarson's role in international affairs, especially with the People's Republic of China is not discussed.

I point out these shortcomings, because no one should view this as a comprehensive history. Its intent was to provide a general and optimistic view of the past decade.

Please let me know if I can be of further assistance.

Sincerely yours,

Raimund E. Goerler, Ph.D.
University Archivist

REG: me
President Harold L. Enarson (1972-1981) repeatedly found the university caught between rising costs and diminishing state support. Inflation raised the prices for every aspect of university life, while the energy shortage of the period substantially increased the expense of simply keeping people comfortable. Meanwhile, a series of economic down-turns in the national economy reduced the amount of state moneys available for higher education.

The Ohio State University met the challenges of diminished public resources in a variety of ways. An energy conservation program succeeded in reducing energy costs by 36%. Vigorous campaigns were launched by the University Development Fund to solicit private sources for endowed professorship scholarships, and special programs. By 1982, the number of endowed professorships and named chairs had actually increased from twenty-seven to forty-two. Dramatic success was had in attracting federal, state, and private moneys to support research (from $45,154,000 in 1972 to $78,840,000 in 1982). Freezes on hiring and increases in student tuition (from $250 to $486 per quarter) helped to hold financial pressures in check. Ultimately, the university's operating budget increased from $272,095,374 in 1972/73 to $521,100,000 in 1980/81.

Despite the economic climate, the university continued to grow. Total enrollment swelled by 18.8% to 59,448 students in 1980/81. More than 200 million dollars in capital expenditures were spent on a variety of new or improved buildings, including an addition to the Main Library, a Health Sciences Library, a Comprehensive Cancer Center, a Veterinary Hospital, and a Hall for the Performing Arts. Meanwhile, the libraries -- the center of academic life -- continued to add approximately one million volumes to their holdings, pioneered in the automation, circulation, and reference activities, and undertook an ambitious program in user education.
Recognition of the academic excellence of the university came from many quarters. In 1976 the North Central Association of Colleges and Secondary Schools granted accreditation for another ten years. The U.S. Office of Education designated the university's Center for Vocational Education as the National Center for Research in Education in 1978. At nearly the same time, the State of Ohio transferred operation of its Transportation Research Center to OSU. Other highlights of the Enarson years included the recognition of the University Cancer Research Center by the National Cancer Institute as a Comprehensive Cancer Center, the establishment of the National Regulatory Research Institute in the College of Engineering, and the selection of OSU as the site for the headquarters of the Midwestern Universities Consortium for International Activities (MUCIA).

Special attention was directed not only to continuing academic excellence but also to enhancing opportunities for women, minorities, the handicapped, and the non-traditional student. Enrollment of women increased by 40% and a Center for Women's Studies was created. President Enarson appointed the first woman vice-president in the history of OSU and then selected a woman to be provost, the second-highest administrative officer.

Minority enrollments increased 61% during this period. The office of Minority Affairs conducted active recruiting campaigns and gathered moneys for scholarships and loans. These accomplishments prompted the United Negro College Fund to give OSU the National Award for Achievement in 1979.

President Enarson demonstrated a special concern for the disabled. His administration created the Office of Disability Services and substantially eliminated physical barriers to the handicapped. Specially equipped vans transported students in wheelchairs to and from classes, while reading machines assisted the blind.

Unprecedented efforts were made to meet the need for continuing education.
Program 65 (later Program 60) enabled senior citizens to attend classes free-of-charge where enrollments permitted. The Office of Continuing Education not only arranged hundreds of workshops, conferences, and short courses in the university's conference center each year, but also organized satellite campuses in shopping centers during evenings and weekends for the benefit of the non-traditional student.

In September of 1981 Dr. Edward H. Jennings became president. His immediate problem was another budget crisis that resulted from a reduction in state moneys. Budgetary retrenchments and hiring and promotion freezes stabilized the financial picture. Funding for the Libraries and the teaching functions of OSU received high priority and suffered least.

During the second and future years of the Jennings administration, it appeared that OSU would concentrate on finding new sources of funding. Thus, for example, the university determined to build a new Center for the Visual Arts by raising moneys principally from private individuals and foundations. President Jennings is especially interested in developing closer ties with business and industry, particularly in the areas of high technology. The resources of the university -- its libraries, distinguished faculty, and computers -- offer an opportunity to establish a mutually beneficial partnership with private interests in the information age. Recently, he established the position of Vice President for Research to develop this potential for the future. Work is currently in progress that may lead to the creation of a research park on the campus, which would lease space to private research corporations and provide faculty, students, and business people an opportunity to meet, and cooperate in basic and applied research.
Trip opens doors to future China exchanges

By Cheryl Pentala "ON Campus" 22 Sept. 1983

For 10 hot days in August, President Jennings, his wife Mary Eleanor and international studies officials travelled through China renewing educational exchange agreements and strengthening ties with Ohio State's Oriental counterparts.

The Ohio State entourage was treated to all the official actions reserved for visiting dignitaries including the lavish receptions, escorted tours and gifts.

As a result of their travels and the enthusiasm of their hosts, University officials are currently reviewing opportunities for expanding the University's exchange programs in China.

"I think the door is open almost as far as we want to make it," Jennings said, during a recent luncheon with the University's International Coordinating Committee. "It was a fascinating trip. I think we were able to accomplish a great deal."

The Jenningses were accompanied by C.M. Chen, director of East Asian studies and associate professor of anthropology, and Richard Meyer, director of international programs and professor of agricultural economics.

The University has five existing agreements with institutions in China. The largest and most comprehensive agreement with Wuhan University, was renewed during the president's recent trip.

The agreement provides for the exchange of two persons each year. To date, three Ohio State faculty members and two graduate students with interests in political science, language and anthropology have taken advantage of the program.

During visits to the American Embassy in Peking, University officials learned that Ohio State had distinguished itself by having one of the strongest bilateral agreements of any American institution operating an exchange program in China. Jennings credits the University's strong reputation to reciprocity provisions in the contracts with the Chinese. Reciprocity provides for the exchange of not only people, but special privileges between the institutions.

The concept is particularly crucial for sinologists. Many sinologists, or Chinese specialists, are interested in going beyond the classroom into the field where the true nature of this communist country can be observed.

While the Chinese are aware of the research demands of Western scholars, they also are sensitive to criticism from the West. Despite certain obstacles, Wuhan officials have granted greater access to Ohio State scholars and students than to many other institutions.

"People want to go out and do field work, to interview, collect data and get access to libraries," Meyer explained.

"The Chinese have authorized access to communes, transportation and translators for our people. It is a difficult issue for the Chinese to resolve. But, we insisted at the outset that this would be what we are interested in," Meyer said.

Such access has remained a frustrating issue for other visiting scholars.

Chen was one of the Ohio State scholars who benefited from the exchange by having the opportunity to study agricultural policy and the Chinese government's ability to abolish collective farming at a commune in suburban Wuhan last year.

"Our hosts at Wuhan University are working very hard to make resources available to us in terms of social studies," Chen said. "That kind of opportunity usually isn't available through many different exchange programs."

Chen served as Jennings' interpreter during the tour. For him, the importance of Jennings' trip was to allow the president to experience the appreciation that Wuhan and other institutions have for Ohio State.

"I wanted him to realize the enthusiasm that our Chinese hosts have toward our exchange program and the emphasis they place on it."

The most notable change in the renewed agreement with Wuhan University is a clause that states both sides' willingness to consider areas of expansion for the exchange program.

University officials are cautiously approaching this task, locking to individual department chairpersons and deans to determine whether the benefits and resources exist to encourage greater participation in the program.

For linguists, political scientists and anthropologists, the benefits of observing and studying the Chinese culture are clearly visible.

But Wuhan University has indicated an interest in expanding collaboration to include computer science, educational administration and administrative sciences, Meyer said.

"There has to be careful analysis at OSU as to what we can do. Wuhan is open to our participation. But, we don't know if we have the resources to get involved," he explained.

During the China tour, other institutions, including the Beijing Language Institute (BJI) and the Central China Agricultural School, also expressed interest in increasing ties between the schools.

An agreement between the Department of East Asian Languages and Literatures and the BJI was signed in August of 1981. The document allows for the exchange of two persons each year including faculty and students.

According to Meyer, BJI is the premier language training institution in China. As part of a Chinese foreign aid program coordinated by the Chinese Ministry of Education, hundreds of students from around the world are recruited and screened for the program.

Because of the agreement with the University, Ohio State students and scholars are the only students not screened and selected by the ministry. Instead, they are admitted directly through the institution.

The agreement between the Central China Agricultural School and the College of Agriculture provides a very general framework for relations between the two institutions.

To date, no scholars or students have been exchanged. But, during Jennings' visit, school officials indicated an interest in sending five to 10 graduate students and five to 10 visiting scholars to Ohio State in the next three years.

Collaborative research programs, sharing library materials and assistance in developing animal nutrition and food and human nutrition curricula are of concern to the school.

"The agriculture area holds some strong potential for us," Jennings said. "There is interest in expanding our relationship and sharing research data."

A recent World Bank loan to China will
allow for agricultural training and should help to provide the financial backing necessary to cover costs of bringing students to Ohio State.

The benefits of agricultural training at Ohio State are obvious for a country facing crises in water and land resources, and a burgeoning population.

Meyer has made a proposal to the College of Agriculture suggesting that Ohio State send a three person team to the Chinese agricultural school to study the institution and determine the level of development.

"There is the potential to expand relations, particularly with agriculture if we want to. But, it has to be clearly seen as an advantage to our institution," Meyer said.

During the trip, the Jenningses, Meyer and Chen also visited Huazhong University of Science and Technology where a general exchange agreement exists and the Hubei Province Bureau of Education which oversees 35 colleges, universities and institutions.

Former Gov. James A. Rhodes promised the province 10 scholarships to Ohio State when he led a business delegation to China in 1980. Six graduate students and two visiting scholars have recently completed their first of two years at Ohio State.

The entourage also was treated to a banquet hosted by the Ohio State Alumni Association in Peking. According to Jennings, the alumni had returned to China following the communist revolution in 1949 and most are high ranking officials in the government and the scientific communities.

The China tour took a short and unexpected detour when an inflamed tooth infection prompted Jennings to get a first hand look at Chinese dentistry, including acupressure to relieve the pain. According to Jennings, the Ohio State dentists who treated him upon his return were "extremely complimentary of the Chinese diagnosis."

Prior to touring China, the Jenningses and Chen were the guests of Soichiro Honda, founder of the Honda Motor Co. during a visit to Tokyo.
Editor's note: Ohio State University President Edward H. Jennings spoke Sept. 26 before a special session of the University Senate on the effects of two tax referenda, Issues 2 and 3, that will be on the Nov. 8 election ballot in Ohio. An abridged version of his remarks follows.

I come before you today on yet another financial matter. It is, without exaggeration, more serious than any faced by The Ohio State University in its long and distinguished history. On November 8, the citizens of Ohio will be asked to decide two tax questions that will have a critical impact on The Ohio State University. Issue 2 is a constitutional amendment that would require a three-fifths majority of the General Assembly to pass new taxes, instead of a simple majority. Issue 3 would repeal all state taxes enacted this year.

The decisions made on these issues will, to a very large degree, determine the economic future of the state of Ohio, and correspondingly, that of The Ohio State University.

Issues 2 and 3 involve questions far larger than how many dollars will be withheld from Ohioans' paychecks in the coming years. The implications for higher education and the future of the state as a whole are ominous indeed. What passage would mean is that the state of Ohio would lose $1.5 billion out of its budget for the fiscal year beginning next July.

The Board of Regents has estimated a resulting loss to higher education of $250 million. That implies a loss to Ohio State's operating budget alone of $46.1 million. But that is a conservative estimate. And, more significantly, it ignores the impact on capital improvement funding, the state's new quality and economic recovery initiatives, and other programs crucial to higher education. When those factors are considered, the total estimated loss to Ohio State is approximately $132.7 million.

I firmly believe that Ohio is capable of making strong and dramatic advances to turn its economy around. We are blessed with many valuable assets that could become a strong base for future growth. And included among those assets is this great University. The decisions on the tax issues will clearly determine whether Ohio State's tradition of greatness is used to build for the future, or whether it becomes an historic monument to what might have been.
The connections between economic growth and higher education are becoming increasingly apparent. For example, we have heard and read a great deal about what determines where new businesses locate. Tax rates rank among the top five factors -- but so does access to an educated work force and new research. And these factors are linked directly to the quality of higher education.

Indeed, Ohio already ranks low in taxes. We rank 37th in state taxes as a percentage of personal income, even after our recent increase. Ohioans are not overtaxed in comparison with residents of other states. But public education in Ohio is clearly underfunded.

It is crucial for the voters to recognize that the availability of tax dollars in the state budget is an issue at the very heart of the concept of public education. The universities of America's land-grant system are unique in the world in the responsibility placed upon them for providing broad and equal access to educational opportunities for all who are qualified.

Irrevocably linked to providing accessibility is providing quality. If we ask ourselves how Ohio State has done in carrying out the land-grant mission of providing access to high-quality education, we can answer without hesitation -- very well indeed. Overall, Ohio State ranks solidly among the 30 or so most respected institutions of the nation, public or private. Numerous colleges, schools, departments, and individual faculty members rank among the top 10 -- even the top two or three -- in the nation and the world. Several of our programs are available nowhere else, and attract students and researchers from throughout the nation and the world.

These individual achievements are important. When combined, they create yet another important part of our mission -- to offer access to the highest quality education in a comprehensive context. Ohio State has a firm commitment to outstanding undergraduate education, solidly based in the liberal arts, as well as to graduate and professional education. Students cannot afford narrow specialization today. In the past decade or so, it appeared that our society especially valued workers who were technically trained and skilled in specific areas. That is still important. But business has learned that its employees must also be adaptable, must have learned how to learn, and must have the capacity for independent thought and the potential for leadership. These are the core of a liberal arts education. Furthermore, they are no less important for society as a whole. Our democratic society is founded on the concept of informed individuals making important societal judgments. In the great Jeffersonian tradition, education is at the very heart of our democratic form of government. To weaken education at any level is to undermine our great democratic tradition.

In addition, we have a strong tradition of carrying out the related, vitally important mission of research -- both basic and applied. Taken together, these assets of our land-grant
institution provide one of the greatest strengths available to Ohio and its long-term progress. Perhaps this is one area where Ohio State has not done as well as we might have in fulfilling our mission. We have not educated the public about what Ohio State -- what higher education and, indeed, all of education -- is about or what public support really means.

I do not believe that the public is generally aware that more than two-thirds of the University's funding is generated from sources other than state funds. The state of Ohio provides only about 29 percent of the annual funding necessary to support this great academic enterprise. Typical support for a land-grant institution in other states is 40 to 45 percent, or even 50 percent.

Ohio's overall ranking in state funding for education compared to other states in the nation has historically been embarrassingly low. We rank 47th in state tax support as a percentage of total personal income. In addition, if we measure our increases in support for higher education in recent years against other states, and adjust for inflation, Ohio ranks dead last. Simply put, the state of Ohio has been doing less to improve public support for higher education than any other state in the nation. The current budget makes some progress toward halting our decline, but there is much more to be done.

We have managed to build a great university, in the center of this state, only by passing along an abnormally high percentage of the costs to students and their parents. The state of Ohio ranks 4th highest nationally in public college tuition. In the 10 years since 1973-74, Ohio State's tuition has more than doubled, going from $750 to $1,550 per year for Ohio undergraduates. This trend is already pricing many middle and lower income Ohio families out of higher education. Passage of the tax repeal would further jeopardize access.

As I have said, an educated work force is a top priority for business and industry. But in Ohio, we have the unfortunate distinction of being 46th in the nation in the rate of students going on to college. Only 43 percent of our high school graduates pursue a higher education. To match the national average of 53 percent, Ohio would have to add more than 16,700 new freshmen a year to its colleges and universities, beyond the number currently admitted. Instead, if the repeal passes, Ohio State may be forced to reduce accessibility to freshmen by about 2,000 students -- and perhaps more -- in the next academic year, over and above the minor reductions required to meet our state enrollment ceiling.

I also can guarantee that if the repeal passes, tuition will rise significantly. To put this anticipated loss of $46.1 million operating funds in perspective, we would have to increase tuition by approximately 60 percent -- and the increases to the professional schools, such as dentistry, law, medicine, optometry, pharmacy, and veterinary medicine, would need to be even higher.
Clearly, we would not place the entire burden on tuition. Nonetheless, an operating loss of $46.1 million would require an enormous tuition increase.

In regard to capital funding, I have no doubt that our capital programs would be eliminated. Even today, the appropriation of funds for the replacement of the Sawtooth chemistry laboratory has been halted for good reason -- it would be nearly impossible for the state of Ohio to sell bonds in the marketplace with the economic uncertainty created by the potential passage of these tax increases. Funding for our cancer research institute, which promises to move Ohio State into the ranks of world leaders in cancer research and patient treatment, also would have to be eliminated. Our building plans for an arthritis and geriatrics center would be halted, as well as projects on our regional campuses and continued progress on our plans for improved facilities for veterinary medicine and agricultural engineering, to name a few.

There is also no doubt that services would have to be significantly curtailed. Whether it be WOSU or the agricultural testing services, our student union activities or medical clinics, Ohio State's services would be eliminated or put on a strict cost-recovery basis, with no state appropriations available.

To summarize: Ohio State's estimated direct funding loss would amount to $132.7 million -- including $79.3 million in capital appropriations, $7.3 million in quality and economic recovery initiatives, and $46.1 million in the general operating budget. To focus on just operating budget reductions, Ohio State will be required to take the following actions to replace such losses:

-- Impose a 30 percent tuition increase, and possibly more for professional schools, producing $19.7 million.

-- Reduce budgets at the regional campuses and in restricted fund areas, such as Cooperative Extension and OARDC; clinical support for medicine, veterinary medicine, and dentistry; labor education; and similar programs, producing $8.9 million.

-- Reduce enrollment and significantly cut back academic budgets, producing $8.9 million.

-- Curtail services, producing $8.6 million.

-- And all these new cutbacks would be imposed on a seriously weakened state funding base. In January of 1982, Ohio State received a budget reduction of approximately $55 million. In February of 1983, we suffered an additional cut of approximately $12 million. The 1981 and 1982 tax bills did provide some relief, along with the most recent tax bill. But our appropriations for this fiscal year still remain below the original appropriation for last fiscal year.
It is important to remember that on March 1 the tax increase produced new income tax revenue for the state of approximately 26.8 percent -- not 90 percent. It was a 26.8 percent new tax, and an extension of a 50 percent tax surcharge of the previous year which Ohioans were already paying and upon which the state was already relying to fund vital services -- including higher education.

We have heard from those who favor the repeal that, if it is passed, this state's fiscal situation can be repaired quickly in January. That, in my opinion, is doubtful. Issue 2 calls for a 60 percent majority to pass new taxes. One could argue with the manner in which the most recent taxes were developed. But, only one tax issue has ever been decided, with that kind of vote, in the entire history of this state.

Whatever the case, this University must begin to act today. Our decisions regarding tuition increases, enrollment reductions, service curtailments, and cuts in academic budgets would have to be made immediately following the vote on November 8. I know that by detailing these planned reductions, I will be accused of invoking scare tactics. I know it will be said that I am exaggerating the dangers to Ohio State. But I challenge anyone to examine in detail the figures I have provided, and to repudiate their validity.

When I came before you in January of 1982, I said I did not come to Ohio State to preside over a decline in the excellence of this institution. Today I wish I could be that confident. I may, if the tax issue passes, be requested to preside over a decline after all. We will continue to make quality our top priority. But if the tax repeal succeeds, I can no longer guarantee improvement or even maintenance for our students -- and for all the citizens of Ohio who depend on the economic strengths and opportunities for progress that this University provides.

The tax repeal is not a partisan issue. The health of the state's budget affects every citizen of Ohio. We, as a University, have an obligation to educate, and I can think of no more vital subject matter for the next several weeks than to educate the general public about what these issues really mean. There is a clear relationship between public funding for education and the overall economic health of Ohio.

I am confident the faculty, staff, and students of The Ohio State University will continue to spend the state's resources wisely and prudently, for the benefit of all the citizens of Ohio.

In the weeks to come, we have a responsibility to inform the citizens of Ohio of the significant and lasting consequences of further budget reductions that are clearly inevitable with the passage of Issues 2 and 3. The reductions are of a magnitude that the basic nature and character of this institution will be irrevocably changed. We must remind the citizens of Ohio that a public university cannot be maintained without public support.
Jennings predicts crisis if issues pass

By Tom Rinderle
Lantern staff writer 9-17-23

Citing a direct loss to the university of $132.7 million, President Edward H. Jennings said Monday that passage of Issues 2 and 3 would result in a financial crisis "more serious than any faced by Ohio State...in its history."

"The tax questions on the ballot involve issues far more significant than how many dollars will be withheld from Ohioans' paychecks in the coming years," he said. "Among the larger issues, the consequences for higher education — indeed, for all of education in Ohio — are clearly ominous."

Issue 2 would require a three-fifths majority of the General Assembly to enact new tax legislation; Issue 3 would repeal all tax laws enacted after Jan. 1.

Addressing a special meeting of the University Senate, Jennings told a crowd of about 750 in Weigel Hall that Board of Regents estimates concerning the effects of Issue 3 were too low.

He said the Regents' prediction that $250 million dollars would be cut from the higher education budget, assuming the repeal is approved, would translate into a reduction of $46.1 million in the university's operating budget.

"I'm skeptical of that number," he said. "It ignores the approved capital construction funds that would be eliminated with passage of the repeal."

Capital programs that would be tabled include the cancer research institute, Sawtooth chemistry laboratory and several projects at the regional campuses, he said.

"I have no doubt that our capital programs would be eliminated," Jennings said. "Even today, the appropriation of funds for the replacement of the Sawtooth chemistry laboratory has been halted for good reason — it would be nearly impossible for the State of Ohio to sell bonds in the marketplace with the economic uncertainty created by the potential passage of these tax issues."

Jennings said his estimate of the direct loss to Ohio State of $132.7 million includes:
- $79.3 million in approved capital improvements.
- $7.2 million in economic recovery and quality enhancement initiatives. These include the Eminent Scholar program and the Department of Development program for university research to stimulate high technology growth.
- $46.1 million in the annual operating budget.

Jennings said to make up just the $46.1 million operating budget reduction, the university would be required to raise tuition at least 30 percent, reduce budgets at the regional campuses, reduce enrollment, cut back academic budgets, and curtail university services.

But Jennings said the ramifications of the tax repeal will affect not only higher education in Ohio, but also the future economic stability of the state.

If state support of colleges and universities continues to decrease, quality and accessibility of higher education will also decrease, Jennings said, resulting in a work force un-
Education's mission threatened, Jennings says

"We have a responsibility to inform the citizens of Ohio of the significant and lasting consequences of further budget reductions that are clearly inevitable with the passage of Issues 2 and 3."

"We must remind the citizens of Ohio that a public university cannot be maintained without public support."

Editor's Note: During an emergency session of the University Senate on Sept. 26, President Edward H. Jennings outlined the consequences of further budget reductions that would result from the passage of the tax repeal measures slated for the November ballot. The full text of President Jennings' statement is printed below:

Members of the Faculty, Staff, and Student Body:

I have come before you today to share my concern about a financial matter that is, without exaggeration, more serious than any faced by The Ohio State University in its long and distinguished history. On the 8th of November, the citizens of Ohio will be asked to decide two important tax questions.

Issue 2 is a constitutional amendment that would require a three-fifths vote of the General Assembly, instead of a simple majority, to pass new tax increases. Issue 3 would repeal all new state tax measures enacted this year.

The decisions made on these issues on Nov. 8 will, to a very large degree, determine the economic future of the State of Ohio — and, correspondingly, that of The Ohio State University.

The tax questions on the ballot involve issues far more significant than how many dollars will be withheld from Ohioans' paychecks in the coming years. Among the larger questions, the implications for education — indeed, for all of education — are clearly ominous.

This tax repeal would mean that the State of Ohio would lose $1.5 billion from its budget for the fiscal year beginning next July. The Board of Regents has estimated that, as a result, higher education would lose approximately $250 million in state support. And that, I believe, is a conservative estimate. It is too low.

I firmly believe that the State of Ohio is today in a position to make real economic progress. We are blessed with many valuable assets that could become a strong base for future growth. Foremost among them is this great University. The decisions on the tax issues will determine whether our tradition of greatness is used to build for the future, or whether it becomes an historic monument to what might have been.

Before detailing the effects of the tax issues, I want to review the basic mission of the university in the context of our role in society, and in Ohio in particular.

As we know, The Ohio State University is one of the outstanding land-grant universities of this nation. Our land-grant identity carries with it several fundamental responsibilities. All of them are vital; each of them interacts with the others; and none of them stands alone.

There are no priorities in these basic responsibilities. For one to be carried out they all must be carried out.

America's land-grant system is unique in the responsibility placed upon it by society for providing equal opportunities for higher education. Access to public, land-grant institutions in this nation is today provided for all who are qualified — regardless of economic or social background, race, religion, gender, or physical disabilities.

We are proud to undertake this responsibility to provide access. It represents a commitment that has served this nation well. But the principle of accessibility that characterizes public higher education cannot be accomplished without continued public support — not only in Ohio, but throughout the nation. Only with public funding is it possible to maintain moderate tuition, scholarships and grants, and student work opportunities — the key elements of equal access.
Invocably linked to accessibility in the land-grant tradition is a commitment to quality. Without quality, accessibility is meaningless.

All of us at Ohio State, and many throughout the State of Ohio, too often take for granted the high quality of this University’s faculty, staff, and student body, and the quality of its academic programs. Ohio State’s overall quality places this University among the most respected major universities in the nation, both public and private.

Each of us should take pride in Ohio State’s enormous accomplishments, and the level of quality we offer to the citizens of Ohio. And we should recognize that our own self-image, as well as the public’s perception, has far too long fallen short of the reality of our excellence.

For example, our College of Education is one of the two or three finest in the nation; our College of Administrative Science ranks seventh in the nation in undergraduate education; our College of Engineering ranks seventh in achievements by its alumni; and our College of Pharmacy is among the top three or four in the country. Other colleges have achieved similar distinctions, or are very close to that level.

Ohio State is the envy of the nation in our diverse and innovative foreign language programs. Our history department and linguistics department have a competitive edge over all but a handful of departments around the country. In political science, geography, and chemistry, to name just a few, we rank among the very best this nation has to offer academically.

These are but a tiny portion of the many examples of excellence throughout our campuses. And combined with this academic excellence, we must not fail to recognize that we also provide a wealth of highly advanced services that directly benefit Ohio’s taxpayers, and society as a whole.

Our medical clinics offer the most advanced levels of treatment, rehabilitation, and research over an enormous range of specializations. Our faculty, staff, and students provide patient care and new research in fields as diverse as chronic pain to eating disorders; from prenatal diagnosis for high-risk mothers to veterinary medical care for family pets and farm animals.

Our public television station, WOSU-TV, reaches more than 800,000 viewers, and almost 400,000 school pupils through in-class television.

Our Research Extension Analytical Laboratory analyzes more than 50,000 soil samples each year to help control costs in crop production. The lab also analyzes thousands of plant and feed samples.

Through our role in the statewide Ohio Technology Transfer Organization, small and emerging businesses gain access to the latest business methods and research findings that were generally available in the past only to major firms.

Through the diversity of our programs and services, we fulfill another of Ohio State’s responsibilities—provide not only access to the highest quality academic programs and most advanced services, but to do so comprehensively. While we are sometimes criticized for our size, it must be recognized that size is an integral part of our mission to provide a multitude of educational opportunities and services for Ohio’s large and diverse population.

Our comprehensive nature is a distinct advantage in meeting yet another responsibility—our commitment to the commingling of liberal arts education with professional education.

Students today, even more than in the past, cannot afford to exclude either breadth or depth from their educations. Society and technology are changing too rapidly. While specialization is helpful in the short run, flexibility and adaptability are even more important for the long-term future.

In the past decade or so, it appeared that our society especially valued workers who were technically trained and skilled in specific areas. That is still important. But businesses have learned that their employees also must be adaptable, must have learned how to learn, and must have the capacity for independent thought and the potential for leadership. These characteristics are at the core of a liberal arts education.

Furthermore, they are no less important for society as a whole. Our democratic society is founded on the concept of informed individuals making important societal judgments. In the great Jeffersonian tradition, education is at the very heart of the American form of government. To weaken education at any level is to undermine our great democratic tradition.

Finally, we at The Ohio State University have the responsibility to carry out research, especially basic research which is vital for the long-term future. The technology we take for granted today builds on years of painstaking basic research that at one time appeared to have no practical value.

I cannot underscore often enough the importance of justifying our research mission not only in terms of predictable or practical applications, but also in terms of the importance of exploring the unknown. Who could have foreseen, when physicists in the 1920s were studying the principles of quantum mechanics and nuclear science, that today we would be using those principles in medical diagnosis to "see" inside the body without producing harmful side-effects?

Who could have foreseen that Americans today would spend less than half the percentage of their income on food than was required only 50 years ago? In addition, U.S. consumers pay a smaller share of their income on food than consumers in any other country in the world.

Obviously, the Ohio farmer has played a great role in this major national achievement. But so, too, has the research conducted in our College of Agriculture, and our Ohio Agricultural Research and Development Center. They are just one interconnected part of the land-grant system that has given so much to the nation and to the world.

Of the basic research performed today, there will be some applications tomorrow but some applications will occur many years from now. And I hope that future generations do not look back upon our generation and conclude that we have spent the investments of their heritage without replacing those investments for the future.

These, I believe, are the fundamental responsibilities inherent in Ohio State’s land-grant mission—to provide equal access for all who are qualified to receive an outstanding, comprehensive education; to build an academic institution with sufficient breadth to provide quality education in both the liberal arts and the professions; and to place major emphasis on basic as well as applied research, and important related service activities. These are monumental responsibilities.
believe that we at Ohio State have done an outstanding job in fulfilling them. We are by no means perfect; there is much more to do. But we should recognize and appreciate our accomplishments.

Despite this record, we sometimes hear it said that while the land-grant universities have accomplished these laudable objectives, we are nonetheless inefficient. We somehow perform our mission without regard to the expenditure of funds—or, worse still, it is said that we fritter away the public’s money, and that the same objectives could be accomplished for far less expense.

These are appropriate questions to raise. But they are not legitimate criticisms. We at Ohio State are accountable for the resources we consume. Public funds are scarce, and education is not the only demand upon the state’s resources. And we at Ohio State have accepted our responsibility to minimize the costs, even as we seek to maximize the benefits.

In the last biennium, the people of the State of Ohio spent just $6.82 of every thousand dollars of personal income per year on higher education. That number is small. Indeed, it is so small that it ranks Ohio 47th out of the 50 states... third from the bottom.

This is not a new phenomenon. In the last 10 years, Ohio’s rate of increases in expenditures for higher education has ranked significantly lower than those of other states. We ranked 39th in the nation in dollar increases provided to colleges and universities during the past decade. Our record in the last biennium was even worse; in terms of increases for higher education, we ranked dead last among the 50 states.

During the worst times of the recession, we at Ohio State recognized our obligation to help accommodate the state’s serious financial problems. But higher education in Ohio was asked to do far more than its share, when we compare ourselves to any other state in the nation.

Five years ago, in the 1977-78 biennial budget, higher education received 13 percent of the state budget; today, it receives less than 11 percent. These figures clearly describe a disproportionate reduction in state funds for higher education.

In the current biennium, Ohio has begun to slow the downward trend of recent years. While actual dollars are still low, today’s budget has at least provided funding stability—stability that is so necessary for long-term quality.

But even with the current modest relief, it is important to note that Ohio State today receives only 29 percent of its total budget from state appropriations, or $211 million out of a total budget of $713 million. This compares to a norm in land-grant institutions of 40 to 45 percent, or even 50 percent in some cases.

By any standard, to the taxpayers of Ohio, we are a low-cost institution. We are also a high quality institution. Just as we have no reason to apologize for our quality, we also need not apologize for the use we have made of the state’s scarce resources. And I believe that I can make similar assertions for the other institutions of higher education in this state.

However, we have not achieved this status without creating a serious weakness. We have managed to build a great, comprehensive University in the center of this state only by passing along an abnormally high percentage of the costs to students and their parents.

The State of Ohio currently ranks 4th highest nationally in public college tuition. In the 10 years since 1973-74, Ohio State’s tuition has more than doubled, going from $750 to $1,550 per year for Ohio undergraduates.

Although tuition may not yet be prohibitively high in Ohio, it is dangerously close. Indeed, one could argue that, for some, tuition already is prohibitive. As a result, access has suffered.

Ohio’s rate of students going on to college currently ranks this state 46th in the nation. Only 43 percent of our high school graduates continue their education. Nationally, that figure is 53 percent. To match the national average, Ohio colleges and universities would have to add more than 16,700 new freshmen per year, beyond the number we currently admit.

Ohio’s industrial strength certainly contributed to this phenomenon. High school graduates chose high immediate incomes in traditional industries instead of paying Ohio’s high tuition rates.

But with industrial job opportunities being lost across the nation, especially here in Ohio, the tuition barrier is becoming even more formidable. At the same time, Ohio’s unemployment rate has moved from 33rd nationally in 1977-78 to 5th highest today.

The job opportunities today, and especially for tomorrow, are for people who have multiple skills and the ability to work with new technologies—and large, those who have a higher education! Improvement in Ohio’s college enrollment rates is critical for our young people. It is also critical for the state as a whole. As our state depends more and more upon new industries, and high-technology applications in older, more traditional industries, we must be able to provide a high quality and adaptable work force.

Study after study indicates that the business location decisions that will determine the economic future of our state are closely linked to four fundamental characteristics. These include attitudes toward business, tax structure, labor productivity—and the quality of the educational environment.

How can Ohio offer potential industries a high quality work force when we have one of the lowest college participation rates in the nation? And how can Ohio
improve its college enrollment rates when we have one of the highest tuition rates in the nation?

Indeed, for high technology companies, the quality of a state's educational institutions has been rated by executives as the single most important factor in choosing a location. Business knows full well that human resource capabilities, along with access to basic and applied research, are the major factors in location and expansion decisions. These are widely considered to be stronger and more powerful incentives than the tax structure within a state.

And no wonder. Today, the natural resources and basic industries that were Ohio's strength in the past are less important than the raw material of human inventiveness. This state cannot afford to lose the opportunity to develop that ingenuity, that creativity, that human capital.

Study after study also indicates that a healthy educational climate is a necessary condition for a healthy general economic climate. The Department of Labor predicts that by next year, 85 percent of available jobs will require some form of post-secondary education. Yet today, Ohio ranks fourth from the bottom in the nation in the percentage of high school students going on to college, and has some of the highest public college tuition levels in the nation.

Let me give you just one more illustration of how Ohio has received these poor rankings. In 1979-80, Ohio's public colleges and universities received $1,520 per student in instructional subsidies. Even with partial restoration of funding from previous budget cuts, the 1984-85 instructional subsidies will be only $1,387 per student, adjusted for inflation.

If the tax repeal passes that figure will decline to $1,049 per student. This would represent a decrease in buying power of more than 30 percent in a five-year period. These are disheartening figures. And they have led to serious specific problems at Ohio State that mirror the broader effects on the state as a whole.

Today, Ohio State has programs in two colleges and one school on probationary accreditation status. Key among the factors leading to that status were outdated facilities and equipment, and unfilled faculty positions.

We have made commitments that I hope to keep to bring the endangered programs back to their former standards. However, without adequate public resources, meeting those commitments will be increasingly difficult.

In turn, that difficulty is compounded by a weakened climate for excellence. To avoid the very real threat of loss of accreditation in such programs, we are forced to take away funds from other, equally important, academic areas.

There are many other examples. Our University Libraries have historically ranked among the top 20 in the nation—but we are losing ground. Our per-student acquisitions budget is less than half that of the University of Wisconsin, which has the highest per-student budget in the Big Ten. Last year, we added 70,000 volumes. Illinois and Indiana each added more than twice that number.

Our equipment situation is in a similar declining state. We have a $55 million backlog of unfunded equipment requests. In addition, we have a $10 million annual shortfall in the funding needed to meet new equipment and library needs in the coming biennium—just to maintain our current, often inadequate, level.

Our faculty has seen class size increase significantly in recent years. Two of our colleges—administrative science and engineering—have already been forced to limit enrollment because of lack of faculty and facilities to accommodate demand.

These problems are significant and important. They result primarily from two factors: Ohio's historically low funding pattern for higher education, and the fact that this University has, during the past two years, been under budgetary siege.

In January of 1982, Ohio State received a budget reduction of approximately $55 million. In February of 1983, we suffered an additional cut of approximately $12 million.

The sales tax adjustments of 1981 and 1982; the income tax adjustments of 1982; and the most recent increase in income tax in March of 1983, did provide some relief. Yet Ohio State's appropriations for this fiscal year still remain below the original appropriations for the last fiscal year.

Nevertheless, with our current budget stability and state allocation, I believe that we can work together to continue to make progress at Ohio State. Through the dedicated efforts of our faculty, staff, and students, we have demonstrated our ability to preserve and enhance quality, while continuing prudent management of our resources. But these hopes and aspirations are based on today's budget.

Today, the state budget for higher education does not resolve the problems I have outlined. It does not allow the resources for an increase in the number of students going to colleges and universities in the State of Ohio. It does not promise to bring tuition rates to a comparable level with those in most other states in the nation.

Today's budget does not provide a welcoming climate for business and industry. It does not provide for developing the resources that will attract the business and industry we need so urgently in this state. Nor is it a budget that will attract the state to excellence in higher education. It is, at best, a tentative beginning on an investment that needs to be made today—an investment in Ohio's future.

But I have come before you today to talk not of the serious effects of current underfunding, but of the potential impact of reducing even further the resources available to higher education. These reductions, by any analysis, would threaten the very heart and soul of this great University, and endanger the fragile base of stability we have only recently achieved.

I have heard it said that a tax repeal would do us very little harm; Ohio State would simply return to the levels of operation in effect before March 1 of this year. Such a simplistic conclusion ignores the facts.

On March 1 the tax increase produced new income tax revenue for the state of approximately 26.8 percent—not 90 percent. It was a 26.8 percent new tax and an extension of a 50 percent surcharge of the previous year—50 percent that Ohioans were already paying, and upon which the state was already relying to fund vital and necessary services.

Each of us knows that the state withholding tax in our own individual paychecks did not rise by 90 percent on March 1. On average, withholding increased by 26.8 percent. And the tax increase by itself solved only half of the state's most recent, $500 million deficit.
Let me review for a moment Ohio's overall tax picture. The State of Ohio currently ranks 37th in the nation in state taxes as a percentage of personal income. This is our ranking after the most recent income tax increase.

Two facts clearly emerge from the picture I have presented. Ohioans are not overtaxed in comparison to other states; but education in Ohio is most certainly underfunded.

You have heard the Board of Regents discuss the impact of the tax repeal on higher education. The suggestion is that if issue 3 passes, there would be a $250 million reduction in appropriations to higher education. This translates into a $46.1 million operating budget reduction to The Ohio State University.

I am skeptical of that number. It is far too low. It ignores the approved capital construction funds that would be eliminated with passage of the repeal. And it also ignores the new initiatives for cooperative university research, development, and job training ventures with business and industry, and a variety of special programs that were specifically designed to improve quality in higher education. All of these programs would be eliminated.

My estimate of the total direct loss to The Ohio State University alone is $132.7 million. This includes $79.3 million in approved capital improvements; $7.3 million in economic recovery and quality enhancement initiatives; and $46.1 million in our annual operating budget.

In regard to capital funding, I have no doubt that our capital programs would be eliminated. Even today, the appropriation of funds for the replacement of the Sawtooth chemistry laboratory has been halted and for good reason — it would be nearly impossible for the State of Ohio to sell bonds in the marketplace with the economic uncertainty created by the potential passage of these tax issues.

Funding for our cancer research institute, which promises to move Ohio State into the ranks of world leaders in cancer research and patient treatment, also would be eliminated. Our building plans for an arthritis and geriatrics center would be halted, as well as projects on our regional campuses and continued progress on our plans for improved facilities for veterinary medicine and agricultural engineering, to name a few.

Indeed, all capital appropriations projects would have to be placed on hold. And if any of these advanced facilities were ever constructed, it would be at costs far higher than today's.

In regard to new state initiatives focusing on quality and business and industry partnerships, we estimate that Ohio State's direct share of these losses would exceed $7.3 million.

The "centers of excellence" initiatives would be halted, the "Eminent Scholars" program would be eliminated, and the Department of Development for University research to stimulate high technology growth and new job creation would end. This would seriously hamper our state's ability to begin to improve our short- and long-term economic strength.

In regard to the operating budget, our estimate is that if these issues pass, Ohio State's appropriation from the state would be reduced from $223 million to $177 million in the 1984-85 fiscal year — a drop of $46.1 million, or approximately 21 percent. A budget reduction of that magnitude, coming on the heels of the two other reductions we recently sustained, risks doing irreparable damage to The Ohio State University.

To place these figures in perspective, if we were to recover only the $46.1 million loss of operating funds through tuition, we would need to raise tuition by more than 60 percent—and the increases to the professional schools, such as dentistry, law, medicine, optometry, pharmacy, and veterinary medicine would need to be even higher.

Continued on page 6.
Certainly, we would not place the entire burden on tuition. Nevertheless, an operating loss of $46.1 million would require an enormous tuition increase.

It has been further suggested that Ohio State could begin to eliminate academic programs that are considered less critical to the state and to the institution. That, too, is a simplistic solution.

We must recognize first and foremost that whatever program might be eliminated or curtailed, there is very little in the way of potential cost reduction until the student body itself is reduced. If we eliminate an academic unit, the affected students would simply shift to other programs. Until total enrollment here and throughout the state is reduced significantly, cost savings in any realistic sense are not achievable.

As a consequence, I have very little doubt that if the tax repeal passes, we would have to begin to restrict enrollment beginning at the freshman level. These reductions would significantly exceed the small reductions we have recently imposed to meet this University’s state enrollment ceiling. Ohio State’s planned freshman class of 6,600 for 1984-85 would undoubtedly have to be reduced by some 2,000 students—and perhaps by more.

There is also no doubt in my mind that our services also would have to be substantially curtailed—eliminating some and placing others on a full cost recovery basis, with no state appropriations available. Whether it be WOSU, the agricultural testing services, Larkins Hall facilities, our student union activities, or our medical clinics—all these services would be threatened in a major way.

To summarize: Ohio State’s estimated direct funding loss would amount to $132.7 million—including $79.3 million in capital appropriations, $7.3 million in quality and economic recovery initiatives, and $46.1 million in the general operating budget. To focus on just operating budget reductions, Ohio State will be required to take the following actions to replace such losses:

- Impose a 30 percent tuition increase, and possibly more for professional schools, producing $19.7 million.
- Reduce budgets at the regional campuses and in restricted fund areas, such as Cooperative Extension; OARDC; clinical support for medicine, veterinary medicine, and dentistry; labor education, and similar programs, producing $8.9 million.
- Reduce enrollment and significantly cut back academic budgets, producing $8.6 million.
- Curtail services, producing $8.6 million.

These losses, I believe, are not exaggerated. But we have heard from those who favor passage of the tax repeal that the state’s fiscal situation can be repaired quickly. That, in my opinion, is doubtful. Issue 2 calls for a 60 percent majority to pass new taxes.

One could argue with the manner in which the most recent taxes were developed. But in the entire history of the State of Ohio, only one tax issue has ever been passed by both houses of the General Assembly with that kind of majority.

Further, the history of the state and nation suggests that, after a vote of the people to eliminate major portions of the state’s tax base, a legislature is unlikely to respond in the opposite direction during an election year. I am not confident that, come next year, corrective action would be taken.

Whatever the case, Ohio State must begin to act today. We are beginning now to build next year’s freshman class. We are continuing to make budget allocations for the current academic year.

If tuition is to be increased, we must tell our student body the burden that it will be expected to bear. If enrollment is to be reduced, we must tell our prospective freshmen that access to an Ohio State education will be less than it was last year. If our services are to be curtailed, we must begin to alert the affected units. If our capital appropriations are to be stopped, we must not expend more funds on drawings and architectural plans.

I know that by detailing these planned reductions, I will be accused of invoking scare tactics. I know it will be said that I am exaggerating the dangers to Ohio State. But I invite anyone to examine in detail the figures I have provided and to repudiate their validity.

Almost two years ago, I came before you on another budget matter. I noted at the time that I did not come to Ohio State to preside over a decline of our great tradition of excellence. Today, I wish I could be that confident. I may, if the tax issues pass, be required to preside over a decline after all.

Two years ago, I came to you and said that I was confident that we would continue to improve our already outstanding academic quality, even in the face of severe financial restrictions. Today, with the danger of passage of Issues 2 and 3, I can no longer guarantee improvement—or even the maintenance—of our existing quality.

The tax repeal is not a partisan issue. The health of the state’s budget affects every citizen of Ohio. We, as a University, have an obligation to educate; and I can think of no more vital subject matter for the next several weeks, than to educate the general public about what these issues really mean. The obligation needs to be taken very seriously by our faculty, staff, and student body, because it will have a very serious impact on us all.

Each of us associated with The Ohio State University must accept a share of the responsibility to do all we can to show the clear relationship between public funding for education and the overall economic health of Ohio. I firmly believe that is the choice the voters must make.

Clearly, the state in its wisdom must decide its funding priorities. But the state also owes it to all Ohioans to recognize
that the states around us are starting economic recoveries of their own. And one of their top priorities is to allocate more and more funding for education. Ohio cannot do less without seriously mortgaging our future.

No matter what happens on Nov. 8, Ohio State will remain the premier institution of this state. But with such cuts, it could not for long remain a premier institution of the nation.

As our public funding declines, our student body will change. The talented students who cannot meet the heavier tuition burden will be effectively priced out of equal access to a higher education.

Our research achievements will fall behind—not only from the lack of modern equipment, but from an accelerating departure of our best faculty, and our inability to recruit high quality individuals to replace them.

Our services to the state—in which we all take great pride, and upon which so many Ohioans depend—will be severely restricted.

None of this will happen overnight. But it is undoubtedly the picture of the future for this University, and for Ohio, if these tax issues pass.

Whatever happens, I am confident that the faculty, staff, and students of The Ohio State University will continue to spend the state's resources wisely and prudently, for the benefit of all the citizens of Ohio.

In the weeks to come, we have a responsibility to inform the citizens of Ohio of the significant and lasting consequences of further budget reductions that are clearly inevitable with the passage of Issues 2 and 3. The reductions are of a magnitude that the basic nature and character of this institution will be irrevocably changed.

We must remind the citizens of Ohio that a public university cannot be maintained without public support.

Thank you.
Jennings uses scare tactics in issues speech

OSU President Edward Jennings spoke to a special session of the University Senate on Sept. 26. He opened by declaring that our university and our state are faced with a financial question of unparalleled importance to their futures. About that he is unequivocally wrong.

He also said if state Issues 2 and 3 are not defeated, the results for higher education would be disastrous. About that he is unequivocally wrong.


Two factors concerning state government and taxes will influence the short-term and long-term health of education in Ohio. The first is the general economic condition of the state; one needn't be a Ph.D. in economics to realize that education will fare better in a growing, thriving economy than in a stagnant, declining economy. The second is the strength of consensus among legislators for adequate funding for education, as opposed to other interests competing for limited tax dollars.

What effects do the tax increases have on the general economy, on jobs and business? Let's review the taxes that were passed.

The 90 percent income tax increase on individuals will reduce consumer spending in already struggling retail markets. Ohio's corporate franchise tax was increased to a top rate which is now fourth in the nation (the three states that outrank us have no tangible personal property tax. Ohio does.)

A tax that will increase business costs was placed on utilities and eventually will be passed on to individual consumers.

And because the sales tax was extended to include computer services, ability to modernize and compete for high-tech and service-related industries will be hindered.

Jennings claims that Ohio, with these new taxes, is on the verge of "real economic progress." But the reality belies the rhetoric. According to a recent article by economist Warren Brooks, a syndicated columnist for the Boston Herald-America, the tax increases can neither help nor punish the Ohio economy and its ability to recover.

Now let's look at the second factor. Jennings says reduced funding for higher education is inevitable if the tax issues pass. In fact, the opposite is true and here is why. If both issues pass, the legislature will have eight months to fashion a new, more responsible tax package. They will also require a broader consensus for a new tax bill than for any previously passed.

Many of those legislators who have opposed the reckless, runaway growth in state spending (increased by almost 30 percent in this biennium), and have thus opposed past budget bills, strongly support funding for higher education as one of the basic, legitimate responsibilities of state government.

Issue 2 would mean that a strong consensus for proper funding for higher education would no longer be overshadowed by huge welfare spending increases and generous handouts to special interest groups that accommodate one party or the other.

Jennings' speech was truly gloomy, yet he challenges anyone to examine his figures in detail and repudiate them. A nice rhetorical touch, but no more than that.

The administration's intention, you see, is not to inform; it is to frighten...horribly!

There is no question that all levels of education are today receiving inadequate funding. The financial crisis in our schools continues unabated, even in the face of these staggering tax increases, because, quite simply, the money has gone elsewhere. The number of schools running local levies this November should make this fact eminently clear.

The current administration is pursuing policies that damage the general economy, increase state spending at a dizzying rate, and at the same time leave schools and universities in the breach.

To see the education establishment being willingly trotted out as the poster child for this montebankery is truly depressing. If you really want to help education and help Ohio, vote yes on Issues 2 and 3.

Jerry D. Campbell is a guest columnist who is a senior from Mt. Vernon.
OSU's Jennings: 'We seek excellence'

Dispatch: 12-11-93
Editor's note: Ohio State University President Dr. Edward H. Jennings spent much time prior to last month's elections campaigning against passage of State Issues 2 and 3, issues that would have repealed recent tax increases and made future tax increases harder to pass. He felt passage of the issues would seriously disrupt the university's budgetary planning process. The issues were defeated and Jennings is now devoting his time preparing for the next academic year. In an interview with Dispatch Editorial Writer David P. Ferguson this week, Jennings discussed the short-term goals of the university and outlined his hopes for the long-term future of the school. His comments follow.

Q: Some people argue that you could save money and improve the quality of education at Ohio State if you would significantly reduce the number of students admitted each year. You oppose that philosophy. Why?
A: There is no question that the Ohio and the U.S. systems of education could be less expensive and that the requirements for entrance could be tightened. The problem I have with that is that this country has a system — unlike no other in the world — that attempts to provide a quality education independent of financial means, independent of social background, race, creed, and so forth, and independent of the mistakes you might have made — whether they are your fault or someone else's fault — when you were in the 8th or 9th grade. Some people mature later. Some people get bad advice. Some people do not have a home environment that loads them to an educational environment. They may be talented and perfectly capable but may not be able to pass the test that a more strict admissions policy may require. I think it's very clear that the educational system in this country is very strong because it offers educational opportunities to all those people who are willing to give it a try.

Q: There are some bulk wastes, but I think that, itself, is a cost of doing business. It's not a waste giving people an opportunity — a second opportunity. Otherwise, we will evolve into a European form of higher education which is very much an elitist educational system. It is, in some cases, more scholarly than ours, but it doesn't provide the breadth of educational opportunities that we do in this country. Among the college students in Europe you'll find fewer with the language or math problems that our kids have, but you find only 2 percent of the population going on to college. I would much prefer to deal with the problems we have and give more people the opportunity. It's not just a question of tuition and fees — it's a second opportunity, or third or fourth.

Q: During the campaign on State Issues 2 and 3 you said that passage of the issues would require Ohio State to severely limit enrollment and sharply raise tuition. What is the situation now that Issues 2 and 3 have been defeated?
A: We are still in the planning stages, but we will not have to reduce enrollment by the 2,000 or so students we would have had to had the issues passed. We will have to restrict enrollment to what we have right now. This fall we have 6,800 freshmen. We expect to have 6,700 freshmen a year from now. We call this a steady-state environment and it will get us down to the enrollment ceiling the state has imposed. I agree with that enrollment because we should not be expanding now.

In terms of tuition, we're still very much in the planning process. The Board of Regents is assuming that with the appropriation we have tuition will go up by approximately 10 percent. I don't think it will be that high. I think it will be more in the 6-7 percent range, which will be a normal inflationary adjustment. This is contrasted to the 30-plus percent increase we would have been thinking about had Issues 2 and 3 passed.

Q: You have expressed concern over the fact that only 48 percent of the state's high school graduates continue their education. This ranks the state 46th in the nation in this category. Does the level of tuition affect this?
A: I think tuition does have something to do with it. There's no question but that the economic situation has something to do with it, too... The fundamental problem in my mind is for us to begin to realize that the economic future in this state is in having a highly trained, highly-educated work force... What I see — and I am hopeful the state will see — is that edu-
cation is a primary ingredient not only of recovery but of the future prevention of the type of problems we have now. I hope the state will make a major commitment to education — and particularly higher education, in the areas of general instruction, research, agriculture and the health sciences which are the high technology strengths of Ohio State. That is the type of commitment that will eventually get tuition down from the fourth or fifth highest in the nation among state schools.

Q: In 1979-80, Ohio's universities and colleges received an average subsidy from the state of $1,520 per student. The 1984-85 subsidy will be $1,387 per student, adjusted for inflation. That is a 9 percent decline in buying power. Do these figures force you to resign yourself to merely protecting the status quo, or is there room for improvement?

A: It is very important for us to remember that the defeat of Issues 2 and 3 did not add any money to Ohio State. That's why I think the next (state budget) biennium is so very, very important. I don't think there is any question that this state needs to make a statement to the people of this state and the nation as a whole that we're not going to be satisfied with these declines in financial support. We must not only get tuition down and keep it from growing, but we must get the type of general quality this state is going to need in the future. I don't think it's realistic to think about it in this present year. The economy has not improved enough for that type of major commitment to be made.

Q: What are you talking about when you say a major commitment?

A: I'm talking about continuing to do what we have been doing about educating the public. We have to work at keeping the tuition level down. We have to work at getting the level of people going on to higher education up. . . . I think that the state needs to make a major push in basic and applied research. Quality institutions must mix research and teaching. When I think about my own field, finance, I know that if I limit myself to published articles and textbooks I am at least five years behind the times. I've got to be on the cutting edge of research. That takes funding . . . . I think we must educate the public about the value of not only training for specific jobs but much more importantly the value of providing the individual with the tools to adapt to new technology and new information, the tools to analyze and synthesize that information, the tools to adapt to social changes and changes in social values. All of that revolves around a much stronger economy.

Q: What gives you hope that Downtown will be receptive to this?

A: Everybody I talk to and every newspaper I read suggests that Issues 2 and 3 were defeated because of the recognition of the need for a strong educational environment in this state. Even the people in favor of Issues 2 and 3 were suggesting that one of the reasons for the tax repeal was that funds could be reallocated to support education in a better way. And I'm confident they will remember those statements and the commitment to education during the biennial budget considerations.

Q: What progress is being made on creating a high-tech park at Ohio State?

A: We can point to three progress areas. We have, by and large, the faculty on board. We have the land identified. And we have a marketing effort under way. As a matter of fact, several companies — 15 or so — have expressed serious interest in locating close to the university. We are now going through the organizational process of addressing ourselves to making the judgment as to whether the companies are consistent with the institutional mission of the university and whether their activities are consistent with the faculty's interests and whether there can be some benefit to the institution. We are also examining the business issues associated with building buildings. I hope we can see some progress within the next few months . . . .

Q: What do you hope will have been accomplished at Ohio State 20 or 30 years from now?

A: We are recognized today as one of 15 or 20 major public universities in the country. I would like the state of Ohio and the nation to recognize this as one of the major quality institutions of the nation, one that contributes to the strength of the nation. I would like it recognized far more than it is today that this is, indeed, a world-class university. We seek excellence . . . .
Jennings defends appointment

OSU President Edward H. Jennings said he believes nothing unethical occurred last week when Russell Spillman, acting as the chairman of a search committee looking for a new vice provost for student affairs, got the job himself.

Jennings said he and Ohio State University Provost Diether Haenicke asked Spillman, a former associate vice provost at OSU, to take the $67,680-a-year job. Jennings said Spillman served for 10 months as head of the 11-member search committee and that the committee came up with three candidates for the post.

"The general consensus was that we did not think the three finalists would be generally acceptable at the university," Jennings said.

Jennings said he was satisfied that a thorough search process had been carried out, so he discussed with Haenicke and other top OSU officials whether someone at OSU might have the necessary qualifications.

Jennings said he made the decision that Spillman could do the job.

"I feel we have had full national searches for every position I have filled here," Jennings said. He said he believes the best person got the vice provost job.

Spillman's appointment was unanimously approved by the board last Friday.

I-670 trustees elected

Six additional trustees have been elected to the 13-member Interstate 670 Corp. board.

The trustees include William C. Habig, executive director of the Mid-Ohio Regional Planning Commission; Gloria L. Miller, senior contracts representative for Battelle Memorial Institute; W. Wallace Cannon, project engineer for Rockwell International; Edward H. Jennings, president of Ohio State University; Jules L. Gare, a partner in the law firm of Squire, Sanders & Dempsey, and Les Wainright, director of civic affairs for the Columbus and Southern Ohio Electric Co.

The I-670 Corp. was formed to oversee the economic development along the I-670 corridor.

Presidential honor

PRESIDENT JENNINGS WAS PRESENTED the "Pi Lambda Theta Award as an Outstanding Educator" by the Central Ohio chapter at a dinner April 4, Marie Brittin, associate professor of communication, above with the president, made the presentation to Jennings for his "demonstrated leadership in education in Ohio in conducting a statewide campaign against issues 2 and 3 influencing the public acceptance of the need for funding education," and his "concern for every phase of faculty endeavor." The education honorary also presented awards to Frederick Cyphert, professor and dean emeritus of the College of Education, and Christine Vince, Ohio State graduate and school teacher.
Plan to shake-up OSU athletics prompted Hitch to stay at SMU

By Bob Baptist 5-20-84

Bob Hitch, the athletic director at Southern Methodist University in Dallas, turned down the same job at Ohio State University because of an impending major shake-up of the athletic department that Hitch was reluctant to undertake, the Dallas Times Herald reported in today's editions.

Hitch, in an interview with Times Herald sportswriter Jack Sheppard, said, "The major problem with OSU is that they would not make a commitment to me for more than one year. How can you go into a place where they want you to fire everybody and reorganize the entire department?... How do you fire the guy who has run the golf course for 30 years without getting everyone out there mad at you? How do you fire the academic counselor without getting all those people mad? My gosh, you end up at the point you have so many enemies. It's going to take a long time to smooth things over."

Hitch also was quoted as saying he "never could tell for sure if they wanted both (football coach Earle Bruce and men's basketball coach Eldon Miller) fired. But I know one of them for sure. I'm not saying which one, but when he lost to Xavier, that was it."

MILLER'S BASKETBALL team lost to Xavier 69-57 in overtime on March 15 in the first round of the National Invitation Tournament.

Ohio State President Edward H. Jennings, who last week hired University of Oregon AD Rick Bay to succeed retiring OSU Athletic Director Hugh Hindman, was not available Saturday to respond to the report. Jennings' son, William, said his father had the flu and would not be able to comment on the matter "for three or four days."

Jennings hired Hitch as athletic director at the University of Wyoming in 1980, while Jennings was president there. Jennings came to OSU in 1981.

Hitch, contacted by The Dispatch at his Dallas home, confirmed that portions of the quotes were accurate. However, in the case of "the guy who has run the golf course" and the academic counselor, he said he was speaking hypothetically.

"If you go into a situation and you have to do those types of things, then it does put you in the hot seat," Hitch said. "And without any kind of commitment from the university that they're going to take care of you, then it makes it awful tough on you."

"I'm a little bit concerned in the manner in which Jack has quoted things to you, because I never told Jack that I turned down the Ohio State job... He asked me if I was offered the Ohio State job, and I would not respond to his question."

HITCH SAIEd they did not discuss "playing the game."

"Ed Jennings has never said anything to me about 'playing the game,'" Hitch told The Dispatch. "That's absolutely ridiculous. He's a college president and he knows what he's doing. "They're trying to build it up... that this was a big deal between Ed and I, and it was not. It was not that kind of deal at all. I ran into him at the airport, and I talked with him on the phone one time. And that's it."

"I got into worrying about the job for me and my family," Hitch said. "We looked very carefully at the Ohio State job... and when it came to a point of something having to happen... I felt I was better off here than I would have been there. For no other reason did I back out of the situation."
SMU athletic director says he refused job

United Press International

DALLAS — Southern Methodist University Athletic Director Bob Hitch says he turned down an offer to head Ohio State's athletic department because OSU officials wanted him to be a hatchet man.

Hitch, who has been at SMU for three years, said OSU officials indicated they may have pressured him to fire both football coach Earle Bruce and basketball coach Eldon Miller.

"I never could tell for sure if they wanted both fired," Hitch said, "but I know (they wanted the termination of) one of them for sure. I'm not saying which one."

Hitch turned down the job, which went instead to Richard Bay, the athletic director at the University of Oregon. Bay was named to the job Wednesday.

Hitch said he walked away from OSU's offer because it was clear he would be embroiled in controversy.

"There would have been a lot of turmoil at Ohio State," he said. "They wanted to shake things up there. I know a lot of people think Ohio State is the pinnacle of college athletics and that anybody would like the chance to be there, but a lot of my friends told me not to go."

They said, 'It's going to be tough up there.'"

Hitch also complained that OSU would guarantee him only a one-year contract.

"How can you go into a place where they want you to fire everybody and reorganize the entire department and bring it up to the level of modern-day intercollegiate athletics?"

However, the Dallas Times Herald reported Sunday that some of Hitch's enemies at SMU said Hitch was never really offered the job. They said if he had been, he would have grabbed it and taken the opportunity to flee SMU and the pressure of an NCAA investigation into its athletic department.

But Hitch insists he was offered the job. He said salary negotiations were under way when he told them May 11 he was not interested in the job.

"The NCAA thing is not the end of the world," he said. "I'm not going to let it destroy me or this program. I was determined not to let the NCAA investigation drive me away from SMU and get to let it keep me here either."

Jennings' response...

EDITOR'S NOTE: The following is the text, received Sunday night, of President Edward H. Jennings' response to allegations surrounding the selection of OSU's new athletic director.

Because of media stories speculating on the selection of Ohio State's athletic director, I am compelled to comment on the search process which we followed.

The process began on Feb. 24, 1984, when I appointed the search committee and charged its members to conduct a national search which would result in the recommendation to me of several individuals considered best qualified to become our athletic director.

On April 3, I met Bob Hitch, the athletic director of Southern Methodist University and a former colleague at the University of Wyoming, at the Raleigh-Durham airport. I was on an accreditation visit to North Carolina State University. Hitch was on a golf vacation.

The meeting was not prearranged. I told Hitch that the search process was working well and that, if anything further developed regarding his candidacy, we would contact him. I was not aware at the time that the committee was planning to meet with Hitch.

Hitch was one of 22 individuals selected to be interviewed. He was interviewed on April 25 in Phoenix along with several other candidates.

The list of the final candidates from the search committee did not include Hitch. I called him on May 11 and suggested he might want to withdraw, which he did. At no time did I make a job offer to Hitch.

I also discussed the final candidates with members of the Board of Trustees individually and indicated that (Richard M.) Bay was my final choice. The board met with Bay on the evening of May 15 and, the following morning at a special session of the board, Bay's appointment was approved unanimously.

Rick Bay was then and continues to be my final choice as the athletic director of OSU.

Stories in the media that indicate we plan a major overhaul of the Ohio State athletic program are speculative. Rick Bay will evaluate the program. We have not given him any specific directions.

We have told him that his effectiveness will be judged on: adherence to the NCAA and Big Ten rules; academic progress of athletes; intercollegiate competitiveness; continued progress in women's athletics; financial stability of the athletic program; and the ability of the director, the coaches and the athletes to represent Ohio State properly on and off the field of play.
Jennings ignores ethics in athletic director search

The search for OSU's new athletic director hasn't been an easy one for President Edward H. Jennings. The *Dallas Times Herald* reported Sunday that Bob Hitch, athletic director at Southern Methodist University in Dallas, turned down the offer because of an impending shakeup in the athletic department.

Jennings is reported to have superceded the 11-member search committee and approached Hitch to offer him the job.

Hitch said the conversations with Jennings went as far as discussing salary. Jennings, after his choice was made, planned to play "the game" and push Hitch through the selection committee.

When Hitch refused the offer, Jennings is reported to have told Hitch to say he didn't want the job. Hitch was supposed to announce he was withdrawing his name from the list of potential athletic directors. Hitch was not supposed to tell anyone that he was already offered the position by Jennings.

We question Jennings' search for an athletic director with integrity, when his actions seem to have questionable integrity. Jennings is rapidly revealing his quest to have total control at OSU, in the classroom and on the playing field.

What gives Jennings the right to flout university policy? Can't he work within established channels?

Jennings has stressed his desire to find an athletic director willing to play by the rules. It's a shame Jennings couldn't do it without bending a few rules himself.
Has Jennings gone too far with athletic department?

By Mitchel Cox
Lantern sports editor

“I learned to lie and cheat at Ohio State.” — Art Schlichter

5-21-87

President Edward H. Jennings has been both embarrassed and angered by the bad news coming out of Ohio State’s athletic department these past three years:

Schlichter’s Playboy confessions, the Steeb Hall incident, Mike Tomczak’s ill-advised decision to pose for a clothing ad in Columbus Monthly and finally, the academic ineligibility this past winter of several key players on both the hockey and basketball teams.

Jennings’ reaction to these embarrassments has been swift and decisive.

Athletic Director Hugh Hindman announced his surprise “retirement” Feb. 7. Hindman joined the department in 1963 as an assistant football coach under Woody Hayes. He worked his way up through the hierarchy, and when J. Edward Weaver gave up the director’s job in 1977 Hindman was the only replacement considered.

Rumors that he had to give up the post because of ill health restrained most of the local media, though few believed Hindman had voluntarily retired. A man who has worked his way to the top in his profession usually savors his last year on the job and has a hand in naming the successor.

It appears Hindman was denied both.

According to a story published Sunday in the Dallas Times Herald, no one, besides Jennings, had a hand in naming the new athletic director.

Bob Hitch, athletic director at Southern Methodist University and an old friend of Jennings, told a Times Herald reporter that Jennings offered him the job long before the university’s official search committee had made their recommendations.

Hitch said he had discussed the position with Jennings in mid-April, and Jennings told him to “play the game” with the search committee and not to worry because Jennings intended to pick him regardless of the committee’s recommendations. Hitch said Jennings called him May 11, again to offer the job, but Hitch said he turned it down because he didn’t want to come up here and be Jennings’ hatchet man.

According to Hitch, Jennings may fire football coach Earle Bruce and will definitely ax basketball coach Eldon Miller, among others.

“There would have been a lot of turmoil at Ohio State. They wanted to shake things up. A lot of my friends told me not to go. It’s gonna be tough up there,” Hitch said.

Hitch said he wanted the job, but not under those circumstances.

“I’m a little concerned about Ed and some of the things he wants to do. You find out little things, like they took 5,000 prime football tickets (from the athletic department) and gave them to the university for fund-raising. You just don’t do that,” Hitch said.

Hitch said that when he turned down the offer Jennings asked him not to tell anyone about their conversation; instead, he was to say he withdrew his name from consideration.

Jennings named University of Oregon Athletic Director Rick Bay to the post Friday. Bay is known as a straight arrow who cleaned up the Oregon athletic program, which was on NCAA probation when he took over in 1981.

The announcement, apparently, was a surprise to all concerned. As recently as Thursday the athletic department was still assuring reporters no one would be appointed until June. Bay’s name had never come up during speculation about who the new director would be.

Hindman has remained conspicuously silent since his retirement.

Senior Athletic Director Jim Jones, who for all intents and purposes has been acting athletic director spring quarter, has also remained close-mouthed on the situation.

Every athletic director in the 70-year history of the position had worked his way up through the ranks at Ohio State. Jones considered himself a qualified candidate for the position and applied, even though it was obvious to most observers that Jennings intended to bring someone in from outside the department.

So what is going on?

Seemingly, Jennings has decided to do something about Ohio State’s football factory image.

Look for Bay to be at least as tough as he talks, maybe tougher. Heads will roll and Eldon Miller’s may well be one of the first.

Minor sports, such as synchronized swimming or fencing, shouldn’t be too affected by the change at the top. But the Big Two, football and basketball, may never be the same at Ohio State. With Bay emphasizing academics over athletic success, a gradual decline in athletic stature seems inevitable.

Despite intense negative publicity in recent years, the university’s major sports programs have consistently received a clean bill of health from the NCAA infractions committee.

One has to ask if the athletic department needs a purge.
Bay says he carries no firing mandate

By Bob Baptist

Rick Bay, scheduled to take over as Ohio State University athletic director July 1, says his expectations of his job are not the same as those of Bob Hitch, the Southern Methodist University AD who also was a candidate for the OSU position.

Reacting to a report that Hitch withdrew from the race because of an impending shake-up of OSU athletic personnel that the new AD will have to undertake, Bay said Sunday, “I didn’t come in with any mandate at all relative to coaching changes.”

ALSO SUNDAY, OSU President Edward H. Jennings released a statement saying that “stories in the media that indicate we plan a major overhaul of the Ohio State athletic program are speculative. Rick Bay will evaluate the program. We have not given him any specific directions.”

The Dallas Times Herald and The Dispatch reported Sunday that Hitch turned down the OSU job because the university could not offer him a contract more than one year in length but still expected Hitch, in Hitch’s words, to “shake things up... fire everybody and reorganize the entire department.”

Hitch, also told the Dallas paper in a taped-recorded interview, that he “never could tell for sure if they wanted both (football coach Earle Bruce and men’s basketball coach Eldon Miller) fired. But I know one of them for sure. I’m not saying which one, but when he lost to Xavier, that was it.”

MILLER’S basketball team lost to Xavier 60-57 in overtime March 15 in the first round of the National Invitation Tournament.

Hitch confirmed that the quotes were accurate when contacted by The Dispatch on Saturday.

Bay told The Dispatch, “I didn’t come in with a mandate on coaches.... In terms of personnel changes, we didn’t discuss anything.”

Bay, who will replace the retiring Hugh Hindman, said that when he met with his new staff last Wednesday after the press conference announcing his appointment, he made it a point to “tell them I didn’t come in with any mandate or preconceptions.” He said he wanted to “relieve any anxieties on their part that usually arise from such situations.

“As I said at the press conference,” Bay said Sunday, “it’ll be a situation where I have time to look things over, make my own evaluation and go from there.”

Jennings, in a telephone interview with The Dispatch after the release of his statement Sunday, said he had no idea why Hitch said what he did. Hitch was Jennings’ athletic director in 1980 and ’81, when Jennings was president of the University of Wyoming.

GIVING THE new athletic director instructions to shake up the department, Jennings told The Dispatch, “would be totally presumptuous on my part. If I wanted somebody to simply car-
Hitch confounds Jennings, Miller

By Mark Pappas
Lantern staff writer 5-22-84

President Edward H. Jennings and Coach Eldon Miller refused Monday to speculate on the motives behind Southern Methodist University Athletic Director Bob Hitch's negative comments about Jennings.

"You would have to talk to someone else to find out why he would say something like that," Jennings said.

"I don't think it would be appropriate to ever give my personal feelings on our relationship," he said.

Miller said, "I could care less what he says. I have no idea where he comes up with his information. If I were Hitch, I would worry about the NCAA investigation of his program instead of Ohio State.

"He would never work for me," Miller said.

The NCAA is investigating SMU for alleged rule violations in its athletic programs.

In a story published Sunday in the Dallas Times-Herald, Hitch said Jennings had offered him the OSU job May 11, but he turned it down because Jennings wanted him to "shake up" the athletic department. The shake up was to include firing Miller, he said.

Hitch also said Jennings asked him to "play along with the search committee" but not to worry because Jennings would appoint him to the job regardless of the committee's recommendations.

Madison Scott, chairman of the search committee, wrote a letter to the Lantern Monday stating that Jennings had not circumvented the committee by talking to Hitch before the committee's recommendations reached Jennings.

"While both President Jennings and Mr. Hitch have indicated that they talked to each other, the point is that it was the search committee that had the ultimate responsibility for generating a list of names from which the president had agreed to make his selection.

"Irrespective, then, of any interim events, it was from the list presented to the president that the name of the person recommended for the athletic director job was taken — and that is what counts," Scott wrote.

Jennings announced Wednesday that University of Oregon Athletic Director Rick Bay had accepted the OSU position. Bay has been unavailable for comment.

Jim Jones, senior associate athletic director, refused to comment.
Journalist surprised by interview reaction

5-22-84

Jack Sheppard, an OSU graduate and reporter for the Dallas Times-Herald, didn't expect controversy when he interviewed Southern Methodist University Athletic Director Bob Hitch.

Sheppard interviewed Hitch after Hitch said he turned down the athletic director position at Ohio State.

"This wasn't a hard news story. I wanted to find out why he decided to stay," Sheppard said.

Sheppard said he tape-recorded the interview with Hitch.

"I've gone over the tape several times, and everything I reported is accurate," Sheppard said.

He said problems at OSU came up during the interview.

"But they weren't the main emphasis of the interview," he said.

He said the focus of his story was SMU and Hitch's plans now that he has decided to stay.

SMU is being investigated by the NCAA for allegations in its major sports programs, and Sheppard said he wanted to know what effect the investigation had on Hitch's decision to stay at the university.

Sheppard said he doesn't think Hitch meant to cause trouble.

"It was just part of our discussion of what had happened."

Hitch could not be reached for comment.
OSU leader on track toward receiving salary of $100,000

By Tom Sheehan
Dispatch OSU Reporter
6-2-84

The annual salary of Ohio State University President Edward H. Jennings will exceed $100,000 if he gets the same 8 percent raise this year that he received in 1983.

If so, Jennings will continue to be the highest-paid state university president in Ohio but not in the Big Ten.

In fact, if other Big Ten presidents get similar raises this year, Jennings will stay in the bottom five in the conference. Jennings currently makes $92,760.

THE OSU BOARD of trustees will likely act on a raise for Jennings at its Thursday meeting, but two trustees contacted by The Dispatch did not confirm whether any action will be taken.

"I think we've had an ongoing evaluation of Dr. Jennings," said trustee Leonard J. Immke Jr. "We think he's top-notch in every respect. I have heard no discussion about the percentage of raise" for him.

Trustee Hamilton J. Teaford also said he had not heard anything from the board's three-member executive committee about a raise for Jennings.

Two members of the executive committee are out of state, and the other member could not be reached for comment.

Teaford said he assumes action will be taken Thursday because that is the day the board will act on Jennings' budget proposals that include tuition increases and raises for faculty and staff.

OSU HAS ABOUT 57,000 students on its main campus and four regional campuses, making it almost twice the size of the state's second-largest university, the University of Cincinnati, which has about 36,000 students.

Cincinnati President Henry Winkler, who is retiring effective June 30, makes $86,000 a year.

Dominic J. Guzzetta, president of the University of Akron, the third-largest state university, which has 27,000 students, makes $80,000 a year. He is retiring in August.

When Jennings came to OSU in June 1981, his salary was $65,000.

AT HIS CURRENT salary, he ranks behind five other Big Ten university presidents: Steven C. Beering, Purdue, $115,000; Cecil Mackey, Michigan State, $102,700; Harold T. Shapiro, Michigan, $96,500; Stanley Ikenberry, Illinois, $95,000; and C. Peter Magrath, Minnesota, $95,000.

OSU President Edward H. Jennings

Robert O'Neill, Wisconsin, $72,300; John W. Ryan, Indiana, $78,000; and James O. Freedman, Iowa, $89,500, earn less than Jennings.
COLUMBUS, Ohio -- The Board of Trustees of Ohio State University on Thursday (6/7) approved a salary increase of $8,000 for President Edward H. Jennings, effective July 1.

The president's annual salary was last set at $92,760 in July 1983, and the salary increase will bring his salary to $100,760.

D. James Hilliker, chairman of the Board of Trustees, reported that the board's personnel committee recommended the raise after a review of Jennings' performance.

"As everyone would agree most institutions of higher education are incredibly complex and require unique skills, ability, imagination, insight and leadership vitality at the highest levels," Hilliker said. Jennings "meets in every respect the ideals of a modern university president."

Hilliker said that Jennings, who was appointed Sept. 1, 1981, "has not only brought a new vitality and enthusiasm to the institution, but has demonstrated unusual talents and skills in working with the diverse constituencies of the university."

"It is a strong testament to his leadership that morale is high, the budget is balanced, and the basic missions and accomplishments of the university are getting more recognition today than at any time in the recent past.

- more -
"In sum, it is our firm conviction that President Jennings' service to the university over the past three years has been of exceptional merit and has contributed in incalculable ways to the esteem, sustained interest, and high regard for The Ohio State University."

#
OSU awards Jennings $8,000 raise

By Tom Sheehan  June 1984

Ohio State University President Edward H. Jennings will get an $8,000 raise effective Sept. 1, which will bring his annual salary to $100,760.

In approving a salary increase for Jennings on Thursday, the OSU Board of Trustees issued a statement that he has done an outstanding job in his three years at OSU.

Jennings has brought "a new vitality and enthusiasm to the university," board Chairman D. James Hilliker said. "Morale is high, and the budget is balanced."

The board also adopted an operating budget of $781.1 million for the 1984-85 fiscal year. The budget includes an average 6 percent increase in student fees and tuition. Last year's operating budget was $712.8 million.

The $8,000 raise is the fourth Jennings has received since becoming OSU's president. He started at $65,000 a year in June 1981.

If no other Big Ten university president gets a raise before Sept. 1, he will move into third place behind Purdue President Steven C. Beering ($115,000) and Michigan State President Cecil Mackey ($102,700).

Full-time undergraduate students who are residents of Ohio will pay $547 a quarter, up from $519.

Graduate students who are Ohio residents will go to $718 per quarter, from $670.

For full-time undergraduate students who are not Ohio residents, costs will go to $1,417 per quarter from $1,328. Out-of-state graduate students will pay $1,728 per quarter, up from $1,610 per quarter.

Room and board rates will increase to $898, from $870 per quarter.

The board also approved overall 3 percent raises for faculty members and the university's administrative and professional staff. An additional 4 percent was provided for merit raises.

In discussing the overall operating budget with board members, OSU Fiscal Officer Weldon Ihrig said, "This is the first budget in the last four years that we can recommend to you without the cloud of state budget uncertainty. "Stability is a welcome change, but the university must still operate with extremely tight resources."

In other action:

- Richard D. Jackson, OSU vice president for business and finance, said ground-breaking for OSU's new cancer research hospital should occur before the end of June. Bids totaling $31.5 million have been let to build the facility on the west side of Neil Ave. north of 11th Ave. Total cost, including equipment, is estimated at $50 million.

- Dr. Arthur G. James, professor emeritus of surgery at Ohio State University, was named to a one-year unpaid position as medical director to develop programs and put together a medical staff for the cancer hospital.

- The board named Lena Bailey as dean of the College of Home Economics, effective July 1. She had been acting dean. Her salary will be $66,000 a year.
Jennings pay up $35,760 since 1981

By Dan Verdon
Lantern staff writer

President Edward H. Jennings is now the third highest paid university president in the Big Ten after his fourth raise since he took office in September 1981.

Jennings received an $8,000 pay raise which will go into effect July 1. The raise was unanimously approved by the Board of Trustees on June 9.

The salary increase will bring Jennings' annual income to $108,760 and give him a $35,760—or a 55 percent—pay boost since he started work at OSU in 1981.

Jennings starting salary in 1981 was $65,000, which was the maximum allowed by Ohio law for any state university president. However, after the state law expired the trustees approved a pay raise in December 1981 of $13,000. In July 1982 the board again approved a pay raise of $7,800 and in July 1983 the trustees adopted an increase for Jennings of $6,900. The latest increase will mark his fourth raise in three years.

Even though Ohio State is the largest university in the Big Ten, Jennings is still not the highest paid president. Steven C. Beering of Purdue, earns $115,000, and Cecil Mackey of Michigan State is paid $102,700, while Wisconsin's Robert O'Neil earns only $72,300.

D. James Hilliker, chairman of the Board of Trustees, said the personnel committee recommended the raise for Jennings after evaluating his performance as president.

"It is a strong testament to his leadership that morale is high, the budget is balanced, and the basic missions and accomplishments of the university are getting more recognition today than at any time in the recent past," Hilliker said.

"As everyone would agree most institutions of higher education are incredibly complex and require unique skills, ability, imagination, insight and leadership vitality at the highest levels," he said. "Jennings meets in every respect the ideals of a modern university president."

At the same meeting the Board of Trustees also approved an increase in salary for faculty and staff. This gives them a 3 percent pay increase and gives an average of 4 percent for merit increases.

The salary budget also provides the average 7 percent pay raise for Civil Service employees.
I gratefully accept this raise for doing an outstanding job balancing the budget and increasing morale...

"My budget and my morale!"

"Ohio State University
Pay to the order of Eddy Jenks
35,750.00
Thirty five thousand, seven hundred and fifty dollars."
Please note a copy of John G. McCoy's letter to President Jennings. He is also a member of the Board of Banc One Corporation, Childrens' Hospital, and Columbus School for Girls.

He is also a member of the following Clubs: Torch Club, Kit Kat Club, Rotary, Murfield Country Club, Scioto Country Club, Columbus Club, University Club and Athletic Club.

Will you see that these are added to his bio?

Thanks.

/mr
September 24, 1984

Dr. Edward H. Jennings  
President  
Ohio State University  
190 North Oval Mall  
Columbus, Ohio  43210-1357

Dear Ed:

From Marietta College I received the enclosure and was very interested in reading your background, some of which was known to me.

However, I was surprised and disappointed that your Directorship of BANC ONE CORPORATION was not listed.

Best of regards.

Sincerely,

[Signature]

JGMc: bj
Jennings takes optimistic view of OSU's future

"On Campus" 10-4-84

Editor's note: President Edward H. Jennings presented his State of the University address to the University Senate at its meeting Sept. 29. Below is the entire text of his speech.

Today's University Senate meeting marks the beginning of my fourth year at The Ohio State University. It also is the fourth time I have come before the faculty, staff and student body to deliver a formal address. The first, in January of 1982, was to discuss the need for Ohio State to respond rapidly to the largest budget reduction this University had been forced to undertake since the years of the Great Depression.

The second, at a University Senate meeting in October of that year, was to present a progress report on our management of that reenforcement and to outline our hopes for continued progress in teaching, research, and related service during difficult times. Even as we congratulated ourselves — and rightfully so — on responding to massive budget reductions while maintaining our commitment to the fundamental principles of the University, we knew that the context of those remarks was one of uncertainty and doubt.

The third occasion was again before the Senate, in September of 1983, to assess the projected impact on the University of the state tax repeal issue on the November ballot. We were, once again, facing the specter of massive reenforcement that endangered the very foundations upon which Ohio State was built.

Today, therefore, it is with a particular sense of privilege that I address the "State of the University" without feeling that oppressive atmosphere of financial crisis which has for too long pervaded this institution. We can now view the future with optimism.

Our optimism is tinged with caution — in part because we have learned through hard experience to be cautious over financial matters. But the feeling that the future will be brighter for Ohio State is entirely realistic. Our current funding from the state is not rich. But it is, at least, stable. It provides us with a firm basis for implementing many of those ambitious, long-term plans that we never stopped making — even in the worst budgetary times.

We are a different university in many ways from the Ohio State of three years ago. We are leaner, certainly. That is not necessarily negative. Our financial difficulties forced us to make hard choices. As a result I believe we are more clear about our goals and the means by which we intend to achieve them. We have found ways to unite the diverse elements of this institution around common assumptions about where we are going.

Throughout every department, and with the continuing input of the faculty, staff, and student body, we have re-evaluated much of what we were doing. If our decisions have been wise, we have made

Continued on page 4.
commitments only to that which is already good, and that which is destined to become better. And our decisions have been consistent with the fundamental principles of the academy, and of Ohio State's land-grant traditions.

In the last several years, we have come from a time...

* when all University funds were frozen and we could not purchase so much as a new pencil...to seeing the College of Medicine place an order for a $1.5 million Magnetic Resonance Imaging system.

* when some of our most heavily enrolled departments could not add even one class section due to lack of faculty...to recruiting five Eminent Scholars under million-dollar-plus endowments, with the impetus of state matching funds for four of them.

* when our chemistry students and faculty conducted their experiments standing next to open drains, and dodging leaks in the ceiling...to seeing the foundation poured for a $16.4 million, state-of-the-art laboratory facility.

* when the libraries could not add a single new academic journal to their subscription lists...to an expansion of acquisitions by 800 new journals per year.

* when an unnecessarily complex patent review procedure made lost opportunities an institutional norm...to seeing the results of a strong committee effort to design a process that facilitates, not frustrates, the inventiveness of our faculty.

Our achievements in overcoming these difficulties reflect the commitment of our faculty, staff, and students to quality for the future, building on the basic strength of our institutional foundation. We are a public land-grant University, fortunate to pursue our mission in the footsteps of those before us who have created academic programs with quality in depth and comprehensiveness in scope.
Our obligation to maintain this institution's historic traditions is intertwined with our vision of the future — in which the pursuit of excellence must clearly define the context of our decisions. Academic excellence is, and will be, paramount. Our goal is nothing less than a comprehensive environment that is conducive to the broadest intellectual pursuits, and the highest standards in teaching, research, and related public service.

Such is the challenge of quality we must meet throughout the institution — because setting the highest quality as a standard is inherent as part of higher education's fundamental mission. It is our responsibility — indeed, our obligation — to pursue excellence at every level, so that anything less than the very best simply ceases to attract.

As budgetary stability allows us to make a few long-term decisions, a sustained commitment to excellence is the basis upon which all of our decisions about allocating — and reallocating — scarce institutional resources will be made. We already have begun to fulfill this promise. This year we have designated three units to receive new funding either to improve their current, internationally recognized excellence or to move quickly to that status.

Under this concept, the deans are working with the Provost to identify programs that already are outstanding, or that could become preeminent with an infusion of new resources, and which have established plans for strengthening their positions.

The three singled out this fiscal year are chemistry, political science, and manufacturing systems engineering. In the future, we expect to identify on a periodic basis additional programs to receive this kind of funding to enable them to achieve national and international stature.

The basis for selection of these departments or programs is in the Office of Academic Affairs' Internal Academic Program Review, combined with regular and ongoing internal assessments by the deans. As you know, Program Review is a formal process of structured, rigorous review of the quality of academic units. It includes broad participation by departmental faculty, outside review teams, the Graduate Dean, the Vice President for Research and Graduate Studies, departmental chairpersons, and deans.

Central to the strengthening of quality review, and the resulting budget allocations, is our commitment to the continuing excellence of Ohio State's Graduate School. The Graduate School has a unique role as an over-arching unit focused on the broad missions of research and graduate training.

The graduate faculty represent the fundamental quality of the institution. The award of graduate faculty status is an important symbol of achievement at Ohio State, and that role must be continued. This special position is recognized in our search for the new Graduate Dean.

The Graduate Dean is first and foremost a member of the faculty, but also is necessarily first among equals among all our deans. This unique role has brought about a flexible organizational structure with primary responsibility to the Vice President for Research and Graduate Studies, but also the requirement for direct interaction with the Provost regarding promotion and tenure, instructional issues, teaching associate stipends, and a large number of other academic policies.

In this role, the Graduate Dean occupies a central position in the scheme of University governance. The Graduate Dean, working with the graduate faculty, represents a major factor for ensuring quality control and — more importantly — quality improvement.

It is my intention, and that of the Provost and the Vice President for Research and Graduate Studies, to include in our budgetary reallocations a strong commitment to the Graduate School. The dean will have significant resources, and authority over those resources, to continue to strengthen Ohio State's preeminence in graduate education.

Research is fundamentally linked to graduate education. We are determined to commit the necessary new resources to expand our research opportunities. As many of you know, we will on Monday submit a $54 million proposal to the National Science Foundation to bring a National Center for Advanced Scientific Computing to this University.

Institutional matching funds are a significant part of this proposal. In addition, we have received a matching pledge from the state, reflecting the enormous potential benefits to Ohio that would result from bringing this facility to Ohio State. This grant application process has been an important interdisciplinary effort, and our initiative places this University solidly among those institutions willing to make a major commitment to excellence for the future.

Our efforts in this area reflect a new emphasis on the development of external grant opportunities. As a result of the recommendations of a faculty committee, we are in the process of strengthening the role of research development as a principal ingredient of our research excellence. This attention to expanding research opportunities will prove a powerful attraction as we continue gathering the best minds of the national academic community into The Ohio State University family.

Correspondingly, the equipment and facilities we bring to the University today — such as a state-of-the-art research computer and the Magnetic Resonance Imaging system — will be important to,
our potential for tomorrow. The significant role that equipment and facilities can play in attracting the nation's best scholars to Ohio State cannot be overlooked.

For example, our ambitious plans for the Cancer Research Institute in the College of Medicine have made it possible for us to begin the process of assembling some of the world's outstanding medical researchers to establish specific programs to advance knowledge about the prevention, control, and eventual cure of cancer.

Similarly, continued improvements in our University Hospitals are represented by the growth of our transplant operations, which have multiplied fivefold in the past year. Our unique cooperative transplant program with the Cleveland Clinic and University Hospitals in Cleveland involves not only state support, but also a joint arrangement under which the physicians return a percentage of their professional fees to help defray transplant costs.

As we address our need to recruit outstanding scholars, we should not overlook our existing excellence. We already have an outstanding scholarly community at Ohio State.

In the three years I have been here, we have seen a faculty member selected for the National Science Foundation Waterman Award; two chosen for Presidential Young Investigator Awards; one elected to the National Academy of Sciences; a student awarded a Marshall Scholarship; two alumni named winners of the Pulitzer Prize; one alumnus chosen to share in a Nobel Prize in physics; two alumni named chief executive officers of Fortune 500 corporations; and four more named to the presidencies of United Negro College Fund institutions.

We are proud of the achievements of our students and our alumni. But our faculty and staff represent the essential core. They are our quality. We need to provide adequate salaries and benefits — both for the faculty, and for the support staff who are such a vital component of our academic excellence.

The staff members who feed, house, and counsel our students, keep our environment beautiful, and our laboratories and offices running, need to be recognized for their contributions. Our staff take care of the day-to-day operations of this great University in a manner that allows the faculty to proceed with the business of scholarship and excellence.

It is important that we continue to seek new opportunities to ensure professional growth and challenge for our staff members. Indeed, our human resources are our most precious asset, and we can — and will — do more to ensure the continued vitality of this important group.

In the coming weeks, I will appoint a University-wide committee to assist us in finding ways to further enhance career progress and expand opportunities for our staff which are consistent with the best traditions of this institution.

I believe our faculty and staff salaries and benefits now compare well on a national basis. In a recent survey of the faculty salaries published in ACADEME, Ohio State continues to rank above the 80th percentile among the nation's major Ph.D.-granting institutions. Our relative position has improved somewhat in recent years. This is as measured against our peer group — the nation's major research institutions, including both public and private schools.

We have every expectation that our position will hold, and even be improved. We must continue to ensure that our salary and benefits package allows us to attract and retain the very best people, both now and in the future.

Even as we are able to provide competitive compensation packages, we are also becoming more selective. Promotion and tenure decisions have never been easy or routine at Ohio State. But the standards are becoming
increasingly more demanding.

Just as Academic Program Review under the philosophy of selective excellence continually revises upward the standards of our academic programs, continuing review of tenure and promotion criteria is an increasingly important part of our quest for all-around excellence at The Ohio State University.

As this takes place, we also must be ever mindful of the need for attention — indeed, vigilance — to the entire tenure process. We must hold to the highest standards not only in the quality we demand of candidates for tenure, but also in the methods by which peer reviews in departments and colleges are conducted by faculty committees. We know that our rules are fair and just; we must ensure that the same holds true of the process by which those rules are applied.

When we became members of the faculty — any University faculty — each of us demonstrated a capacity to make a commitment to the long-term future. Even if the discipline chosen focused on the past — America's history, the geological record, or the beginnings of time itself in the origins of our universe — the knowledge we sought found its meaning in contributions to tomorrow. We chose the academic profession because we wished to create understanding of things unknown in the present, and because we found fulfillment in the challenge of working with students, who represent the future of society as a whole.

Each of us serves our profession in this University as a standard-bearer of excellence in instruction. And our shared goal of enhancing the excellence of this University must remain true to the fundamental teaching mission which defines our identity as a land-grant institution.

As increasing numbers of outstanding students seek us out, our teaching is challenged and further improved by their presence. And we must meet the needs of our most talented students. Their contributions to the intellectual vitality of the University are immeasurable.

The Provost has appointed a distinguished committee to take a new, fresh look at our Honors Program and recommend ways to further its excellence as we work to double the number of honors students enrolled. This intensified effort will require significant resources, but sustenance and encouragement of our most outstanding students must be a priority goal.

As our expectations for student achievement rise, our students are meeting the challenge. Under the new admissions policy, this year's incoming Class of 1988 is the best prepared in recent history. Our retention program of early faculty contact and counseling should contribute even more to the quality standards set for our students. More than one of our colleges already has imposed grade-point standards for admission.

But we also should be aware of the implications of these changes. We are moving toward becoming an upper division University. As retention rates increase, so do the numbers of juniors and seniors. And we must correspondingly reduce our freshman admissions to remain within our enrollment ceiling.

We are proud that our undergraduate student body of 44,000 includes one out of every fifty National Merit and National Achievement Scholars in the nation, and one of every four Ohio high school valedictorians. Yet we must not forget that, still today, it also includes a freshman class in which one-fifth of the students require remedial mathematics or remedial English classes.

As an open admissions institution, and in keeping with our land-grant tradition, we must continue to offer all our students — honors students, average students, and students with special needs — the opportunity to take advantage of our comprehensive resources, to participate fully in the life of the University, and to be more broadly heard in our decision-making processes.
In the next few weeks, I will form a University-wide committee to examine ways to attain the widest possible level of student involvement in University governance. Without impinging on faculty prerogatives, it is possible to include students in addressing the problems — large and small — that affect the quality of life for students at this institution.

For example, students were involved in the creation of our soon-to-be-automated admissions and registration systems. Those of you who have visited the lower floors of Lincoln Tower, or observed the lines for change tickets as the quarter started, are well aware of the need to make matriculation at Ohio State a simpler, less time-consuming — and less frustrating — process. In the same vein of responding to student initiatives, we are testing a program of expanded evening hours in selected departmental libraries.

In addition, we are implementing a policy of providing half-price tickets for students for certain cultural events, in the same way that discounted tickets are made available to students for intercollegiate athletic events. We hope this incentive will make cultural events more accessible to students.

Consistent with this philosophy of improving the student environment is our plan to concentrate classroom instruction around the Oval. Although our first draft at this reassignment of space envisioned a 10-year progression of moves to and from West Campus, I am happy to announce that by the time the Class of 1988 is ready for Commencement, all of our undergraduate students will start and complete the vast majority of their academic studies on the central campus.

This shortened time frame is possible because of the impetus of students, the cooperation of all the offices involved, the Council on Student Affairs, and hundreds of faculty and staff members. As an added benefit of completing the West Campus moves, 125,000 square feet of space will be freed for reassignment. We plan to use it creatively, in the context of responding to the University’s increasing needs for quality research space.

Two years ago, I spoke to you about the possibility of developing a Research Park for this University. Let me address that issue again here, because the Research Park is an integral part of the overall West Campus concept.

Our progress on the Research Park has been slow and deliberate as a result of what we have learned from the experience of others. We have demanded that the private companies we sought to attract have a strong research component. The weakness of the economy, in Ohio in particular, created difficulties, as did the resulting hesitation about initiating activities in the nation’s north central region. But despite these obstacles, the Research Park is now underway for The Ohio State University.

I will report to the Trustees at their October Board meeting that we already have made commitments to house two state-funded Edison Grants technology development centers in the initial phase of the Research Park. To accomplish this, I will ask the Board’s approval to acquire two facilities along Kinnear Road.

It is fitting that early Research Park development be adjacent to our campus. This proximity establishes a context for the private enterprises we are seeking to attract, in which discovery and research will take place within an environment that engenders values, and supports creative endeavor. As a beginning, the Research Park will be linked to the West Campus by incorporating the existing Research Foundation building, and, if the Board approves, adding the two buildings on Kinnear Road. We expect that it will expand into the Kenny and Ackerman Roads area, and eventually involve related use of land at Don Scott.

Our Research Park occupies physical space and fosters an intellectual environment. It also serves as a symbol. We all know that business partnerships have traditionally been part of what helps to define our purpose and our potential for excellence. Our relationships with the
business world, and with government at all levels, keep us closely in touch with the priorities being set by society.

This is a healthy and useful partnership that maintains the intellectual challenge and vigor that keep research a dynamic enterprise. However, just as private gifts reflect the priorities of private individuals, external grants and contracts are determined by the external goals of government and business.

Clearly, we must never let the availability of external funding drive the institution. But at the same time we must acknowledge that this rich blend of funding sources, along with adequate levels of public taxpayer support, enables us to preserve and enhance our diversity as a public institution and our freedom to set our own goals as a major research University.

For example, it was internal evaluation that led to the creation of a faculty position in economics under the Eminent Scholar concept. We identified an area the institution deemed excellent within the University, adding another to the four proposals which received state matching grants.

External funding will be increasingly important to our ability to pursue excellence through such methods as endowed faculty chairs. Our progress with private fundraising from individuals, as well as corporations, is beginning to achieve results. We have set record giving levels this past year, but I believe our real potential has barely been tapped. Next year, we expect to launch the largest fund drive in Ohio State.

I am convinced we can accomplish a great deal, although much work remains before we adopt a specific goal with specific projects. We also are exploring the possibility of establishing a private foundation under the auspices of the University to undertake and then maintain this major fundraising effort.

The Center for the Visual Arts will be a centerpiece of our expanded fundraising efforts. We will break ground this academic year, because that is something that The Ohio State University must do. Private funding will finance the structure. But when the need is clear, and the program recognized internationally — as ours has been — by the best of the art and architecture world, it is appropriate to risk starting construction, even if all of the resources required are not yet in hand.

Our commitment to create a visual arts center for the campus exemplifies a specific field in which excellence cannot fail to enhance the institution as a whole. An intellectual environment cannot be complete without attention to the abiding value and influence of the fine arts.

Indeed, while our focus on future progress may seem to imply scientific and technological achievement, we must never allow ourselves to forget the central liberal arts core upon which the concept of a University rests. No University has ever become great or maintained its greatness without a foundation of basic strength in the broad and various disciplines under the aegis of the liberal arts.

The recent gift from the Lazarus Company to our College of Humanities is a prototype for corporate support of excellence in the liberal arts. It establishes a partnership with the local business community that strengthens our liberal arts tradition, and meets the needs of employers to attract individuals who are creative and resilient. The gift also includes an international focus which is particularly well-timed.

As a result of recent changes in the office of Academic Affairs, we are making great progress with international activities at Ohio State. The offices of International Student and Scholar Services, the Center for International Studies, and International Programs have formed the nucleus of a new Office of International Affairs to coordinate and strengthen our many activities with an international perspective.

These are programs that embrace many different disciplines, a pattern that
characterizes so many activities in the liberal arts. The growth of interdisciplinary cooperation and coordination also is increasingly true of research in science and technology, as represented in our biotechnology initiatives.

Half a dozen individual colleges are currently involved in a vast array of biotechnology-related research. Interested faculty members are becoming more and more aware of projects in other areas of the University. Once a director of the biotechnology program is appointed, this cooperation and interaction will develop even further.

Our faculty members in the College of Biological Sciences continue to be major contributors to basic research that is the foundation of this emerging biotechnology emphasis. One project already has reached the patent stage with a process in which microbes are used to clean high-sulfur Ohio coal.

In the College of Agriculture, long-range plans for excellence in biotechnology are being formulated, including the establishment of a working relationship with Battelle. Current projects involve genetic engineering with growth regulators to produce more efficient and cost-competitive animal, plant, and food products, which will have an immeasurable impact on Ohio's vital agribusiness sector.

The many initiatives for furthering excellence to which I have referred have all resulted from the commitment of the faculty, staff, and students to developing an overall environment of academic quality. And our task is to ensure that the benefits of our progress are extended to all people, through continued attention to both breadth and depth in affirmative action throughout the institution.

We have made some progress in recent years. The grants awarded by the Committee on Women and Minorities have supported a wide range of projects that promise to expand opportunities in new and creative ways. Our Office of Affirmative Action administrative internships have begun this quarter. We have undertaken the development of Bradford Commons as a cultural center under the Office of Minority Affairs.

We already have achieved impressive leadership records in Title IX opportunities for women, and as the alumni rate of more black Ph.D.'s than any other University in the United States. We recently received a major grant from the Campbell Soup Fund to expand higher education opportunities for Ohio's many migrant workers.

But there is more we need to do. We must be true to our commitment to equal opportunity in all respects—regardless of race, color, creed, religion, sexual orientation, national origin, sex, age, handicap, or Vietnam-era veteran status.

While our record in the numbers of women and minorities on our faculty and staff may be better than most, it also appears that improvement has been minimal over the last few years. We need to work toward an advocacy focus, moving beyond enforcement and making our policies affirmative in the very best sense of that word.

In consultation with the University Senate, and the many individuals on the faculty and staff around the University who have experience and demonstrated interest in these issues, I will in the coming weeks form a University-wide special committee. Its charge will be to reassess the entire scope of affirmative action activities at Ohio State, and help all of us find new ways to make further progress and chart a strategy for improvement over the next five years.

Despite all the signs of, and plans for, further progress toward excellence in all aspects of the institution, we must remember that our level of public funding remains an important concern. Quality for the future will require a continued strong foundation. And public funding for the fundamental needs of the University will be the focus of our legislative program for the coming year and for the 1985-87 biennium.

Continued on page 6.
Jennings takes optimistic view of OSU’s future

Continued from page 5.

Our legislative program begins with our efforts to work with the Board of Regents on the forthcoming biennial budget process to ensure that our progress multiplies in the next few years. Having achieved stability and reversed the decline, our job now is to seek the improved levels of public support that we deserve from the people of the state.

A welcome spirit of cooperation and mutual support now exists between the Board of Regents and higher education in Ohio. Of special note are the new statewide Selective Excellence initiatives, which form the cornerstone of the Regents’ biennial budget request. This recommended package includes new funding for excellence in selected academic programs and recognizes the importance of support for basic research.

The research challenge program provides incentives to each institution to expand efforts to attract federal and private industry research dollars. A strong incentive will result from the state providing a one-third funding match of our research grants to enhance basic research. This program is a truly exciting initiative which, if approved by the Governor and the Ohio General Assembly, will demonstrate to the nation this state’s commitment to investing in its future.

The inclusion of operating funds for equipment replacement and facilities renovation in the budget request represents a significant step forward as well. The attention to our problems with depreciation is particularly gratifying and will clearly protect the taxpayers’ investment in this University.

Another significant component of the Regents’ request is to reduce the student share of college-going costs by two percent per year, to bring their share down from the current 40 percent to 36 percent by 1987. This percentage remains high nationally, but it is a move in the right direction. We welcome this attention to the problem of tuition costs for Ohio’s college students and their parents.

We are pleased with these new initiatives. However, we must realize that overall, the request of the Board of Regents for the 1985-87 biennium provides only continuation levels of operating support for this University. Our funding is stable — but stable at a relatively low level. The total instructional resources available to the institution, in constant dollars, will be only 4.5 percent higher by 1987 if the Regents’ recommendations are accepted by the Governor and the General Assembly.

This level of funding, even if it is achieved in full, will continue to challenge us to make the most effective use of our limited resources. The Instructional budget proposed by the Regents falls $24 million short of our own request. We will have to continue to help ourselves by reallocating existing resources to support the initiatives that will be required to enhance this University’s quality.

I look forward to working with the faculty, staff, and students at all levels as we make those decisions in the coming months. I believe we all can look upon this year with a feeling of renewed optimism, and with great confidence in what we can achieve. And I have no qualms about saying so.

I talked to a Lantern reporter over the summer quarter. The reporter asked me which were our strongest departments, and I listed a few — like geography, dance, and foreign language programs. Then he asked me to describe some weaknesses in the departments. Let me quote what the reporter wrote in his story:

“Jennings sat back in his chair with a big smile and said, ‘We don’t have any weaknesses. We’re all great.’”

Now, I have heard some criticism of that. I have heard it suggested that I should not be so smug about the greatness of Ohio State. Of course, problems exist, and obviously they need to be corrected.

I have discussed with you this morning many of our larger issues, and some of the ways we will address them. It is clear that our pursuit of excellence must be as broad and comprehensive as the scope of this institution. There are, of course, smaller issues that are nonetheless significant. They, too, cannot be overlooked.

Despite our best efforts, we can probably find faculty members who do not grade mid-term exams or term papers in a timely fashion. I might find faculty who are not in their offices during posted office hours. I might even find some students doing their best to take only courses with immediate career applications in mind.

Perhaps I can’t expect us to ever eliminate every problem that exists throughout the institution. But what I want to emphasize is that not one of our weaknesses — large or small — takes away from our fundamental strength.

My vantage point gives me the opportunity to see the vast scope of the Ohio State University. At the same time, it gives me the great privilege of seeing the quality and the excellence that define the standards by which our shortcomings are measured. That is a vision which gives me license to say that We are all part of a truly great enterprise. And as members of The Ohio State University family, each of us has a vital role to play in our commitment to a brighter future.

This is a time of great potential for every part of this institution. Each of us shares in the promise of our enormous opportunities. Working together, I have no doubt that we will indeed be able to fulfill that promise.

Thank you.
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

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While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii as a visiting associate professor of finance in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He also has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

Other memberships include: the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities;
President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education.

He is the chairman of the Fish and Wildlife Committee of the National Association of State Universities and Land-Grant Colleges, and he is a member of the association's Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform.

Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a trustee of Children's Hospital Inc. of Columbus.

He is an honorary member of the Ohio 4-H Board of Directors, a member of the Board of Trustees of the Columbus School for Girls, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Torch Club, Kit Kat Club, Rotary, Murfield Country Club, Scioto Country Club, Columbus Club, University Club and Athletic Club.

He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development.

In 1981, he received the Ohio Governor's Award for his contributions to education. Marietta College in 1984 presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

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One Bold Buckeye

President Edward H. Jennings pensively observes as American Red Cross staff nurse Patti Calvert meticulously draws blood Thursday in the South Terrace at the Ohio Union. OSU continues to lead the Wolverines in the blood battle 5,963 pints to 4,371.
Jennings to travel to Far East

By Sue Massarsky
Lantern staff writer

When Gov. Richard F. Celeste journeys to the Far East later this month to promote Ohio investment and exports, higher education will also be turning Japanese.

President Edward H. Jennings will be included in the 41-member trade mission to Japan, Korea and Taiwan which will begin Nov. 26.

"We will be providing an educational piece to a general trade mission which will be important to the state," Jennings said.

"We hope to establish some relationships with the University of Seoul in South Korea, the University of Tai Pei in China and other educational institutions we will be talking with," he said.

According to Jennings, Ohio State would be able to exchange faculty and students to study specific subjects or languages at the other universities.

Although OSU currently has exchanges with the Peking Language Institute in China, we do not have relations with universities in Taiwan or Korea, Jennings said.

Chung-min Chen, Chairman of the Department of Anthropology will also be traveling with the group and he will serve as a liaison between the universities and President Jennings.

For Celeste, however, the trip, which will take two weeks, will be an opportunity to promote Ohio business investments and products for export.

"Ohio has much to offer our international friends. This mission will play a large role in promoting Ohio products and encouraging new investment to keep Ohio's home-grown recovery on the move," he said in a prepared press release.

Other members of the group include Dagmar Celeste, Senate President Harry Meshel, D-Youngstown, Development Director Al Dietzel and many Ohio business leaders.

The state of Ohio will pick up the tab for the state employees and for Jennings while business leaders will pay their own way. Ohio State University will pay for Chen's trip.

Celeste estimated the cost of the trip at $4,500 per person.
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He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors -more-
of the National Merit Scholarship Corp.

Other memberships include: the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education.

Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a trustee of Children's Hospital Inc. of Columbus.

He is an honorary member of the Ohio 4-H Board of Directors, a member of the Board of Trustees of the Columbus School for Girls, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Torch Club, Kit Kat Club and Rotary.

He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development.

In 1981, he received the Ohio Governor's Award for his contributions to education. Marietta College in 1984 presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of
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Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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The teacher with a different perspective

OSU president teaches finance course

By Michael Kucera
Lantern staff writer

1-18-85

The man with a great deal of influence over OSU financial matters is sharing his expertise with students this quarter.

President Edward H. Jennings is teaching his first OSU class — a beginning investment course in finance. He plans to teach at least one class a year depending on his schedule.

"I have always taught a class wherever I have been. I taught a finance class when I was president of the University of Wyoming, and at the University of Iowa, and I have always enjoyed it," Jennings said.

Jennings, a tenured finance professor at Ohio State, said he thinks teaching a course gives him a better perspective of what students and faculty are up against.

Dan Day, a senior from Columbus who is in Jennings' class said, "He seems like he spends a lot of time preparing for the course even though he's got the whole university to be concerned with."

Beth Miller, a junior from Cincinnati, said, "He communicates with the students real well."

Jennings received his bachelor's degree in industrial management from the University of North Carolina in 1959. He earned a master's from Case Western Reserve University in 1963 and a doctorate in finance from the University of Michigan in 1969.

Jennings has worked in administration since 1976. He was vice president for finance and university services at the University of Iowa from 1976 to 1979 and president of the University of Wyoming from 1979 to 1981 before coming to Ohio State.

"I was finance professor at the University of Iowa for ten years and I would like to keep my hand in what is really my profession, a college professor," Jennings said.

Jennings teaches the class of 48 students from 8-10 a.m. on Tuesdays and Thursdays in Hager-ty Hall 226.
Jennings orders stronger cuts in OSU programs

By Angie Oestreicher
Lantern staff writer

President Edward H. Jennings has ordered all college departments to tighten their belts for next year's budget, causing concern among university officials that the quality of their programs could decline.

Jennings told all department heads they would have to submit their 1985-86 budgets with a three percent decrease from this year. After the final budget is decided this spring, Jennings will redistribute the money from the cuts to the departments.

As a result, the departments may or may not get the money back next year.

Weldon E. Ihrig, University Fiscal Officer, said the re-allocation is not a cut in the departments' budget, but is an attempt to look at ways to teach more efficiently.

"Every department has been challenged to look at the way they are doing things. We're trying to look at how resources can be most effectively used.

"The departments had this fiscal year to decide what they were going to cut back on. We're still waiting to find their decisions," Ihrig said.

But some department heads are concerned the re-allocation will irreversibly hurt their programs.

Vera Blaine, chairman of the dance department, said the dance department has no areas it can trim without hurting the program.

"Right now we're stretched to the limit," Blaine said. "Everything we offer is necessary to produce the quality that is expected of us. If something gets cut off, it affects quality.

"We're not like other departments that can get research grants. In the arts, we don't have big foundations we can get money from, and if we're not funded, where can we go? I hope President Jennings will be sympathetic to that (when the time comes for re-allocation of the money)," Blaine said.

William Studer, director of OSU libraries, said when he found out about the 3 percent re-allocation last May, he had hoped it would just go away. When he realized it was a reality, he and his staff started planning for it.

"The three percent cut won't be that visible. We don't have to cut back on library services, and there won't be a deprivation of basic book allowance. But the research extras will be cut. Materials such as original manuscripts from American authors, and microfilm collections will be cut.

"But the library may get some or all of the money restored (when the new 1985-86 budget is made out)," Studer said.

Kenneth Reisch, associate dean for the College of Agriculture, said the number of faculty positions would drop to meet the three percent challenge.

"We have some faculty positions opening up because of retirement, and the college will not hire replacements right away. But there has been a reduction in student enrollment, so we're not too worried about it.

"We're not pleased about the re-allocation, but it's part of the university program," Reisch said.

Jennings said it was premature for departments to worry that their programs would be hurt.

"I want the departments to talk in terms of what they need, not what's being taken away. Everyone should be confident that we're going to look at their programs," Jennings said.
Blanket raise irks Jennings

By Tom Sheehan 2-6-85

Ohio State University President Edward H. Jennings said Tuesday that not all faculty members should receive the same pay increases. Some, he said, shouldn't receive raises at all.

Jennings, who spoke to the OSU chapter of the American Association of University Professors, was responding to a question on whether he supported elimination of OSU's across-the-board pay-raise structure.

"THE BIGGEST problem with the pay raises is that there are probably in this institution perhaps 20 people a year that should not get a salary increase," Jennings said. "There are some that should get less than others."

Jennings did not say whether he supported the position taken by OSU's Council of Deans that across-the-board pay raises should be eliminated.

Last year, the 3,800 faculty members received 3 percent cost-of-living raises.

Administrators were allowed to use their discretion in giving additional merit pay increases, not to exceed a combined raise of 7 percent per person.

JENNINGS ALSO told the 60 faculty and administration members that those who criticize operation of the university's graduate school should wait and see how it works once a new dean is found.

Some faculty members, including members of the professors' chapter, have complained that research, not academics, is being emphasized in the school.

They also have said that Jack Hollander, vice president for research and graduate studies, has become too powerful because the graduate school dean must report to him.

HOLLANDER, JENNINGS and others have pointed out that the dean also must report to Provost Diether Haenicke, as has been past practice.

Jennings said Tuesday that he does not oppose anyone's right to criticize the new structure. But, he said, no one has had a chance yet to see how the graduate school will be operating because six months may pass before someone is named to succeed Jules LaPidus, who quit last summer. OSU has about 9,000 graduate students.

Jennings also noted that he was to testify today before an Ohio House of Representatives committee, along with other higher-education officials, on the proposed two-year state budget.

He said he plans to remind lawmakers that although the economy has stabilized, higher education has experienced severe budget reductions in the past three years.

"I think they have the potential for turning around the classic underfunding of higher education that has been going on in Ohio for quite some years," he said.
OSU chief opposes raise for all

COLUMBUS — Ohio State University President Edward H. Jennings says he opposes across-the-board pay increases for faculty members because some faculty members deserve less than others, and some deserve no raise at all.

Jennings, who spoke to the OSU chapter of the American Association of University Professors, was asked his opinion of across-the-board raises.

"The biggest problem with the pay raises is that there are probably in this institution perhaps 20 people a year that should not get a salary increase," Jennings said. "There are some that should get less than others."

Last year, the 3,800 faculty members got a 3% cost-of-living raise.

Administrators were allowed to use their discretion in giving additional merit pay increases, not to exceed a combined raise of 7%. 
COLUMBUS, Ohio -- The president of Ohio State University on Wednesday (3/5) told a legislative committee that if $65 million were added to the governor's proposed budget for instructional subsidies to higher education, then the state universities could "retain student tuition at current levels."

Testifying before the House Finance Committee's education subcommittee, President Edward H. Jennings said: "This action would essentially restore the traditional student share of costs to approximately one-third in the coming biennium."

It would also send a clear signal "that this state's government is serious about providing an educated work force to meet the challenges of the 1990s and beyond."

The $65 million represents "just four-tenths of a percent of the state budget," he said.

Jennings said he is concerned about Ohio's lack of progress in national education rankings, especially those comparing appropriations per student and college attendance rates.

He said that in 1983-84 Ohio ranked 47th in appropriations per student. While costs rose, Ohio's public college enrollment per high school graduate dropped, falling from 31st place in 1980-81 to 39th place in 1982-83.

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The state instructional subsidy for Ohio State, as measured in 1978 dollars, is less in the current fiscal year than in 1979-80, while enrollment remains basically unchanged. In addition, higher education's share of the state's general revenue funds is currently 14.5 percent, compared to 17.1 percent in 1978-79.

"Ohio's future competitiveness for new industries and new business investment will be in direct relationship to the quality and quantity of its educated workforce," he said. "These trends toward stagnation and even slippage in Ohio, as measured against other states, must be reversed and the time to start is now."

Jennings said adding $65 million to Gov. Richard F. Celeste's recommendations for the instructional subsidy would encourage an increase in college enrollment.

The president also said funding has not been adequate to properly maintain college buildings and equipment. He urged the Legislature to consider a proposal by the Ohio Board of Regents for $108.6 million to fund regular maintenance and renovation of campus buildings.

The governor's budget measure eliminated the regents' proposal as too costly to implement immediately. Jennings, noted, however, that the $108.6 million investment would be "more than recaptured in the future through real dollar savings -- both in reduced debt service and reduced needs for total replacement of buildings, as well as in terms of the quality of the facilities Ohio is able to provide."

In other areas, Jennings supported funding for:

--The Ohio Cooperative Extension Service and Ohio Agricultural Research and Development Center to help make Ohio a leader in agriculture, the state's largest industry.

--New initiatives to promote the highest standards of academic quality through programs to increase excellence in selected areas and to support new research activities.
Testimony by Edward H. Jennings, president
The Ohio State University
Wednesday, March 6, 1985
before the Education Subcommittee of the House Finance Committee

Madame Chairman, and Members of the Education Subcommittee of the House Finance Committee:

I am Edward H. Jennings, President of The Ohio State University, and I appreciate the invitation from Representative Pringle to testify before this Committee today.

First, I want to indicate that this current biennium represents, from my perspective, a milestone in State support for higher education in Ohio. This is the first biennium since my arrival at Ohio State in September of 1981, that there have been no mid-year cuts in our State appropriations. This new degree of stability for the 29 percent of The Ohio State University's fundamental resource base that is provided by the State, has greatly assisted the University by enabling our faculty and staff members to turn their emphasis from budget crises planning to teaching, research, and related public service. It is our hope that this State commitment to fiscal stability will continue for the 1985-87 biennium and beyond.

While the General Assembly provided stable funding as well as much-needed increased support in this current biennium, I do need to remind us all that those increases represented only restoration of higher education's severe funding losses that resulted from the State's revenue shortfalls, beginning in 1980-81. Using constant dollars, valued at 1978 rates, The Ohio State University's instructional subsidy for the current fiscal year, 1984-85, is worth $114.9 million. That almost matches the $114.1 million provided by the State five years ago, in 1979-80. Furthermore, enrollment has remained basically unchanged during that period of time.

Since 1979-80, all the intervening years have been below that year's instructional subsidy amounts. During this same period, higher education's relative share of the State General Revenue Fund dropped from its peak of 17.1 percent in 1979 to 14.5 percent today. The Governor's budget recommendations for the next biennium would allow for the first real increases in instructional subsidies since 1979-80, half a decade ago.

The impact of these reductions in State support over the past several years was a dramatic shift of the costs of higher education to Ohio college students. The historic student share of one-third of costs was last seen in 1979-80. Since that time the average student's share of higher education costs in Ohio climbed to 47 percent in 1982-83, the combined result of a lower percentage of funding by instructional subsidies and annual increases in tuition and fees. However, in the current fiscal year, 1984-85, the average statewide student share has dropped to 40 percent. The Governor's budget recommendation would reduce the students' share even further, to 36 percent of costs by the second year of the next biennium, 1986-87.

While these reductions in the student share are most welcome, the key question to ask is: Are they sufficient to meet Ohio's need for a better educated and trained population? I think not. My own reaction is that with an investment of an additional $66 million over the Governor's recommendation during this next biennium — just four-tenths of a percent of the State budget — Ohio could immediately bring the student share down to 34 percent of costs.

This additional $66 million invested in the instructional subsidy would allow institutions to retain student tuition at current levels. This action would essentially restore the traditional student share of costs to approximately one-third in the coming biennium, rather than waiting for the 1987-89 biennium to do so. And this action would send a clear signal to the people of Ohio, and to the business community around the nation and the world, that this State's government is serious about providing an educated work force to meet the challenges of the 1990's and beyond.

Even with the recent financial assistance of the General Assembly, the fact that Ohio is only now returning to the higher education funding levels of five years ago also means that Ohio has yet to significantly improve its relative position among the 50 states. While I am pleased with the new fiscal stability for higher education in Ohio, and the encouraging trend toward enhanced State support, I remain concerned about Ohio's lack of progress in the national rankings — especially those comparing appropriations per student and public college tuitions.

In 1981-82, Ohio ranked 48th in appropriations per student. The latest available data which is for 1983-84, shows Ohio ranked 47th. This is an improvement of only one position. In addition, during that same time period, Ohio's public college tuition per $100 of State appropriations increased from 6th to 3rd highest nationally. That represents a deterioration by three rank positions in this State's relative ability to encourage its young people to better prepare themselves for the future by extending their education beyond high school. This worsening situation is exemplified by the continued decline in the State's higher education participation rate. Ohio's full-time equivalent public college enrollment per high school graduate dropped from 31st place in 1980-81, to 39th in 1982-83.

Ohio's future competitiveness for new industries and new business investment will be in direct relationship to the quality and quantity of its educated workforce. These trends toward stagnation and even slippage in Ohio, as measured against other states, must be reversed; and the time to start is now — today. It is with these rankings in mind that I propose a $66 million increase over the Governor's recommendation on the instructional subsidy, to allow us to stabilize our public college tuitions. Seeing the student share of costs returned as rapidly as possible to the more equitable one-third level will encourage an increase in college participation rates among our future workforce.

We have carefully analyzed the reported data describing higher education support among the 50 states as a basis for making this recommendation. As we would expect, higher State appropriations per capita correlate positively with the percentage of public higher education enrollments. The correlations also point up another relationship of strong interest in Ohio. These data show an inverse relationship between the percentage of State tax revenues committed to higher education and State unemployment rates.

These correlations, while not perfect, support the conclusions that I believe each of us has suspected: it is true about the relationships between tuition costs, college-going rates, and levels of unemployment. We have the data to support our intuition, and the next step is to commit the funding to achieve our goals. I believe the time is right to make significant progress through carefully directed funding enhancements, specifically targeted to improving Ohio's
status on these measures of economic potential. While we are concerned about the balance between student and State support of the costs of higher education and the effects of this relationship on the State as a whole, I also want to emphasize that we are excited about the new Selective Excellence initiatives in the Governor's budget request. The Ohio State University has been making efforts, through internal reallocations, to enhance demonstrated excellence in selected programs, as well as to support new research initiatives by our faculty members.

But much more can be accomplished with State funding from the proposed Academic Challenge Program. This Program provides one percent in annual subsidies for selective reallocations to enhance and encourage excellence on a continuing basis. Such efforts, carefully applied on the basis of demonstrated performance coupled with potential for even further achievements, will generate significant improvements in the quality of higher education at Ohio State and throughout all of Ohio's public colleges and universities.

Another Selective Excellence component of great importance to The Ohio State University is the Research Challenge Program. The level of funding recommended for the State's Research Challenge Program will enable better, continuing support for seed grants for research. It also will encourage initiatives which will increase our faculty's success in attracting federal as well as privately sponsored research grants and contracts.

Correspondingly, we will be better able to develop facilities which will attract additional highly productive research faculty, and the related support jobs, to come to Ohio. Every scientist engaged in basic research employs, on average, five research assistants. All of this developing research activity multiplies the impact of the original State investment many times over, by bringing new dollars and new jobs to Ohio for today, and for the future. The innovative Research Challenge Program sends a clear message to the nation and the world that this State has the vision to invest its funds wisely today, to ensure further growth and a vital and exciting future.

There is one other area in which a timely investment today could have a significant impact on our progress and budgetary flexibility in future years. I am referring to the Board of Regents' proposal for $108.6 million to fund a realistic continuing schedule of maintenance and renovation of enormously valuable campus buildings. Funding has not been available on a regular basis nor in amounts adequate to properly maintain the State's investment in higher education's buildings and infrastructures.

Rather than take on additional debt service, a more logical approach would be to provide annual operating funds to maintain each institution's physical plant more adequately. The catch-up needs could be provided from capital funds, but the ongoing maintenance required should be funded from annual operating revenues, to reduce future debt liabilities. Models developed by the Regents and institutional staffs could be used as the basis for determining the annual funding amounts to be provided for each State college and university. The Board of Regents' established procedures for monitoring the use of utilities and renovation capital funds could easily be extended to these annual maintenance funds.

I know that this innovative proposal is viewed positively by the Governor and the Office of Budget and Management. I also am aware that it has been eliminated from the proposed budget as too costly for immediate implementation. But a second, closer look at this plan is merited. The actual cost of investing this $108.6 million will be more than recaptured in the future through real dollar savings — both in reduced debt service and reduced needs for total replacement of buildings, as well as in terms of the quality of the facilities Ohio is able to provide for University researchers and for our students.

I also want to point out the need for attention to funding for agriculture as a component of the higher education budget. Two budget line items — the Ohio Cooperative Extension Service and the Ohio Agricultural Research and Development Center — are significant research and service components of The Ohio State University's College of Agriculture. Beyond our historic land-grant commitment to excellence in agriculture, they also are vital aspects of renewed economic competitiveness for the State as a whole.

Agri-business is the largest industry in Ohio, and Ohio's ability to capture a leading role in food and agriculture demands that we capitalize upon the impressive new initiatives in biotechnology that are developing from University-based research. Our success will be directly dependent on funding both for agricultural research and the dissemination of those research findings. These two programs must remain modern, viable links between the laboratory and Ohioans working in the agri-business industry.

The current budget process represents a significant opportunity for setting into motion new directions for higher education in Ohio. The decisions being made now will determine whether we make effective use of available State resources by investing today in ways that will generate enormous future benefits. Economic renewal and Ohio's ability to resume a premier position among the fifty states will in large part depend upon the ability of Ohio's workforce to meet the challenges of an increasingly technological society. The contributions of public higher education to our State's role in the nation's future can only become more and more significant.

We must hold tuition to levels that encourage the development of a well-educated workforce; we must continue to generate research leadership and the highest standards of academic quality through such efforts as Selective Excellence; and we must ensure that our campus facilities are adequate to serve the needs of our faculty, staff, and students. With your support in a timely and productive partnership, our colleges and universities are eager to play an aggressive part toward ensuring that Ohio fulfills its great potential.

Thank you, Madame Chairman.
OSU Instructional Subsidy in FY78 $  
With Executive Budget Proposals

Higher Education's % of General Revenue Funds  
Excluding Welfare Exp. Supported by Fedl Revenues
### Higher Education -- Ohio & the Nation

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**Sources:**
President addresses university policies

By Terri Farell
Lantern staff writer

The Michael Swango incident will cause substantial improvements at University Hospital and the College of Medicine, said President Edward H. Jennings in response to a student's question about the incident.

Jennings had breakfast Friday at the Ohio Union with 40 students as he does once a month to give them an opportunity to question him about university issues.

The students invited to the breakfasts are recommended by college deans.

"I think it is pretty clear we have made some mistakes in the Swango affair, but we must learn from our mistakes," Jennings said.

Swango was under investigation for suspicious activity involving patients while he was an intern at University Hospitals.

Jennings said the university is taking steps to improve the hospital and the College of Medicine, but not all the recommended changes are a direct result of the Swango incident.

He said the most significant improvement is a practice plan that deals with the amount doctors with private practices pay for the use of hospital facilities.

"I think the faculty in the college of medicine are very much ready and willing to make the necessary changes in that college," Jennings said.

Jennings said that the Swango affair will not damage the hospital in the long run because the hospital has continued to be involved with many beneficial activities like the development of the cancer center, arthritis center, and trauma center.

"These are activities that are at the cutting edge of the research in the medical field," he said.

Jennings said none of the people involved with these programs have backed out of the activities as a result of the Swango affair.

He said the number of applicants to the College of Medicine has not decreased.

Answering other questions, Jennings said most students place an overemphasis on grades.

"Having a high grade-point does not guarantee a career, while at the same time, having a low grade-point does not prevent one from being successful," he said.

"I do not mean to imply that grades are not important... but they are not as important as most of our student body thinks."

"It is not altogether untrue that at a university you should be very nice to your "A" students because they are your future faculty, but you should also be especially nice to your "C" students because they are going to come back and endow a chair 25 years from now," Jennings said.

Jennings said he thinks it is more important for students to take difficult classes than to worry about how much their grade-point will lower as a result of a bad grade.

"Whether a student is a 3.2 or a 3.0 will not greatly affect his career," Jennings said.

This is why he is against the Freshman Forgiveness Rule.

"I think if you take a course, you take a course. If you do well or poorly, you do well or poorly."

However, Jennings said, "I am probably old and decrepit and do not have a modern attitude."
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

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Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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CLEVELAND, Ohio -- The president of The Ohio State University proposed Friday (4/26) "a simple and realistic, three-part budgetary agenda for the next biennium of support for higher education."

In a luncheon address to the City Club of Cleveland, President Edward H. Jennings called first for the Legislature to add $66 million to the basic instructional subsidy recommended by Gov. Richard Celeste.

That would permit "our public colleges and universities to hold tuition at current levels for the next two years and return the student share of costs to 34 percent," he said.

Second, Jennings proposed that the Legislature support the Selective Excellence initiatives at the levels recommended in the executive budget by restoring $25.7 million cut by the House.

He pointed out that the total cost of these two recommendations is "less than $5 per person per year," a relatively small amount which would promote excellence in education and general economic progress.

Third, Jennings urged that the state complete work on the biennial budget for 1985-87 by the time the current budget expires June 30.

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Speaking about the instructional subsidy, Jennings noted that Ohio has among the highest tuition levels of public colleges in the country and that the state ranks 39th in the percentage of high school graduates continuing on to college. Holding the line on tuition increases will increase accessibility and will "send a message to the nation that Ohio is serious about providing a well-educated workforce."

With respect to Selective Excellence, he cited the examples of the Research Challenge initiative, which would provide matching dollars for non-state research funding secured by state universities, and the Productivity Improvement program for community and technical colleges.

"The reputation that we need to establish is for excellence in education," Jennings said. "This year, we finally have an emphasis on excellence in the education budget proposals -- a new direction which has the potential to fuel substantial progress.

"The focus is on enhancing every institution's best research programs, matching non-state funds to increase our capacity to attract even more dollars, and targeting new monies for the two-year schools to respond to specific business training needs. We in the higher education community are being required to set priorities, and we are doing exactly that."

Concerning the current budget process, Jennings commented: "I hear disturbing rumors about the possibility of an interim budget. Stability is a vital ingredient of our ability to capitalize on opportunities to enhance quality. An interim budget speaks of instability and uncertainty, and undermines the climate of renewal and optimism that Ohio has the chance to create."

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Jennings urged that tax cuts "be considered in the context of the vital revenue needs of higher education."

He also addressed the value of education that "transcends its economic dimensions.... The most significant value of higher education is not its apparent practical value, but its inherent value as a vehicle for teaching critical thinking, communication skills, and -- perhaps most important for the future -- adaptability."

"Education at the higher levels must have as its primary goal the instilling of critical judgment."

To give students the capacity to make sound judgments, the university must demonstrate "again and again what is first rate -- until anything inferior simply ceases to attract," he added. "That is the challenge of quality that we must meet throughout the university -- because our institutional example is a vital part of the educational process."
Jennings: Ohio education is at critical point

By Edward H. Jennings

Higher education is a major "industry" in America, and in Ohio. The 1984 national outlay for higher education operations was $70 billion — comparable to that of the automobile or communications industry.

It is easy in 1985, with our sights on growth and prosperity for Ohio, to make a case for higher education in economic terms. I certainly am a major proponent of support for public higher education as a force in Ohio's economic progress.

But the value of higher education transcends economics. Financial benefits, whether to the individual or society, are still byproducts of a university's fundamental reason for being — promoting basic research and scholarship, and educating our future leaders.

The real and eminently practical goals of a college education, especially one grounded in the liberal arts, are to provide students the capacity to make critical judgments, the awareness to know and demand excellence and, perhaps most importantly, the skills to adapt to change.

Ohio's future economic potential rests largely on our capacity to adapt to and take advantage of change — the crucial benefit of higher education. Yet today, Ohio undervalues higher education, and Ohioans are less likely than the average American to attend college. Our state ranks low — 39th nationally — in high school graduates enrolling in public higher education.

Part of the explanation for that poor showing is high tuition levels. In recent comparisons, Ohio had the third highest average tuition in the nation per $100 of state appropriations, and ranked 47th in appropriations per student.

For a public university, there is a relationship between relative state support and the share of college costs paid by students' tuition. For Ohio to become competitive, the student share must be returned to public higher education's traditional one-third level. In Ohio, that share had climbed as high as 47 percent in 1982-83 and currently stands at 40 percent.

For 1985-87, the governor has proposed, the House has supported and the Senate appears likely to pass instructional subsidy increases that would bring the student share to 36 percent by the second year of the biennium, representing the first real increase in state support since 1979. Assuming this level of support is maintained, Ohio State has pledged no tuition increases for the second year of the biennium. But we can — and should — do more in Ohio, and we should do it sooner, not later.

An additional investment of $66 million over the executive budget — just 4/10 of 1 percent of the state budget — would enable our public colleges and universities to hold tuition at current levels for the next two years and return the student share of costs to 34 percent. The last time a one-third share was experienced by Ohio students and their parents was 1979-80.

Given Ohio's historic record of poor support for higher education, it is incredible that our colleges and universities have done as well as they have. Despite continued underfunding, higher education in Ohio has built a solid foundation of academic quality upon which to base further progress.

An impressive set of initiatives to expand that quality has been proposed for Ohio under the concept of selective excellence. A primary example is the research and technology challenge, which provides strong incentives, through state matching dollars, for universities to seek a larger share of competitive federal funds for research and scholarship. Relatively small investments in this program could leverage substantial achievements in attracting new funding into Ohio and in expanding research throughout the state.

Similarly, the one-parent excellence supplements in the academic challenge incentives selectively target key quality centers, while the productivity improvement programs for community and technical colleges foster a well-planned climate of vitality and opportunity.
We know what business says about commitment to educational excellence. We know that General Motors seeks a Saturn plant location in close proximity to a major university. Texas won a similar competition for Bobby Ray Inman’s Microelectronics and Computer Technology Corp. two years ago, because of what Inman saw as an unyielding commitment to higher education.

**TODAY, WE** hear of Inman’s disillusionment with proposals by the Texas Legislature to cut university funding. He considers no other factor more vital than a quality education environment.

A clear opportunity to gain ground in comparison to other states exists in Ohio today. But due to proposed tax cuts, selective excellence funding was reduced in both the executive and House budgets. The Senate has indicated plans to restore selective excellence to the executive budget level, a welcome development we hope is reflected in the final budget.

Many issues which affect the higher education appropriation remain to be resolved.

We know that tax reductions can be made this year. But ensuring adequate — and stable — funding of important programs should come first.

**AS THE** Senate finalizes its budget proposal and both houses prepare for the work of the joint conference committee, I want to propose three budgetary actions that would engender excellence for higher education in Ohio:

- Fund the instructional subsidy by $86 million above the current recommendation, returning the student share of costs to one-third in the coming biennium.

- Restore funding of selective excellence with an additional $25.7 million for the biennium. The total cost would be $91.7 million over the biennium, beyond the House budget — less than $5 per person, per year.

- Adopt a budget in a timely fashion. This action does not cost the state any money at all.

There are disturbing rumors about a possible interim budget. Ohio State University has lived with continuation budgets during past difficult economic times. But there should be no need for interim budgets in relatively good economic times.

This is a critical era for higher education in Ohio. We owe it to ourselves and to future generations to make the decisions that will place higher education, and Ohio, on the proper path. The decision is ours. And the time for that decision is today.
COLUMBUS, Ohio -- Edward H. Jennings, president of Ohio State University, has been named to chair a national panel to assess the baccalaureate degree in nursing.

The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing (AACN).

The 10-member panel will work with college and university schools of nursing, nursing administrators and other groups to develop a consensus on the essential elements of nursing education.

Project objectives include defining criteria for knowledge, practice competencies and values essential to the preparation for nursing.

One of the panel's early tasks will be to define general assumptions about students, graduates, higher education and nursing practice between now and the 1990s.

The panel later will develop self-study tools so a school can assess whether its program reflects the consensus the panel develops on the essential elements of nursing education.

The panel members represent a variety of groups with interests in nursing education, ranging from nursing educators -more-
and liberal arts faculty members to health care managers. Included are Patricia Benner, associate professor of nursing at the University of California at San Francisco; Joyce C. Clifford, vice president of nursing at Beth Israel Hospital in Boston; and Sheldon S. King, associate vice president for medical affairs at Stanford University Medical Center.

Jennings, 48, became Ohio State's 10th president in September 1981 after two years as president of the University of Wyoming. He holds an appointment as professor in the academic faculty of finance at Ohio State.

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The AACN is based in Washington, D.C., and is a national organization to advance the quality of baccalaureate and graduate degree programs in nursing. It also promotes research and the development of academic leaders.

The current president of AACN is Linda Amos, dean of the University of Utah College of Nursing, and a graduate of Ohio State's College of Nursing.

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Jennings lauds state budget totals

Editor's note: President Jennings made the following budgetary remarks at the University’s Board of Trustees meeting at the Fawcett Center on July 12:

It is clear from the figures for the 1985-86 budget that this is the most promising fiscal outlook for the institution that has been presented to this board in several years. Our recovery from the difficulties of the past budget cutbacks has been slow and deliberate, and our allocations and projections must of course remain conservative. However, the overall picture is undoubtedly brighter for Ohio State. We owe much of the credit for these new opportunities for progress to the foresight of the General Assembly and the governor. For the new biennium, it is clear that both political parties have placed a high priority on excellence in higher education for the State of Ohio.

I want to make special note of the state's strong effort to improve accessibility and college-going rates in Ohio by reducing the share of college costs that students must pay through their tuition. I pledged at the last meeting of the board that our response to adequate instructional subsidy funding would be a further effort to do more to enhance accessibility at Ohio State. The budget presented here represents our fulfillment of that pledge. We have held the average of all fee increases for our students to under 4 percent for 1985-88; and, with this budget, there will be no increase in tuition at Ohio State for the second year of the biennium.

Also encouraging is the state's continued emphasis on academic quality through the expended Selective Excellence initiatives. Last year, the Eminent Scholars competition and the undergraduate Program Excellence Awards represented important first steps. This year, the state budget incorporates several progressive moves to strengthen Ohio's economic redevelopment potential through funding for higher education.

In particular, the new Research Challenge matching grants provide a great opportunity for Ohio State, in our traditional university role as the heart of the research efforts that are so important to the future. We will be working in close consultation with the Board of Regents, as well as with our faculty, on the allocation decisions that will be forthcoming under the Research Challenge, to ensure the greatest possible return for the University and the state on this long-term investment in research and scholarship.

Ohio State has continued, even during the past severe budgetary constraints, to implement the selective excellence concept within the institution. We have moved forward to help ourselves in the pursuit of excellence through selective internal reallocations of scarce resources. The new 1-percent Academic Challenge funds provided by the state this year will allow us to expand our own efforts to identify academic programs which already are outstanding, or which have the potential to very quickly achieve pre-eminence with an infusion of new funding.

Last year, special budget allocations were provided to recognize the excellence of political science, chemistry, and manufacturing engineering. For the coming academic year, three more outstanding programs have been singled out for similar recognition. Special allocations for 1985-86 have been made for dance, physics, and history. We congratulate the faculty members of these areas on their past achievements, and on the ambitious and coherent plans that each of these departments has in place for expanding and strengthening its academic stature.

Finally, I want to note another major new development for the University. On July 3, the Governor signed into law a bill in which the State of Ohio provides the University, for the first time in its history, with full budgetary authority for our Classified Civil Service staff members. We are all well-aware and deeply appreciative of the important contributions by the support staff of the University, who make the academic achievements of our faculty and students possible.

It is our staff members who undertake the day-to-day business of keeping the University running smoothly. We are very pleased that the Current Funds Budget presented today, includes raises for the Classified Civil Service staff affected by this new legislation as an addition to the provisional budget adopted by the Board last month. We will in the future include recommendations for those Civil Service staff members as part of the University's normal budget processes.
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COLUMBUS, Ohio -- Ohio State University President Edward H. Jennings has appointed Sue A. Blanshan to a temporary special assignment in the Office of the President.

Last fall, Jennings appointed two university-wide committees on Career Development and Affirmative Action to study ways to enhance Ohio State's leadership role in those areas. Blanshan will be charged with developing implementation plans based on the committees' recommendations as the final reports are received by the president over the summer.

"I am pleased that Dr. Blanshan has agreed to assume this temporary assignment of planning for new activities in career development and affirmative action," Jennings said. "With her able assistance, we will be prepared to present to the campus as a whole the committee reports and my recommendations for new directions in these areas this coming academic year."

Blanshan currently is on leave from her position as coordinator of Women's Services in the Office of Student Life, where she has directed the Rape Education and Prevention Program and a wide variety of other services offered through the office since 1980. She was named to a university administrative internship for 1984-85 in the Office of Fiscal Affairs, and most recently served as administrative liaison for the president to
the Committee on Affirmative Action.

Prior to her administrative appointment at Ohio State, Blanshan was a sociology faculty member at Wittenberg University and served as visiting researcher at the Disaster Research Center at Ohio State. Since joining Ohio State's staff, she also has taught courses in the Department of Sociology, the Center for Women's Studies, and the Department of Educational Policy and Leadership.

Blanshan earned her bachelor's degree in sociology from the University of Wisconsin, Madison, in 1969 and master's and Ph.D. degrees from Ohio State in 1971 and 1975. As a sociologist, she is the author or co-author of several articles on organizational analysis, higher education administration, and disaster research published in both professional journals and edited texts.

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NEWS ADVISORY

Ohio State University President Edward H. Jennings will testify on President Reagan's tax plan before the U.S. House Ways and Means Committee on Monday (7/22) in Washington, D.C.

The committee hearing is scheduled to begin at 9:30 a.m. in room 1100 of the Longworth House Office Building. The committee is expected to hear first from a congressman who has asked to testify and then to hear from a panel of witnesses which will include Jennings.

Jennings' testimony is expected to focus primarily on aspects of the proposed minimum tax as it would apply to gifts of appreciated property, such as stocks and bonds, and on the proposed taxing of stipends for graduate students. He is expected to be joined on the panel by Lawrence Lindsey, an economist from Harvard University who will appear as an expert witness, and possibly by a president of a private college or university.

Jennings will be testifying on behalf of the American Council on Education, an association representing more than 1,500 colleges, universities and higher education organizations.

Copies of Jennings' testimony will be available at the hearing in Washington. Copies also will be available Monday morning in the Office of University Communications, 1125 Kinnear Road, Columbus. For more information in Washington, contact Sheldon Steinbach, general counsel for the American Council on Education, at (202) 833-4738.

UNIVERSITY COMMUNICATIONS
Tax incentive cuts will hurt

By ADAM CONDO
C-J Washington Bureau

WASHINGTON — Ohio State University President Edward H. Jennings told the House Ways and Means Committee yesterday proposed reductions in tax incentives will drastically reduce the amount of charitable gifts to universities.

Jennings, speaking on behalf of the American Council on Education, noted economists have projected donations could drop by several hundred million dollars.

Jennings said, "...I believe, from my own experience with donors, it is reasonable to conclude reductions in tax incentives will significantly affect the size of charitable gifts."

Jennings was invited to testify by the tax-writing Ways and Means Committee, which has been holding a series of hearings on President Reagan's proposals for comprehensive tax reform.

Jennings said it would be "naive to believe tax impact will not have an effect on the size of the donation — particularly for the major gifts that are the cornerstone of an ambitious program such as Ohio State is about to undertake."

OSU recently announced plans to begin a five-year fund-raising campaign to attract more than $225 million from private donors.

academe — Jennings

Jennings stressed charitable giving is a significant source of revenue for higher education.

OSU received $62.1 million in private funds last year, or 12 percent of the university's budget, Jennings said.

"That may seem a relatively small percentage in the totality of the budget of an institution the size of Ohio State — but that amount represents the margin of excellence in a public university," he said.

Colleges and universities received more than $5.5 billion in voluntary support in 1983-1984, he said.

"Given the reality of limitations on state budgets, coupled with recent declines in federal support to higher education, private donations to public colleges and universities will be increasingly important in the future," Jennings said.

Despite the negative effects tax-law changes could have on giving, Jennings told the committee he could accept some revisions.

But he asked other proposals that could hurt higher education be dropped from the tax-reform package.

"Our concern is steps taken in the public interest to simplify and reform our tax code not work against the public interest," Jennings said.
Addresses House Ways and Means Committee

Jennings opposes tax cuts

By Jennifer A. Kahn
Lantern staff writer

WASHINGTON — OSU President Edward H. Jennings "made a forceful case" for providing tax incentives on gifts to public universities, according to Beryl Anthony, acting chairman of the U.S. House Ways and Means Committee.

Jennings testified before the committee Monday on behalf of the American Council on Education.

The Reagan administration's tax reform plan, which Jennings spoke on, proposes to limit the deductibility of charitable gifts to non-profit organizations and restrict the use of tax-exempt bonds to finance the renovation and construction of higher-education facilities, according to "Chronicle of Higher Education."

Last year, Ohio State relied on $82.1 million in private funds, representing 13.1 percent of OSU's total instructional and research budget. Jennings said this amount represents the margin of excellence for a public university.

Jennings gave the committee two examples of the type of fundraising being debated.

"Last year, we received a substantial gift of appreciated common stock which will be used to enhance our support of the medical research in our nationally-designated Comprehensive Cancer Center. We also recently received a gift of almost a thousand acres of choice farmland which has been used to provide a national showcase for agricultural technology and research," Jennings said.

"I thought both examples of charitable gifts to Ohio State made a strong and valid case. President Jennings' inclusion of unrealized appreciation, such as when a gift is made, is a statement under great consideration. The committee realizes that this would be detrimental to state and public universities," Anthony said.

Jennings also said although most people recognize the dependence of private institutions on such gifts, the extent to which public colleges and universities also depend on private giving is not as well-known but it is substantial.

Although Ohio State is a public state university, the university received only 29 percent of its total funding from the state of Ohio, Jennings said.

The many aspects of Reagan's tax proposal are of deep interest to the higher education community, Jennings said.

Lawrence B. Lindsey, assistant professor of economics at Harvard University and a Faculty Research Fellow at the National Bureau of Economic Research, told the committee there is a direct connection between tax incentives and the size of charitable donations. Lindsey was asked by the committee to testify with Jennings.

"The difficulty the committee faces, in keeping the tax reform neutral and not do any harm to anyone involved, is one of fairness and merit. Both Jennings' and Lindsey's testimony will be of great significance to the committee's decision," Anthony said.
College GOP leader raps Jennings on tax reform

By JEFF GRABMEIER
C-J Staff Writer

The head of the state Republican student group criticized Ohio State University President Edward Jennings yesterday for concerns he raised this week about proposed national tax reform.

Jennings told the U.S. House Ways and Means Committee Monday that proposed changes in tax incentives will reduce the amount of charitable gifts to universities.

But John Hamlin, chairman of Ohio College Republicans, said the proposed tax changes would not hurt universities.

"I think Ed Jennings should stop using higher education as the poster child of tax cuts," Hamlin said. "The proposed tax reforms will help taxpayers and won't have a bad effect on universities."

Hamlin is a former University of Akron student who said he wants to transfer to some university in Central Ohio.

Jennings testified on behalf of the American Council on Education. He said that even though tax rate reductions probably will result in smaller gifts to universities, "we can accept that."

But the Ohio State president asked that Congress not approve other tax changes that will hurt contributions to higher education.

Hamlin disagreed with Jennings' conclusion that tax rate reductions will mean less money for universities.

"I think for the whole (tax reform) is going to help the universities, because there's going to be more money to go around," he said.
Congressional testimony

Jennings tells of need for private funds

Editor's note: President Jennings presented the following statement to the U.S. House of Representatives Ways and Means Committee July 22. He spoke on the potential effect to higher education of proposed federal taxation changes.

Mr. Chairman and Members of the Committee:

I am Edward H. Jennings, President of The Ohio State University. I appear before you today on behalf of the American Council on Education, an association representing more than 1,500 colleges, universities, and other organizations involved in higher education and the associations listed on the cover sheet of my statement. There are many aspects of the tax reform legislation now being considered by this committee that are of deep interest to the higher education community. Among the most important are proposed changes related to the treatment of charitable contributions, the focus of today's hearing.

In the future. The potential impact of tax reforms is, indeed, especially significant to The Ohio State University, because we intend to seek out and rely on private gifts even more in the future.

This coming autumn quarter, Ohio State will launch the largest private fundraising campaign ever undertaken by a public university. Our goal is to raise in excess of $225 million from private donors over the course of a five-year campaign, which is designed to provide the additional funds that are critical to the pursuit of excellence.

Of course, we entertain no illusions that private donors can or will assume the full burden of supporting higher education. But that marginal amount that represents charitable contributions from the private sector can make the difference upon which excellence — the highest possible standards of academic quality — depends over the long term, for public as well as private institutions.

Therefore, we believe that any proposed changes in the tax treatment of universities develop a broad base of alumni support. The breadth and diversity of the support we receive in smaller gifts benefits higher education in this nation far beyond their monetary value. We support the continuation of this deduction, not its elimination.

Taxation of Scholarships and Fellowships

In the context of this discussion of charitable giving to higher education, let me mention that one of the major purposes for which gifts are used is for scholarships and fellowships. They are often a vital factor in allowing individuals to attend college and are perhaps even more important in encouraging first-rate students to pursue advanced degrees.
According to the Council for Financial Aid to Education, colleges and universities received over $5.5 billion dollars in voluntary support in 1983-84. Although most people recognize the dependence of private institutions on such gifts, the extent to which public colleges and universities also depend on private giving is less well known. Nonetheless, it is substantial. In fact, during 1983-84, donations to public institutions constituted more than 30 percent of total charitable giving to higher education.

The Ohio State University is a public, state university. But we are careful to note that it is erroneous to believe that we are fully, or even primarily, state-supported, when in fact we are only state-assisted. During this past fiscal year, only 29 percent of our total support came from the state of Ohio.

In addition, last year we relied on $62.1 million dollars in private funds, which represented 12.1 percent of our total support, and rests on the budget. That may seem like a relatively small percentage in the totality of the budget of an institution the size of Ohio State — but that amount represents the margin of excellence in a public university.

Let me give you a few examples of what such fundraising has meant to an institution like Ohio State. Last year, we received a substantial gift of appreciated common stock from a private donor, which is going to be used to enhance our support of the medical research in our nationally designated Comprehensive Cancer Center. Similarly, we also recently received a gift of almost a thousand acres of choice farmland which has been used to provide a national showcase for agricultural technology and research.

Given the reality of limitations on state budgets, coupled with recent declines in federal support to higher education, private donations to public universities will be increasingly important in the future.

Repeal of Deduction for Non-Itemizers

I also want to briefly mention the importance of the charitable contribution deductions for individuals who do not itemize. This deduction is limited to a small amount, but it is designed to provide an incentive to make charitable donations among individuals at all income levels. And it is through the smaller contributions of many individuals that colleges and universities are able to meet their financial needs.

One of the administration proposals would undermine the benefits achieved from contributions for fellowships and scholarships by taxing the recipients. While specific tuition and equipment funds would remain exempt, grants for living expenses would be subject to tax — even though the student has incurred significant opportunity costs to continue his or her education.

This nation already suffers from a shortage of doctorally trained engineers and scientists due to the high costs of advanced education, especially given the large immediate rewards for taking private sector jobs. Taxing scholarships and fellowships will only exacerbate this growing problem.

Conclusion

In summary, even if public funding to higher education remains constant as private giving decreases, the total dollars available to colleges and universities will inevitably decline. This could result in either a tragic diminishing of the quality and diversity of higher education, or an increasing burden on the student body through rising tuition costs.

Our concern is that the steps taken in the public interest to simplify and reform our tax code not work against the public interest. Rather we must maintain the acknowledged value of this nation’s institutions of higher education — the greatest collection of talent and intellect in the world. We cannot predict with certainty what the ultimate effects of any tax reform may be. But we know enough to be certain that there is good reason for serious concern.

Lower marginal tax rates will depress private giving to colleges and universities — one of our most significant national resources. We can accept that. However, in order to avoid an even more substantial decline in charitable giving, it is essential that the administration propose reasonable alternatives to the alternative minimum tax base.
Jennings issues challenge

By Ruth Hanley
Dispatch Staff Reporter

Ohio State University President Edward H. Jennings challenged faculty members and students Saturday to decide whether it is time to require more liberal arts courses.

In his state-of-the-university speech to the University Senate, Jennings asked the Faculty Council and other groups to explore "whether the time has come for Ohio State to undertake a substantive curriculum review," and how to do it.

"Its goal would be to identify a basic body of knowledge, thoroughly grounded in the liberal arts, that each of our students would be expected to acquire."

"Learning job skills is important, Jennings said.

"But what matters to our students' long-term success will be the ability we help them attain to learn and adapt, and to apply known information to new contexts."

"We know that the resources for an outstanding, comprehensive education are available at Ohio State."

In addition to serving honors students and those with special needs "We also have a larger obligation to the overall undergraduate experience."

"The speech detailed recent achievements and upcoming projects. He announced formation of committees to address staff needs, strengthen the university stance on issues involving South Africa, and develop aggressive policies to get more research money."

Jennings will appoint an executive officer for human relations to assist him in strengthening affirmative action and career development programs, he said.

"Our reach must always exceed our grasp," he said. "The vitality of the academic enterprise, the life of the mind and the nature of inquiry demand that we are always pressing the limits, seeking what is new."
MARIETTA, OHIO--The president of Ohio State University will be the major speaker at the inaugural event of Marietta College’s year-long Sesquicentennial celebration, a Sept. 11 convocation.

OSU president Edward H. Jennings will receive an honorary doctor of laws degree from the college and will give the major convocation address, "Excellence, the Past, and the Future," according to Marietta College president Sherrill Cleland.

"We are pleased that the president of Ohio’s premier public university will present the convocation address and that we will be able to honor his distinguished career in higher education with an honorary degree," Cleland said.

The convocation, which begins at 7:30 p.m. in Eban Johnson Field House, kicks off the college’s 150-year birthday party, which will include seven major events during the academic year and culminates in the college’s annual commencement ceremonies, according to Robert F. Cayton, college librarian who chaired the Sesquicentennial planning committee.

"Our purpose Sept. 11 is to tell everyone that we are celebrating," Cayton said. "We really would like to see the community attend the Sesquicentennial events we have planned for this year. Our celebration is for everyone."

Also speaking at the convocation will be Marietta mayor Nancy Hollister and Frank E. Duddy Jr., MC president from 1963-1973. A reception will follow the convocation in the foyer of the Hermann Fine Arts Center, and an informal birthday party will take place in The Center from 10 p.m. to midnight. All events are free and open to the public.

A luncheon and open house planned for earlier in the day have been canceled, according to Cayton.
Jennings became the 10th OSU president in 1981 after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at OSU.

Previously he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years. He received his bachelor of science degree in industrial management from the University of North Carolina in 1959 and his master of business administration degree in 1963 from Case Western Reserve University. He earned his doctorate in finance at the University of Michigan in 1969.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a college of management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation.

He also has been adviser to the World Bank and is a member of the American and Western Finance Associations.

Jennings' other memberships include: The executive committee of the board of Electors of the Insurance Hall of Fame; the United Negro College Fund's Central Ohio Advisory Board; health education committee of the Association of American Universities; president's committee on intercollegiate athletics of the American Council on Education; and the fish and wildlife committee of the National Association of State Universities and Land-Grant Colleges. In 1981 he was elected to the board of directors of the Columbus Area Chamber of Commerce for a term ending in January 1983 and to the board of directors of Ohio Bell Telephone Co.

He also serves on the board of directors of the Ohio Chamber of Commerce as an honorary trustee of the Columbus Council on World Affairs and is a member of the National Association of State Universities and Land Grant Colleges committee on financing higher education. He received the Ohio Governor's Award for 1981 for his contributions to education.

(more)
Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.
State funding below average

By Melissa M. McCoy
Lantern staff writer

Ohio State once a state-supported university is now a state-assisted university, according to President Edward H. Jennings.

Ohio State receives less than one-third of its funding from the state of Ohio, Jennings said in a speech Monday to the Columbus Rotary Club.

"You will see Ohio State begin to behave in the future much more like a private institution than it has in the past," Jennings said.

He told the group of Rotarians that state funding for the university is below the national average of other U.S. universities.

The state support helps to keep the cost of tuition down, Jennings said.

Because of recent federal financial aid cuts, Ohio State needs to provide more scholarships for students, Jennings said. Increased incentives, such as these scholarships, will attract better students to Ohio State, he said.

Jennings also emphasized the importance of research. He said while research funds were stable or declining in most universities, Ohio State had a budget of about $96 million last year, up 13 percent from the previous year.

The OSU Research Challenge receives matching state funds for research grants given from donors outside the state of Ohio, Jennings said.

The program, Jennings said, is "enormously important to the long-term future of the state, both economically and in terms of the quality of life."

He said although Ohio State had once been a leader in its research technology, it now needs state-of-the-art equipment to ensure that OSU students are exposed to modern techniques.

Jennings said the university must update its equipment "so that they (OSU graduates) don't become obsolete" in the workforce.

He added Ohio State needs to modernize its intercollegiate athletic facilities. Ohio State once noted for its modern facilities is now being surpassed by other schools.

The improvements are needed "not to maintain our competitive edge, but to improve that competitive edge," Jennings said.

He also said the addition to the Ohio Union parking ramp and the proposed Wexner Center for Visual Arts will help improve the look of High Street, which borders campus.

You will see Ohio State begin to behave in the future much more like a private institution than it has in the past.

—Edward H. Jennings
Jennings outlines ‘state of the

Editor’s note: President Jennings delivered his annual “State of the University” address to the University Senate Oct. 5.

Jennings noted the advancements Ohio State is making in academic and capital improvement programs and in student relations. He warned that while the University has taken steps forward, there is room for changes in academic programs and a need for updated science laboratories, library buildings and other physical facilities.

He announced the formation of a staff advisory committee to provide a forum on addressing the needs of staff members. He also announced that he will name an executive officer for human relations, to be assigned the initial responsibility of developing ideas contained in the Alternative Action Committee and the Committee on Career Development reports.

WOSU-TV will broadcast the speech at 1 p.m. Oct. 13, and WOSU-AM will carry the address the same day at 3 p.m.

The following is a full text of his speech.

Welcome back to the campus and to the rituals that mark the beginning of the new academic year.

In scenes repeated every hour of the day, in hundreds of variations, the faculty stands before the assembled students and hopes that this will be the most engaged class ever, overflowing with eagerness to learn. The students, as they find their seats, measure each other with a hope just as strong, that this will be their best professor yet. Anticipation merges with great expectations.

As we again renew our cherished academic traditions, let us also take a moment to note and savor some of what is new and different at The Ohio State University. Allow me, if I may, to undertake this review in geographic order.

At the northernmost border of the central academic campus, we see that our state-of-the-art chemistry building is under roof and nears its final completion.

Toward the west, the Stadium Scholarship Dormitory is being renovated. Its renewal is symbolic of our commitment to the land-grant tradition of affordable, exceptional opportunities.

Farther to the west, we can note with genuine satisfaction that construction is well under way on agricultural engineering and veterinary medicine laboratories and teaching facilities.

South, 12th Avenue has been closed as further improvements are made in the medical complex. The Cancer Research Institute is progressing, and we will soon break ground for a new Arthritis and Geriatrics Center.

Still south, moving around Mirror Lake, we soon will open the beautifully renovated Browning Amphitheater, renewing a fine campus tradition.

To the east, we have launched construction of the Wenner Center for the Visual Arts. Just last weekend, we invited the community and national art world to celebrate with us a formal groundbreaking, part of the Universitywide festivities launching our major private fund-raising campaign.

Moving beyond the Columbus campus and into the city, we have received the keys to a new Black Studies Community Extension Center on Mount Vernon Avenue.

At the Newark campus, the impressive Hopewell Hall addition, including classroom and laboratory space, opened this past year.

At the Agricultural Technical Institute in Wooster, a facility to house the much-needed student activities center and teaching laboratories is in the final stage of construction.

Edward H. Jennings of construction. And at Stone Laboratory on Lake Erie, a new residence hall is nearing completion to serve the students and researchers who work and study there.

None of these activities is truly new, and none was achieved overnight. All are the result of thoughtful planning and dedicated work throughout the University.

But in many ways, it seems that this year we are seeing many more prospects come fruition.

What I have described in this abbreviated tour refers to buildings and facilities. What is even more important, of course, is the teaching and research that take place within them. As you read the New York Times, the Washington Post, the Wall Street Journal, or the newspapers of any major city in the nation, you are seeing more and more about the academic successes of our University.

As our reach expands and our achievements multiply, Ohio State’s academic reputation is beginning to match our real quality. We continue to offer manifest new resources to our campuses on an international scale. This is exemplified by our recent acquisition of the papers of Admiral Richard E. Byrd and by the establishment of the institute for Japanese Studies. Our progress continues to accelerate.

We have achieved a breathtaking level of new demands on our resources that flows from a vast assortment of dynamic campus initiatives at the very time that the structure is in place for a massive infusion of private funds.

We have achieved a cohesion of purpose and spirit of optimism at the very time that a solid foundation of resources to achieve our goals is truly within our grasp.

We have renewed our commitment to the fundamental mission established in the course of our distinguished past, and we are moving with assurance into a dynamic future. This is indeed an exciting time to be a member of the Ohio State University family.

The comprehensive quality that exists, here and now, is the basic resource, and a new, even higher level of excellence will be the result as we embark upon an academic year that will set new standards for all that we are, and all that we may become. In the past several years, we have revitalized and strengthened our programs to stimulate research and scholarship.

New money and, more importantly, new thinking were applied to our biannual grants. New programs were targeted to help faculty attract outside funding, to support scholarship in the arts and humanities, and to encourage senior faculty engaged in new, multi-disciplinary efforts.

The Magnetic Resonance Imaging system exemplifies one of the many impressive multi-disciplinary achievements of our faculty. It is a sophisticated system, funded cooperatively with the General Electric Company. This is a pioneering arrangement that shows how much can be accomplished through creativity and flexibility.

In remaining true to our basic mission, our Research Park was not carved out of available land and sold to the highest bidder. We have the core of a significant research park in place, with three major tenants. But we continue to move cautiously, seeking only the highest quality residents such as the Edison Welding Institute, with its linkage to the Welding Institute of England, the best in the world.

Clearly, the park’s development is being integrated into the academic community.

In the national research arena, we are competing at an entirely new level. We have proposed to bring a supercomputer...
University’

to our Columbus campus. Although it was not funded in the first round of National Science Foundation awards, the scope and creativity of Ohio State’s proposal brought the N.S.F. back to us to ask that we develop our faculty’s proposal further.

We have not yet built the largest, most powerful telescope in the world. But our astronomers are working with colleagues in Arizona, attempting to make this dream a reality.

We also are deeply involved in advancing the case for a superconducting super collider accelerator for Central Ohio. In the early speculation, conventional wisdom placed this facility in other states; now, there is no list of potential winners that can overlook Ohio as a promising location. Ohio State has indeed become a strong contender, and we have the determination to continue to compete at the highest levels.

Correspondingly, the quality of the undergraduate education our students receive remains a priority. Classes are being moved with all deliberate speed to a renewed concentration around the Oval. Cooperation from the campus community continues to be important as we seek to improve the academic environment for all our students, and particularly for our freshmen.

As we set new standards for achievement, we can be proud of remaining true to the land-grant roots which shaped our distinguished past. Our conditional/unconditional admissions policy is strengthening the overall quality of the student body, but at the same time, we have not lost sight of our fundamental obligation to offer outstanding and comprehensive educational opportunities for all who are qualified.

This year, I am asking the Council on Admissions and Registration to review our admissions policies to ensure that our goals are being met and that the flexibility we need is maintained. We also will assign an increasingly important role to transfer admissions in recruiting graduates of two-year colleges throughout the state, with a special emphasis on minority students. As we have throughout our distinguished past, we will continue to provide opportunities for students who have shown the commitment to succeed.

At the same time, we are building for a dynamic future on the existing strengths of our undergraduate honors program, enhancing its best qualities and expanding its size. Increasing numbers of Ohio’s most talented young people are being attracted, to this institution, a credit to Ohio State’s academic reputation.

There is much credit to be shared among the University community in the achievements of the recent past. With the support of the staff, and the participation of the students, it is primarily the University faculty who have done the work, made the proposals, and instilled a level of commitment in collegial relationships that encourages each of us to strive to meet increasingly higher standards.

We have improved our levels of external support on a national basis — from the federal government, from specialized research funding agencies, from alumni and friends; and, as a public university, we have received increased support from the State of Ohio.

The state has shown its faith in us through significant bi-partisan efforts to ensure that higher education receives a reasonable proportion of available dollars. Our budget this new biennium shows notable progress, although it still falls short of what we requested and what we need.

But we are delighted with what it does provide: a stable financial base; an increasing level of basic support; and funding for the broad and innovative
Continued from page 9.

both the academic and extracurricular environments will be strengthened.

As we consider the best interests of our students, it also is time to turn our attention to broad curriculum issues. In the context of setting academic priorities, we need to consider as a whole the undergraduate education we offer our students, which is, in effect, the fundamental quality of the degree that the Ohio State University awards.

We know that the resources for an outstanding, comprehensive education are available at Ohio State. Yet I am not certain we have assured ourselves that all of our students are receiving the full benefits of what this great University offers. We appropriately provide special programs for honors students and for other students with special needs. But we also have a larger obligation to the overall undergraduate experience, for each and every student who enrolls here.

I would like to hear from the Faculty Council and, further, ask them to undertake a large responsibility: that of exploring with the campus community at large whether the time has come for Ohio State to undertake a substantive curriculum review, and how that review would take place. Its goal would be to identify a basic body of knowledge, thoroughly grounded in the liberal arts, that each of our students would be expected to acquire.

Ours is a broad and diverse institution, characteristics in which we take great pride. But within that, there should be common bonds which unite our graduates not only as Ohio State alumni, but as well educated women and men. Educational breadth is an essential ingredient of any baccalaureate degree. I would hope that the faculty can focus significant attention on addressing this issue.

Of course, the basic skills our students learn to apply to a specific job are important. But what matters to our students' long-term success will be the ability we help them attain to learn and adapt, and to apply known information to new contexts; and the inspiration we provide, from the excitement that is imparted through great teaching, to continue to learn throughout their lives.

Related to the issue of curriculum review is a sweeping revision being proposed on a national scale in teacher education. Leadership in such an effort is an appropriate role for the Ohio State University, which has one of the top-rated colleges of education in the nation. The prestigious consortium of which our college is a part is deliberating about significant changes that may revise the entire context in which teacher education occurs. On the table for discussion are issues as substantial as eliminating the bachelor of education degree.

It is in the great colleges of education that the entire pedagogical process for the next generations of Americans is developed, modified, and enhanced. It is indeed among our obligations to see that the very best students are attracted into education and to renew attention to the concept that a potential teacher first learns the subject at hand.

From the basic elements of reading, writing, and arithmetic, to groundbreaking new research and methodologies in dyslexia identification and teaching special populations, this institution ought to be at the forefront. All of us share an interest in the outcome of these discussions, as the College of Education of the Ohio State University assumes an important leadership role in shaping the future for the teachers of our nation.

We have covered a great deal of ground this morning. Throughout the wide range of academic disciplines, physical facilities, and campus constituencies, the factor underlying it all is that building a dynamic future on the foundation of our distinguished past requires financial resources that keep pace with our academic ambitions. We have reason to be extremely optimistic about those developments as well.

Despite the many demands on all of our time at the beginning of the academic
year, I am sure you are aware of the Ohio State University Campaign. At $350 million, it is the largest private fund-raising endeavor ever launched at this institution, or at any public university.

It is fitting that Ohio State set a new standard in this effort and that we continue to emphasize its purposes as they relate to this University and its traditions. The campaign focuses on enhancing excellence, maintaining and expanding our diversity, supporting the broad range of work our faculty undertake, and enhancing accessibility for students.

The priorities in the campaign were identified by the deans and the departments, not by administrators and fund raisers. The campaign is a university campaign in the best sense of the word. It focuses on faculty enhancement, which addresses the fundamental means by which our quality expands. The number, scope, and diversity of chairs and professorships that will be created, is a direct reflection of the academic priorities set by our academic faculty.

Our private donors share our vision of the mission and promise of this great institution. Whether their donations are $10 million to lead off the campaign, or $10 a year to the annual fund, these are gifts from the hearts of our alumni and friends. Their generosity and their loyalty is deeply gratifying and truly humbling.

Of course, in no undertaking will we be satisfied with what is, or what we can achieve now, or what resources we have. Our reach must always exceed our grasp. The vitality of the academic enterprise, the life of the mind, and the nature of inquiry, demand that we are always pressing limits, seeking what is new.

The campaign will emphasize the dynamic nature of the on-going pursuit of academic excellence throughout its five-year timeframe. It also will focus clearly on the importance of tradition. This is symbolized in the theme we have chosen as an apt description of the Ohio State University: "A Distinguished Past — A Dynamic Future."

With that theme in mind, I spent some time over the summer looking back to the roots of this University, particularly to the "state of the University" speeches delivered by my predecessors. There is great wisdom and foresight to be found there. Our first president, Edward Orton, set forth the liberal arts mission of the new University with eloquence, and I quote:

"The education to be furnished by this institution must, according to the terms of its charter, be a liberal education...the education that concerns itself with the broad sub-stratum of general knowledge, rather than with the special applications of knowledge...the education that imubes the mind with a generous sympathy for every department of knowledge, and recognizes the contributions of each department as necessary to the perfect whole."

He described a central mission to which we can renew our commitment with enthusiasm today. I also chose, for reasons of a certain symmetry, to focus on the speeches of 100 years ago, during the term of William H. Scott, who presided over this campus in 1885 and for 10 years beyond that.

President Scott left us with words that seem contemporary and aptly suited for these exciting times of dynamic change and substantive progress toward new levels of excellence. One hundred years ago, he said to the campus community:

"This University has vindicated its place. It has raised and sustained a high standard of work...it has rendered a service of the first importance to the state and to the cause of education. But what it has done should be regarded only as a sign of promise. It gives assurance of what, with an adequate endowment, it may do — and points to a future rich in benefits to society and the state."

This is the vision we still share for this venerable academy. I believe, as we begin this academic year, that we will set new standards for a future in which all of us can be prouder than we ever have been to be part of the Ohio State University family.
Jennings talks affirmative action

By Michelle Minnich
Lantern staff writer

It is a mistake to say affirmative action is a dead issue because the goal of equality has not yet been attained, OSU President Edward H. Jennings said Wednesday at the Columbus Urban League's 75th Anniversary luncheon.

"If equal opportunity existed for all citizens... then affirmative action would not be an issue at all," Jennings said. "But that is not the case, as we all know. Therefore, affirmative action is a burning issue."

"The futures of our young people are threatened by this complacency," he said.

Excellent education is one of the things Jennings said will have a lasting, far-reaching effect on progress toward equal opportunity.

Samuel Gresham, Jr., president of the Columbus Urban League, said the luncheon was entitled "Equal Opportunity Day Luncheon" to keep the issue of affirmative action open in the minds of the public.

Gresham said the Columbus Urban League is one of 113 affiliates of the national organization. The league is a non-partisan, non-profit organization aimed at providing programs to serve and educate minorities and the poor, he said.

The urban league has made it possible for over 2,000 underprivileged Columbus citizens to find jobs through these programs, Gresham said.

Programs sponsored by the Columbus Urban League include: family services and counseling, employment and training, a word processing and training center, fair housing, educational programs, and scholarship programs, Gresham said.

The Huntington National Bank was presented with an award for supporting various league programs. The Huntington is a corporate member of the urban league and provides professional consultants.

Amos H. Lynch, general manager of the Columbus Call and Post was also honored. He has been publishing the Equal Opportunity Day Edition of the paper for the past 23 years.
Edward H. Jennings
A day with the president

The 48-year-old man in the grey suit and light blue shirt sat back in the leather chair and lit another cigarette.

His plant-filled Bricker Hall office is warm. Almost everything in it is brown or beige. It's comfortable to sit in; he's easy to talk to.

His desk is very neat. On top of it are various OSU paperweights and awards. There's a brick from the old Sawtooth Lab, a small computer he keeps his daily agenda on and a Korean dinner gong he received as a gift when he visited that country.

He clears his throat, takes a gulp of coffee and readies his raspy voice to answer some questions. He steps out from behind his desk and walks over to sit down in the quasi-living room, complete with comfortable chairs and a coffee table.

He is an average-size man, probably a little under 6 foot tall, and carries his weight well on his average-sized frame.

Edward H. Jennings is the president of the second largest university in the country. His brown eyes are a little cloudy and a little bloodshot, undoubtedly a result of too many 12-hour plus workdays.

He says “uh-huh” a lot in between words. The word “excellent” is included in about every fifth sentence he utters.

He smiles often and his face looks like he is really interested in what you’re saying. His gold-rimmed bifocals are positioned perfectly on his rounded nose and his well-groomed brown hair is parted to the side.

Jennings, OSU's tenth president, has come a long way since his first job at age 12 selling Christmas trees in Washington, D.C. He now makes $108,760 a year.

He was born in Minneapolis, Minn., but moved to Washington, D.C. when he was a small boy. His father died when he was nine and his mother raised both him and his older brother by herself.

He earned a bachelor's degree in industrial management from the University of North Carolina in 1958, an M.B.A. at Western Reserve University in 1963 and a Ph.D. in finance at the University of Michigan in 1969. Did you ever think you'd be a university president?

Never had any idea. And I don't think most people do. You can plan for a career, but things change too much. I wanted to be a baseball player when I was 16.

Why didn't you pursue that career?

Too small, too slow, too uncoordinated and no talent. What are some of the different jobs you've held in your lifetime?

I was a groundskeeper on some tennis courts, a draftsman, I tended bar and I was an auto mechanic for a while. Not a very good mechanic, but I fixed cars. I also worked in a bank for a while as a teller one summer. Well, and a gopher too.
Did you put yourself through school?
I paid for most of it (undergraduate degree) by working. But my mother helped as much as she could. We weren't rich, but I wasn't deprived by any means.
Your wife worked to put you through school to get your masters and your doctorate. How did you feel about that?
That didn't bother me at all. Of course we had two years but everything worked out and we both managed. She eventually went back to school and got her degree at Iowa in political science.
What do you like most about your job as president?
Oh, I like a lot of things about being president. Of course, like any job, there are a lot of routine things you don't particularly like. But if you can't deal with them, you're in the wrong job.
How long do you plan to stay here as president?
Everybody asks me that. Right now my plans are to stay here forever. But things change.
Have you ever had any political aspirations?
No, never have.
Do you ever have to worry about personal security or safety?
Occasionally there are potential security problems. I never really worry about it, but sometimes I have to have bodyguards. It's a rare occurrence, like at graduation or something.
What do you do to relax?
I play golf and read novels if I have the time.
Have you ever tried to quit smoking?
Quitting smoking is easy; I've done it thousands of times!
if you could visit any place in the world right now, where would you go?
That's a hard question. Probably because it's the end of the quarter, I'd like to go play golf someplace. But I would love at some time to go on one of our (OSU's) Antarctic trips with our polar studies group. But that's probably not in the cards. Space is too dear there. I'd just be excess baggage.
What are some of the different places in the world you've already visited?
I've been all over Europe. I lived in Africa for a year-and-a-half in 1972-73 helping to start a college of business at an African university. I've been to China, Japan, Taiwan, South Korea and the Middle East. And all 50 states at one time or another.
Do you think you're accessible to students?
Well, I work very hard at that. It's difficult to be accessible to about 58,000 students. If a student wants to see me, I try to see them. I hold monthly breakfast meetings and go into the dormitories and the Greek system. I try very hard at trying to see students to find out what's on their minds, what's troubling them.
When do you usually come into work in the mornings?
Usually about 7 o'clock. It gives me an hour or so of privacy and quiet to get things together.
How do you think the rest of the country views Ohio State academically?
Oh, I think very well. Certainly not as well as we would all like, but a lot of people don't understand what a comprehensive place this really is.
What do you want to change about Ohio State before you leave here?
Nothing, really. I just want to build on the excellence that is already here.
Jennings lights another cigarette; smiles. He talks about the famous people he's met; Ronald Reagan, Jesse Jackson, Jimmy Carter, Gerald Ford, Henry Kissinger, John Glenn.
He said they are as interested about what's going on at Ohio State as he is about what they are doing.
"I have to stay away from endorsing any of the candidates. I have to be careful about that. I usually talk about the university and try to sell it," Jennings said.
.Jennings left as 'president of the University of Wyoming after only 2 years to come to Ohio State in 1981.
His wife of 27 years, Mary Eleanor, says he's proud and humble about being the president of Ohio State.
"He works too much and he works too long, but that's just Ed. He enjoys every minute of it," she said.
"I don't think he would do it if he didn't get excited about it."
She said Jennings is objective and always fair. "That's the nature of the man. He is good-willed."
She didn't mind working so that he could go to school. "What he wanted to do most of all was be a university professor," she said.
Jennings was a professor at the University of Iowa for 10 years and teaches finance courses at Ohio State whenever he gets the chance. However, he never reveals the class he is teaching until the first day of the quarter.
"At first some of the students don't know how to react to the president teaching one of their courses. But after a few days, they don't seem to mind. I'm just like any other professor," Jennings said.
Jennings and his wife have two sons. He smiles when he talks about them. Steve, 21, is an OSU senior and Bill, 26, is out of college and working.
Mary Eleanor said she and her husband are often busy attending OSU-related functions and frequently attend different meetings that are scheduled at the same time.
"We don't see much of each other on a day-to-day basis, but it's just wonderful when we get some time together. We look forward to quiet days," she said.
Jennings' secretary, Maybelle Ruppert, said he is a pleasant man. "He works hard, but he doesn't expect anymore of us than he of does himself," she said.

She cited his willingness to talk to students as one of his strongest points as president.

"He sees all that ask to see him. Of course, they don't always see him as soon as they would like to see him," she said.

Ruppert, secretary to the OSU presidents for 21 years, said the president's office always receives calls from students and parents complaining about something or asking for football tickets.

"We always try to help them by listening," she said.

Jim Reese, a junior from Mansfield who works in Jennings' office, said he is very aware of student concerns.

"The staff keeps him involved. If a student is having a big problem with a dorm room or something, he will know about it," Reese said.

Jennings sees a lot of students, answers a lot of questions and is the top administrator over what some call the central Ohio city of OSU.

He's likes his job. You can tell by the way he smiles."
Edward H. Jennings makes a point while standing in his Bricker Hall office.
Jennings has come a

President Edward H. Jennings leaves his Columbus home on a Friday in his Oldsmobile Cutlass Supreme for the five-mile ride to campus. It's about 8:10 a.m. and he's starting his day later than usual. He parks in the Ohio Union parking garage. He doesn't have a reserved parking space anywhere on campus. He walks to the Ohio Union to deliver a speech at an 8:30 a.m. breakfast for a group of M.B.A. recruiters.

OSU President Edward H. Jennings says he starts about three or four of his days each week making opening comments at breakfasts and ends about the same number of days at campus-related dinners.

8:35 a.m. Jennings eats breakfast and chats with others at the head table. He finishes, lights a cigarette, drinks another cup of coffee and gets ready to give his speech. He's introduced amid hearty applause.

As he stands and walks to the podium, his manner is calm and confident. It's just another speech. He talks about the "excellence" at Ohio State and encourages the M.B.A. recruiters to take notice of the outstanding OSU business students. He smiles, thanks the group for coming to campus and returns to his seat — once again amid hearty applause.

They like him.

9:45 a.m. As we walk back to his office in Bricker Hall we cross the Oval. He talks about how much he likes Ohio State. He talks about his long days at work, but says he rarely takes paperwork home.

Students pass by. Some recognize him, some don't. Some say hello to him. He says hi back. The conversation is light. He talks about when he lived in Africa. He says he still speaks a little Swahili.

9:50 a.m. Up the stairs of Bricker Hall to the second floor. The only indication that it's his office is the lettering above the entrance. Everyone says hello when he walks in the door.

His office is big, but welcoming. The walls are all wood. Beautiful, richly-colored. The old Board of Trustees' table, complete with chairs engraved with the names of past members, occupies a good portion of the office.

He sits down behind the big desk, lights a cigarette and starts looking over his mail. His staff screens the mail, but he said eventually he looks at everything that comes into the office. One of his special assistants comes in and hands him...
long way since first job

When he walks into the party, everyone knows him. He’s greeted with a few “Hi Eds” and he immediately lights another cigarette.

He talks as he carefully drives through the Short North Area south of campus. He comments that the renovation of that area is giving Columbus a real facelift.

He sits at the head table, lights a cigarette and starts talking with those around him. He likes to talk and it seems that most people like to listen. He eats, starts his speech by making a joke about journalists, makes his pitch for the School of Journalism and finishes with talking about the “excellence” of higher education at Ohio State.

Standard stuff, but genuine.

1:15 p.m. Back to campus for afternoon appointments. He drives by Bricker Hall looking for a parking space. As usual, there are none to be found. “I should have known better,” he says. He finally finds a space near the faculty club. “The parking situation will get better when we get the new ramp,” he says.

1:30 p.m. Back in his office he looks over some more papers and makes a few phone calls. The rest of the afternoon is spent in meetings with special assistants, other administrators and a student.

More paperwork and more phone conversations before he leaves for home. He and his wife, Mary Eleanor, are attending a pre-football game press party at John Galbreath’s Darby Dan Farm.

5:00 p.m. He leaves campus to pick up his wife and change his shirt and tie. It’s been a busy day, but it’s not over yet.

6:45 p.m. It’s raining heavily as Jennings arrives at the Farm and drops Mary Eleanor off at a separate party for the wives. He said the wives of the reporters and others who attend the annual event always have a separate party.

“The press party is always a bunch of jock talk,” he says.

6:50 p.m. Jennings parks his car some distance from the party house where the annual event is held. A limousine is waiting there to pick up him and others.

When he walks into the party, everyone knows him. He’s greeted with a few “Hi Eds” and he immediately lights another cigarette.

With a glass of wine in one hand and a cigarette in the other, he makes the rounds in the party. He talks with Les Wexner, founder of the Limited clothing stores, who recently donated $10 million to the soon-to-be-built Wexner Center for the Visual Arts.

He seems as at home here as he would teaching a finance class to his students. He chats with other OSU administrators and other members of his “OSU family.”

He looks tired, but he is smiling.

At dinner, he sits with millionaire John Galbreath, host of the party. Jennings said he would never actually raise funds for OSU in such an environment, but “it never hurts to make and keep a few friends” of the university at a party.

After dinner, Jennings speaks to the group of sports reporters about Ohio State. Not specifically about football, but about the “excellence” of everything at Ohio State. When he finishes, just as when he approached the podium, they applaud loudly.

10:15 p.m. The party’s over.

As all of the other guests file out, Jennings lingers on to talk to one more administrator, one more reporter or one more student. He shakes a lot of hands, says his “thank yous” and grabs his coat to leave.

He can finally go home where he will get his normal six hours of sleep.

But the weekend is far from over.

Stories by Melissa McCoy
EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.
After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of -more-
the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education.

Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of
Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Torch Club and Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. Marietta College in 1984 presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W. Jennings.
EDWARD H. JENNINGS

PERSONAL

Home Address: 285 Croswell Road
              Columbus, Ohio 43214
Telephone: 614/262-2322

Business Address: The Ohio State University
                 205 Bricker Hall
                 190 North Oval Mall
                 Columbus, Ohio 43210
Telephone: 614/292-2424

Born: February 18, 1937
      Minneapolis, Minnesota

Family: Married, two children

EDUCATION

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<th>Institution</th>
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<td>1965-69</td>
<td>Finance</td>
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*Ph.D. Dissertation Title: An Empirical Examination and Analysis of the Diversification Requirements of the Common Stock Investor -- 1969

PROFESSIONAL EXPERIENCE

Academic Administration

September 1981 - present   President, The Ohio State University
1979 - 1981                 President, The University of Wyoming
1976 - 1979                 Vice President for Finance and University Services, The University of Iowa
1975 - 1976                 Assistant Dean of Faculties and Director of Summer Session, The University of Iowa
1974 - 1975                 Chairman, Department of Business Administration, The University of Iowa
                              --Department includes Business Law, Finance, Industrial Relations, Management Science, Marketing, and Organizational Behavior
Academic Faculty

September 1981 - present
Professor of Finance, The Ohio State University

July 1979 - August 1981
Professor of Finance, The University of Wyoming

1976 - 1979
Professor of Finance, The University of Iowa

1973 - 1976
Associate Professor of Finance, The University of Iowa
--Graduate and undergraduate in portfolio theory, investments and statistics

1974
Visiting Associate Professor of Finance, University of Hawaii

1972 - 1973
Senior Lecturer, Department of Management, University of Dar es Salaam, Tanzania
--Rockefeller Foundation grant to teach finance and assist in formation of a College of Management

1969 - 1972
Assistant Professor of Finance, University of Iowa

1967 - 1969
Visiting Lecturer in Finance, Eastern Michigan University, Ypsilanti

Business

1963 - 1965
Merck & Company
Merck Sharp & Dohme Division
West Point, Pennsylvania

Senior Industrial Engineer
Economic analysis of projects and proposed innovations
Production Supervisor
Biological packaging department
Production Planner
Forecasting and inventory control of biological product line, development of computer scheduling techniques

1959 - 1961
Deering Milliken Service Corporation
Spartanburg, South Carolina

Industrial Engineer
Economic analysis of projects and proposed innovations, work measurement, work simplification, plant layout analysis
PROFESSIONAL ACTIVITY

Publications


PROFESSIONAL SERVICE

Higher Education

Association of American Universities
--Health Education Committee

American Council on Education
--Testimony before the U.S. House of Representatives Ways and Means Committee, July 1985
--President's Committee on Intercollegiate Athletics

National Association of State Universities and Land-Grant Colleges
--Committee on Financing Higher Education
--Ad Hoc Committee on Regulatory Reform
--Committee on Federal Legislation
--Subcommittee on Federal Tax Issues
--Subcommittee on State Relations
American Association of Colleges of Nursing
  --Chair, National Panel for Essentials of College and University Education for Nursing

National Collegiate Athletic Association
  --Presidents Commission
  --Select Committee on Athletic Problems and Concerns in Higher Education

Community Boards

City of Columbus Christopher Columbus Quincentennial Jubilee Commission

United Negro College Fund, Central Ohio Advisory Board

Columbus School for Girls Board of Trustees

United Way of Franklin County Board of Trustees

Columbus Area Chamber of Commerce Board of Directors

Center of Science and Industry Board of Trustees

Children's Hospital Board of Trustees

I-670 Corridor Development Corporation, President

State/National

National Merit Scholarship Corporation Board of Directors

Banc One Corporation, Board Member

Ohio Bell Telephone Company, Board Member

Ohio Supercomputer Center, Interim Governing Board

Ohio Governor's Development Advisory Council

Ohio Chamber of Commerce Board of Directors

International

The Ohio State University's Quincentennial Committee Delegation to France, Spain, and Italy

Governor's Delegation to the People's Republic of China, Taiwan, and Japan

Governor's Trade and Investment Mission to Japan, South Korea, and Taiwan
Columbus Project Council
--Governing board of the consortium for development of the 11.3 meter, twin objective telescope with the universities of Chicago, Arizona, and Florence, Italy

Advisor to National Developmental Corporation of Tanzania

Advisor to Rockefeller Foundation regarding development of management education in East Africa

Advisor to World Bank on establishing interest rates on loans to developing countries

SELECTED HONORS AND AWARDS

Marietta College, Honorary Doctor of Laws

Bethany College, Honorary Doctor of Laws

Honorary Fellow, Honda Foundation, Tokyo, Japan

Ohio Governor's Award

Case Western Reserve University Distinguished Alumnus Award
Weatherhead School of Management

Ohio 4-H Board of Directors, Honorary Member

Columbus Council on World Affairs, Honorary Trustee

NDEA Title IV Fellowship, 1966-1969

REFERENCES

Supplied upon request

January, 1987
Mr. Edward H. Jennings  
President  
Ohio State University  
Columbus, Ohio 43210

Dear Ed:

I am in receipt of John Ryan's letter of March 12, in which he reports that you have been selected by the Big Ten Conference to replace him on the NCAA Presidents Commission, effective July 1, 1986. While we are disappointed to lose President Ryan's exemplary service on the Commission, I am pleased that I will have the opportunity to work with you again.

The point of this letter is to provide certain basic information regarding the Commission.

Members of the Commission serve four-year terms, except that those appointed as replacements serve the unexpired portion of the term involved. You will serve the remainder of President Ryan's term, which expires in January 1988. Because you will have served, at that time, less than half of a term, you then would be eligible for a full, four-year term. That, of course, is left to the discretion of the Big Ten Conference.

The Commission has dissected itself into no fewer than eight subcommittees: Division I, Division I-A, Division II and Division III, and four "categorical" subcommittees -- academic affairs, financial issues, integrity and institutional control, and student life. You will serve on the Division I and Division I-A subcommittees, of course, and will replace President Ryan on the academic-affairs subcommittee. I must report that the categorical subcommittees have been inactive for the past year inasmuch as most topics relate more appropriately to the three NCAA divisions.

The current elected leadership of the Commission is reflected on this letterhead. A roster of the current Commission membership is enclosed.

The Commission's first meeting after the effective date of your appointment will be September 30 and October 1, 1986, in Kansas City, Missouri. Information regarding your attendance at that meeting will be sent to you several weeks in
advance, but you probably will want to hold those dates in your calendar now. After that, the Commission will meet January 7, 1987, in San Diego, California, in conjunction with the 1987 NCAA Convention. The Commission also meets in April each year; those dates in 1987 are April 1-2.

Expense policies for members of all NCAA entities, including the Commission, are set forth in Executive Regulation 2-1, pages 191-193 of the 1985-86 NCAA Manual. Essentially, the NCAA asks that you make your flight arrangements to NCAA meetings through Fugazy International Travel, the Association's travel service. The NCAA pays your transportation expenses, except to Convention meetings. When the NCAA pays those expenses (fall and spring meetings), you are entitled to fly first class, if you wish; or you may travel coach, in which case you are entitled to a $100 "flat rate" payment to defray any expenses not covered by the per diem. We pay a per diem of $80 for each day or portion of a day involved in NCAA meetings, except that one-half day's per diem is paid for the day of departure from the meeting site. A copy of the NCAA Travel Handbook is enclosed.

In addition to the aforementioned materials, I am enclosing minutes of all of the Commission's seven meetings to date, beginning in June 1984 and including the January 1986 meeting at the NCAA Convention.

If you have any questions, or if there are additional materials that might be helpful to you, please let me know.

Sincerely,

Ted C. Tow
Assistant Executive Director

TCT:pt

Enclosures

cc: Chancellor I. M. Heyman
    President John W. Ryan
    Chancellor John B. Slaughter
    Selected NCAA Staff Members
Ed Jennings knows his elephants

INTERMISSION

Once there was a little boy whose mother read him *The Story of Babar the Little Elephant*.

The boy grew up to become president of a major Midwestern university. Now he'll read *Babar* to an audience of several thousand.

Ohio State University's Edward H. Jennings will make his concert debut at 3 p.m. March 16 at Mershon Auditorium. Jennings will narrate Francis Poulenc's *The Story of Babar*, which will be performed by OSU faculty member and pianist George Haddad. Proceeds from the benefit concert will help establish a piano scholarship fund in Haddad's honor.

Jennings said he grew up with the *Babar* books, by French author Jean de Brunhoff. As far as professional narration, he said, "I'm strictly an amateur."

"When I was a child, my mother often read the books to me and it was from *The Story of Babar* that I learned to read."

The concert also will include Mussorgsky's *Pictures at an Exhibition*. Tickets are $7.50 and $5 with $25 patron's tickets also available.

— Nancy Gilson.
When Ohio State University President Edward H. Jennings announced the university's plan to tighten admissions he conceded there were exceptions to the cutoff date of the old, open admissions policy.

For instance, a student who fails to get an application in on time might still be accepted if he or she is among "those students who will contribute to important institutional goals."

Jennings specifically mentioned honor students and students with "special talents."

He didn't say it during his talk to the University Senate but said later that those special talents include athletic ability.

Later the same day, he said he planned to visit the parents of a woman basketball player OSU hopes to recruit. That might be one of the reasons the Lady Buckeyes are having a season that has put the men's team to shame.

— Harry Franken
Jennings reassures teens about policy

By Ruth Hanley

Ohio high school students who want to attend Ohio State University in the fall of 1987 and beyond need not be scared away by OSU's new admission policy, OSU President Edward H. Jennings said yesterday.

No Ohio high school graduate will be refused admission to OSU, Jennings said. The state requires its public colleges and universities to admit graduates of accredited Ohio high schools.

But potential freshmen who do not measure up to OSU's tougher standards may have to begin their studies at a branch campus or at a different time than the most-popular autumn quarter if they want to advance to the Columbus campus.

THE NEW POLICY will apply to fall-quarter admission of first-time freshmen to the Columbus campus only, Jennings said.

Details of the policy have not been developed, but such factors as high school class rank, curriculum, grades and test scores will be considered.

"It won't be that you've got to have a certain grade point or you've got to have a certain test score," Jennings said. A committee of faculty members will examine all aspects of a potential freshman's high school performance.

OSU's policy has been one of open admissions - freshmen have been accepted on a first-come, first-served basis each year - but a state-ordered enrollment ceiling has been shrinking the size of the freshman class and moving the application cutoff date earlier each year.

The size of the freshman class has been reduced to 6,500 in 1986 from 8,300 in 1979. The cutoff date for applications, previously in March, was Nov. 15, 1985, for freshmen who will start classes this fall.

THE SIZE of the fall 1987 freshman class will be determined in November, Jennings said. He expects the cutoff date for applications will be in February or March 1987.

At that time, OSU faculty members and officials will examine the applications to get an idea of a freshman "profile," Jennings said. Standards will be developed to decide which freshmen will be accepted. Students will be notified by April 1, 1987.

Keeping standards flexible will ensure minority representation, geographical diversity and other goals for a well-balanced, well-qualified class, Jennings said.

OSU will not set quotas for a certain classification of students but will establish "favorable criteria," such as minority status or high class rank, he said.

JENNINGS SAID the most important factor in the new admissions policy will remain the same: Taking a college-preparatory curriculum in high school.

Current requirements for unconditional acceptance are four units of English, three of mathematics, two of natural science, two of social science, two of foreign language, one of visual and performing arts, and one additional unit of any of those subjects.

Jennings' advice to Ohio students hoping to attend OSU is to take college-preparatory courses, "study hard and get good grades," he said.

The new standards should have little affect on out-of-state students, who already have to meet specified criteria, said OSU Admissions Director James Mager.

Raising admission standards will cut student attrition and produce higher-quality students, Jennings said. A long-term consequence will be "larger percentages of the student body in the upper divisions, which (fits) the typical profile of a comprehensive, research-oriented institution."

Despite attrition and the enrollment ceiling, Jennings does not think the freshman class will drop below 6,000 students. He said it is a tragedy that 1,000 freshmen who began classes last fall have dropped out because they were not prepared for college.

In the fall of 1986, OSU had 53,199 students on its Columbus campus and 4,526 at its branch campuses. Of those students, 7.3 percent were members of minority groups.
Staff committee to advise Jennings on work conditions within university

By Grant Song
Lantern staff writer

University staff concerns will be receiving new representation, thanks to the recent appointment of a staff advisory committee by President Edward H. Jennings.

Jennings, who announced the formation of the 17-member committee in his state of the university speech in October, will meet directly with the group as a committee member.

The committee will advise Jennings from a staff perspective on matters related to university life and working conditions, said Sue Blanshan, executive officer for human relations. "It's really developing a structure that hasn't existed up until this point for staff to talk directly with the president," she said.

"The academic support role of all the university's staff members is a central and crucial one to building on our base of excellence," Jennings said. "This committee will more fully acknowledge the importance of our university staff."

Jennings considered about 100 people before deciding upon a final group representing the diversity of all staff.

Wanda Barnett, committee appointee and secretary in the Office of Minority Affairs, said creation of the group is a step in the right direction. "I'm very happy because it shows that our university cares about our concerns. Where there's an understanding, there's no misunderstanding. And once people are communicating it cuts down a lot of confusion, suspicion, and fears and helps people to work together a little bit better," she said.

Blanshan said some staff advisory committees at other universities have also worked on service projects such as organizing college scholarship funds for children of staff members.

"I'd be surprised if this group didn't take on some kind of service project," she said. "We have some really wonderful staff people here that are very positive thinkers. My impression is that they want to make a solid contribution to the university and also make it the best possible place for their peers."

Committee members will serve three-year terms, although initial appointments will be based on staggered lengths of up to three years. The committee will meet once a month.

When Jennings is absent, he will be represented on the committee by Blanshan and Steve Stoffel, associate director of the Office of Personnel Services, his appointees to the committee.
Jennings calls for admissions changes

Editor's note: President Jennings announced a new selective admissions policy for Ohio State during a speech to the University Senate Feb. 1. The following is the full text of his remarks:

I want to thank the Admissions Subcommittee of the Council on Admission and Registration for its very thorough work on this complex issue. From the data presented so far, it is abundantly clear that the admissions procedures for Ohio State University must be changed. If we are to regain institutional control — to manage our freshman enrollment instead of letting it manage us — we must, with your assistance, look toward instituting selectivity in the admissions process for the autumn quarter 1987 at the Columbus campus.

In my view, this is the only realistic alternative that will allow us not only to respond to the huge demand for admission to Ohio State within the limits of our enrollment ceiling but also to do so in the context of our land-grant obligation to assure broad accessibility. The manner in which we implement selectivity can be a key factor in enhancing the quality and diversity of the student body.

"Both the enrollment ceiling and open admissions concepts are well intended. But given that the number of high school graduates who want to attend Ohio State's Columbus campus substantially exceeds the number we can admit academic standards.

The personal disappointment and disillusionment represented by our historic attrition figures were disquieting to us. And on a larger scale, these figures represented failure to assure access. We were not promoting real accessibility when admission to Ohio State was little more than a revolving door for those who were not academically prepared.

As you know, several years ago we took action to remedy the attrition problem. We began to involve the faculty more directly with incoming freshmen students. We moved to allow direct enrollment in degree-granting colleges and are in the process of returning beginning undergraduate classes to a renewed concentration around the Oval, improving the quality of campus life for our freshmen.

Beyond our actions to enhance the educational experience within our campus community, we also set new standards for the students. Our policy for unconditional admission to Ohio State is based on well-researched factors that predict academic success. Working closely with high school guidance counselors, we advised students about exactly what preparation was needed to succeed at Ohio State. And they responded.

Even before conditional admissions went into effect in 1984, high school students began to take the recommended classes in English, mathematics, science, foreign languages, social sciences and the arts. Since implementation, the policy has succeeded in improving our
under the ceiling, we are faced with clearly conflicting goals."

As I mentioned, Ohio State is subject to a state-mandated enrollment ceiling. Our Columbus campus is limited to a full-time equivalent student population of 40,000 with allowances for special categories such as agriculture students, certain professional areas and part-time evening students. Our capacity is fully engaged at that level. We support the wisdom of this ceiling because it provides for the full and most efficient use of all the physical capacity in public higher education throughout Ohio.

Further, we also support and believe in the spirit of open admissions. Indeed, open admissions finds its roots in the philosophical underpinnings of the land-grant institutions of this nation, which were created to ensure access to higher education for all who were qualified.

Ohio has sought to move beyond that basic philosophy and encourage access to higher education for all high school graduates. The state has supported this goal in modern times by creating a wide diversity of high quality two- and four-year public institutions throughout Ohio. Indeed, this University has played an important role in that expansion.

Applicants turned away for the autumn quarter at our Columbus campus have traditionally been encouraged, as an alternative to enrolling for a different quarter, to begin their studies in the fall at a regional campus in Lima, Mansfield, Marion, Newark or at the Agricultural Technical Institute at Wooster. These community-based institutions offer our students courses of the same high quality that freshmen and sophomores have available at the Columbus campus.

Both the enrollment ceiling and open admissions concepts are well intended. But given that the number of high school graduates who want to attend Ohio State’s Columbus campus substantially exceeds the number we can admit under the ceiling, we are faced with clearly conflicting goals.

And for a number of reasons, accessibility has not been served under the current admissions practices at this institution.

First, our attrition and retention figures have clearly exposed the false promise of open admissions. When we studied the problem of attrition in detail some years ago, our data confirmed that fully one-quarter of any freshman class would leave Ohio State before the beginning of the sophomore year.

In other words, in the past, approximately 2,000 Ohio high school graduates were enrolling at Columbus every year under our open admissions process only to leave again without advancing beyond freshman status. These incoming freshmen were sadly misled by the misnomer “open admissions” and did not realize that Ohio State — indeed, public higher education throughout Ohio — would be so academically demanding. Open admissions tends to signal unfortunate, and unfounded, perceptions that it also means lower retention rate more rapidly than anyone could have predicted. The overall academic quality of our student body has indeed improved.

But an additional consequence is fewer spaces for incoming freshmen. Because of higher retention, and to remain within the enrollment ceiling, the size of our entering class has been reduced from 8,300 in 1979 to 6,500 for 1985, accompanied by a slight increase in total enrollment.

This leads me to the second practical barrier to real accessibility. The volume of applicants for fewer spaces means that our admission deadline to the Columbus campus is too early. In order to remain within the enrollment ceiling, our closing date has arrived earlier and earlier in recent years — from the first of March, to mid-January, to the first of the new year, to just before Christmas. And for the autumn quarter of 1986, we closed Columbus campus admissions prior to Thanksgiving of 1985.

I might add that we should have closed in the first week of November to meet the enrollment ceiling. We did not succeed in doing so because we were overwhelmed by the volume of applications arriving daily. We exceeded our enrollment target before we had time to serve notice that a cut-off date was approaching. And as a consequence, we will be over-enrolled next year by even more than we were this year.

This situation cannot continue. Unmanaged, our admissions process
could soon require high school students to apply at the end of their junior year — a totally unreasonable expectation. And even with the substantial retention rate improvements in recent years, it is still the case that our current admissions policy generates a situation in which almost 1,000 of our new freshmen will still leave the Columbus campus within the first few months of enrollment, while other well-qualified students are denied admission to Ohio State because of the early deadline.

Our system is not fair to high school guidance counselors, who cannot reasonably advise their students because they do not know when Columbus admissions will close. It is not fair to parents, who cannot realistically plan for their children’s educational futures or expenditures. And it is especially unfair to those students who are not yet sure a full year ahead of time that they even want to attend college.

enrolling minority students. Most important, implemented properly, with the appropriate support activities maintained on the campus, selectivity in admissions will allow us to correspondingly increase the number of minority students graduated. Indeed, we will insist that policy changes include these goals.

When I asked the Admissions Subcommittee of the Council on Admission and Registration to take a look at the full scope of our admissions problems, their goal was to formulate options on how we might manage our freshman enrollment to enhance both quality and diversity. Because it would be very poor state policy to raise the enrollment ceiling at the Columbus campus due to finite resources, it is also clear to all who examine the problem that only one realistic option remains.

For autumn quarter freshman admissions to the Columbus campus, Certainly, we must set admissions deadlines and write new guidelines soon, because decisions on the 1987 incoming class need to be made. Nevertheless, we must place those actions in the context of the long-term future. Let me just take a moment to review some fundamental principles that must be the foundation of new admissions procedures at Ohio State, which will have an impact on this University and its character and progress for many years to come.

We know that we can readily predict which students are most likely to succeed at Ohio State. Our selective admissions evaluation process will incorporate a variety of proven predictors of academic success, including high school class rank, grades, curricular background as defined in the conditional admissions policy, and test scores where they show evidence that past academic performance does not reflect a student’s potential.

Such a broad range of academic success predictors, wisely applied, can be important to strengthening not only academic excellence and diversity at Columbus, but also true accessibility to this University’s and the state’s educational opportunities.

Beyond our own regional campuses, Ohio has a wealth of community colleges, technical schools and college and university campuses, both small and large, public and private, that are of high quality — and that have the excess capacity that Ohio State’s Columbus campus does not. Resources abound in Ohio to ensure opportunities for each student to fulfill success. No one has yet found a way to measure motivation. We must not establish rigid standards that might overlook the individual student who could matriculate successfully at Ohio State, despite what may appear to be inadequate academic records.

Selective admissions and accessibility are not mutually exclusive. Indeed, they cannot be, in any enrollment management plan that is appropriate for Ohio State. Selective admissions must be flexible enough, and tied to our institutional mission and goals closely enough, to ensure that we are enhancing true accessibility.

Approached in this manner, selective admissions will allow us to select a student body characterized by academic excellence and broad diversity — cultural, racial, economic and geographic throughout Ohio. Ohio State will no longer be closing the Columbus admissions door on talented and capable students who, through no fault of their own, may not be alerted to or prepared for early closing dates.

By using proven predictors of academic success, we also will be taking an important next step toward the further improvement of retention of our students, and at the same time helping students choose wisely and realistically among the many educational opportunities provided by the state for all Ohioans.

We have an opportunity to respond to the immediate issues with our autumn quarter admissions on this campus by taking positive actions that honor and advance the true philosophy that defines our land-grant mission.

"Not every student should go to Ohio State — but some should. Not every student should go to a community or technical college — but some should. It is neither possible nor desirable for Ohio State to attempt to be all things to all Ohioans. Indeed, as retention improves among our increasingly qualified undergraduates, we need to recognize that Ohio State is becoming primarily an upper division university."

This is another example of how our current admissions procedure where the demand pressures are so intense, the Ohio State University
undermines accessibility. We all recognize that late awakenings to higher education goals are often clustered among first-generation college students, a group that typically lacks the advantage of family experience with college application forms and deadlines. Yet these are often the very students whom we have a special obligation to serve at the Ohio State University and to whom the goal of open admissions is most specifically directed.

Related to this is our lack of progress on affirmative action. Ohio State's minority enrollments, once a point of pride for the national leadership they reflected, are too low. This is deeply disturbing at a University with a strong tradition of affirmative action achievements that began long before it was legally mandated — or even fashionable. The current situation does indeed mirror a national trend. But I believe it also is linked to our current admissions policies.

Our efforts to recruit minorities have been extensive and relatively successful in the past. Yet through our current practice of closing Columbus campus admissions nearly a full year before matriculation, we are undoubtedly overlooking large numbers of minority students who are not identified in the early recruitment net. Uncounted numbers are simply foreclosed from applying to Ohio State by the news that the open admissions period has ended.

It is an absolute priority that we recommit ourselves to achieving greater minority participation in the Ohio State higher education experience. I believe that selectivity in admissions as outlined here will allow us to greatly enhance our record of must become a selective admissions institution. This will be a major change for Ohio State, with far-reaching and, I believe, very positive long-term effects on the quality of the University, its student body, its national reputation, and its ongoing ability to serve the great state of Ohio in the best traditions of the land-grant philosophy.

But it is important to recognize that while changes must come, the Ohio State University is today already a selective admissions institution. In actual practice, admissions have been "open" for only a few months every year — and, in recent years, for only a few weeks. Under the current system, once the target number of applications is received, Ohio State becomes as selective as any university in the country.

After the Columbus campus admissions close, we admit for autumn quarter only those students who will contribute to important institutional goals — for example, honors students, Freshman Foundation students and other students with special talents. And with smaller class sizes and earlier closing dates, the numbers in these special categories have been increasing rapidly.

In moving beyond the current system that limits access, discourages diversity and reduces opportunities for qualified students, the subcommittee will need to hear from all of us, as well as the faculty as a whole, our staff members and our current students. Campuswide participation will be vital as we formulate specific policies and monitor the implementation of new admissions procedures.

his or her potential and individual educational goals.

Not every student should go to Ohio State — but some should. Not every student should go to a community or technical college — but some should. It is neither possible nor desirable for Ohio State to attempt to be all things to all Ohioans. Indeed, as retention improves among our increasingly qualified undergraduates, we need to recognize that Ohio State is becoming primarily an upper division university.

This evolution is entirely appropriate and is a wise use of limited public funding for the state's major, comprehensive, research-oriented University that already serves as the primary center for graduate and professional study. But it places upon us further obligation to enable and encourage upper-level transfers as we move to a different admissions policy for new, first-quarter freshmen.

We have recently intensified these articulation activities with two-year institutions. We have especially high hopes for these efforts and expect to expand them in the future.

Our admissions processes at all levels — whether for incoming freshmen or upper-division transfers — must allow consideration of differences in individual opportunities. I want to emphasize this, because it is clear that high school rank, grades, tests and curriculum are not the only predictors of academic success.

"Our admissions processes at all levels — whether for incoming freshmen or upper-division transfers — must allow consideration of differences in individual opportunities. I want to emphasize this, because it is clear that high school rank, grades, tests and curriculum are not the only predictors of academic success."

- Enhancing academic excellence, diversity, affirmative action, accessibility and equal opportunities;
- improving articulation with the two-year institutions to encourage upper-division transfers and make full use of the state's limited resources; and
- maximizing each individual's opportunities for personal achievement through admittance and advising applicants based on proven predictors of academic success.

As the quality of our students and their academic efforts continues to rise to meet our expectations, the quality of this University as a whole inevitably will rise as well. Our shared goal must continue to be nothing less than the highest standards of excellence in all that we pursue at The Ohio State University.

February 13, 1986/OSU onCampus/7
Jennings won’t forget this party

Ohio State University President Edward H. Jennings celebrated his 49th birthday yesterday at a party that he and a baby elephant will never forget.

OSU Trustee Debbie Casto, who also is marketing director at the Columbus Zoo, surprised Jennings with the elephant at his second-floor office in Bricker Hall.

Original plans called for pachyderm and president to meet on the first floor, but the elephant made the trek upstairs and surprised Jennings as he was coming out the door. The special guest stayed about 20 minutes, then went home.

Party planners said they just wanted to give Jennings a few tips to help him in his narration of The Story of Babar the Elephant on March 16 in Mershon Auditorium.

— Ruth Hanley
You remembered!

President Edward H. Jennings gets a surprise visit on his 49th birthday from Babar the elephant and Andy Lodge, a trainer at the Columbus Zoo, at Bricker Hall Tuesday Afternoon.
Jennings discusses Miller, funding

By Laurie Webb
Lantern staff writer

In honor of the Ohio Union's 75th anniversary, OSU President Edward H. Jennings talked to students in a question-and-answer session at the Union Thursday.

Replacing men's basketball coach Eldon Miller was one of the topics discussed.

"It is interesting that there has been a lot in the paper about how the institution has a policy that there are only one-year contracts," Jennings said.

Jennings said he knows of no OSU policy of giving one-year coaching contracts.

Jennings said the contract deal is a market issue. If the right person needs to be attracted, and the individual needs a contract, then the university will discuss it with him.

Jennings answered questions from students on other topics:
• Student — How much of the $350 million campaign fund drive is related to the construction on campus?
• Jennings — We announced a few weeks ago that of the $350 million, we have pledged roughly $110 million, or 31 percent of the campaign. Very little of the campaign is for facilities. There is the center for the visual arts, we hope to expand the law library, and of course there are some athletic facilities.

But most of the construction going on now is either state-funded or projects that were held back during the recession period in 1981 and 1982. We have roughly $200 million of construction going on on the campus right now.
• Student — Do you foresee any changes in the parking situation?
• Jennings — Parking on university campus will never be as good as any of us would like. There are several construction projects going on right now. The ramp outside of the Ohio Union is already helping considerably. However, for right now we have over-built the ramp. There are a lot of empty spaces.

The most serious problem right now is over at the medical complex. A ramp across 12th Avenue is going up. We will hope to have that done sometime either this fall or a year from now.

There will never be the relief that all of us want. Primarily it's a cost issue. To build one of these ramps it costs you roughly $10,000 per slot. To build a parking lot, it's roughly $2,000 per slot.
• Student — Last year there was a little problem with USG's election.
• Jennings — A little problem?

(laughter).
• Student — Are you involved with the upcoming election in any way?

• Jennings — No, and I don't want to be either. Not because I want to duck away from it, but because if student government is going to be student government, they are going to have to run their own election. And I think they should. I don't want to call last year's experience a learning experience, but to some extent it was ... I have been somewhat disappointed in the involvement of our student body in student government ... I know the student government right now is working very hard to correct those issues that they ran into last year.

The event was sponsored by ODUA.
When Jennings talks, students listen

By Ruth Hanley
Dispatch OSU Reporter

He is a tough taskmaster who grades hard, but his students generally give Edward H. Jennings high marks when he switches from president to professor at Ohio State University.

“He’s an excellent communicator and he knows his stuff,” said Mike Grillot, a senior from Covington, Ohio.

Grillot is among 49 upper-level students who have spent two mornings each week during winter quarter listening to Jennings teach his specialty — finance.

Last week, 13 of those students graded his efforts, and he passed with flying colors. Nine students gave him an A, four a B.

And those marks came on a day when the students themselves had been graded on a mid-term examination. “They say I’m a hard grader,” Jennings said later. Only five students received an A on the exam.

Jennings, who has a doctorate in finance and who has experience in both academia and the business world, tries to teach one quarter per year “to get a feel for what the average student at Ohio State is doing and to get an idea of what the faculty face.”

He teaches “for the fun of it,” he said. “That’s what I am, a college professor.”

This quarter, his class is Business Finance 722 in the College of Administrative Science. Students do not know when they sign up that he is the instructor. When they find out, “some add, some drop, but generally the class is full,” Jennings said.

Sometimes, he said, it is hard to switch from president to professor and back again. As president, he is surrounded by advisers and staff members “who know everything” about the subject he teaches. His students do not.

According to the students, he does a good job of helping them learn.

“He covers not only the theoretical aspects of finance but gives us a lot of practical knowledge — and I’m not just saying that because he’s the president,” said Debbie Pozsonyi of Columbus. “It’s really exciting to be in his class.”

Allan Frank, a senior from Lake Kiowa, Texas, said that sometimes “he gets a little ahead of himself, but he has a good understanding of his subject and he works well with students.” Frank transferred into the class when he learned Jennings was teaching it.

Other comments included:
Dave Robinson of Enon, Ohio: “He’s friendly and easygoing and always has time to talk to students.”

Lynn Noll of Coldwater, Ohio: “A lot of teachers aren’t in the real world but he makes (the subject) more down to earth. His experience really helps.”

John Wallace, a senior from Columbus: “I think he does a good job, given the fact that he is the president of a major university. He has only missed one day and he gets here on time.”

A few criticisms surfaced:
Don Murray, a senior from Westerville: “I know he’s extremely busy, but I thought he would be more organized than he is. He’s a really good professor, (although) sometimes we’ve caught him in mistakes on stuff.”

Debbie Owens, a graduate student from Akron: “I feel like I’ve learned a lot in the class . . . but it’s hard for me to always understand what he wants on a test.”

She likes his sense of humor but she has one suggestion — “This class is not so big that he couldn’t try to learn people’s names. It would seem more personal.”
Jennings to narrate 'Babar' for charity

By Karen S. Baye
Lantern staff writer

Rarely does the president of Ohio State need to practice reading a children's story, but Edward H. Jennings has been doing just that, in preparation for a benefit concert by George Haddad.

While Haddad, professor of music, performs, Jennings will narrate Francis Poulenc's musical version of the children's classic, "The Story of Babar, the Little Elephant." The piece, a promenade, will be accompanied throughout by pictures.

Haddad has been practicing with Jennings to prepare for the concert. "I've gone over every word with him. He's doing a great job," he said.

"I had never done anything like this before when George asked me, but I'll try anything once. I still need a lot of practice," Jennings said.

Haddad had no specific reason for choosing the Poulenc piece, but did say he knew Poulenc personally when he lived in France in the '50s.

In addition to the Poulenc piece, Haddad will perform selected solo works and "Pictures at an Exhibition" by Mussorgsky. Haddad's daughter Diane, an artist, will accompany the Mussorgsky piece with her sculptures.

Although they have performed in the same concert before, this will be the first time father and daughter have collaborated on a work, Haddad said.

"It's a different kind of concert than I've ever given before," he said.

While his concerts are usually more serious, Haddad said this lighter performance will prove entertaining for families.

Proceeds from the concert will go toward a piano scholarship in honor of Haddad, who teaches piano. Haddad has been at Ohio State since 1953.

He has performed as a concert pianist with most leading symphony orchestras throughout Europe and the United States, including 12 appearances with the Columbus Symphony Orchestra.

The concert will be at 3 p.m. Sunday in Mershon Auditorium. Tickets are $5 for students and $7.50 for the public. Also available is a $25 ticket which includes attendance at a reception following the concert.
Jennings sure what side he's on in NIT

Tonight, when the basketball teams of Ohio State University and the University of Wyoming meet in the National Invitation Tournament final, the man who has been president of both schools has no doubt about where his loyalties lie.

Two years at Wyoming can't hold a candle to five years at OSU, Edward H. Jennings said yesterday.

"I've got no conflict at all," he said over the telephone from Naples, Fla. "I've been at Ohio State for five years. I know who's signing my paycheck."

Jennings has been in Florida for alumni and President's Club meetings the past few days. He will fly to New York this afternoon for tonight's game in Madison Square Garden.

Jennings, who was Wyoming's president for two years before signing on at OSU in 1961, expects to see some old friends at the game.

"I'll be glad to see my friends from Wyoming because it will make it even better when we win," he said. "I'll be very pleased to point out to them that Ohio State is in all ways a better school."

— Ruth Hanley
OSU sees center as site for NCAA

By Robert Sohovitch
Dispatch Development Reporter

If the Columbus New World Center is built, Ohio State University will attempt to land NCAA basketball tournament games for the facility, OSU President Edward H. Jennings said yesterday.

"I don't think that there is any question that would be very important for us," Jennings said. "We'd be very supportive of it. We would encourage it."

Jennings said the center, which would have 65,000 seats, easily could handle National College Athletic Association games, which annually draw thousands of fans and millions of dollars to host cities.

OSU's St. John Arena, with 13,500 seats, is too small for the tournament games.

The New World Center probably could frequently land a NCAA basketball regional tournament, Jennings said. The Final Four championship event will be rotated among cities with a facility seating at least 30,000.

"The support of a major Big Ten university such as Ohio State would be particularly significant in seeking an NCAA tournament," Jennings said.

RICK BAY, OSU athletic director, said he would consider having the Buckeyes participate in a holiday basketball tournament in the New World Center. The tournament would have to be held when OSU is not in session, Bay said. When school is in session, OSU events should be on campus for the convenience of students, he said.

Bay repeated his opposition to holding OSU football games in the New World Center. The games would be more profitable in Ohio Stadium because it is larger and OSU does not have to pay rent there, he said.

Jennings commented about the basketball tournaments after speaking to the Columbus Area Chamber of Commerce's annual scholars breakfast in the Hyatt Regency Hotel.

IN HIS SPEECH, Jennings endorsed Issue 1, the 10-year, 0.5 percent sales tax for the New World Center and Central Ohio Transit Authority, and Issue 2, the permanent 2.94-mill property tax for Columbus Public Schools.

Regarding Issue 2, Jennings said, "This is clearly a strong school system, and passage of the school levy will enable it to keep pace with the increasing demands on their resources."

Jennings said COTA routes serving OSU have a daily ridership of 14,000.

The New World Center, Jennings said, would create jobs, many of which could help OSU students pay for their education.

"With the New World Center, more and larger conventions will come here," Jennings said. "Major academic conventions that are too big for us to approach at present would bring international scholars to the community and enable more of our faculty, and even students, to benefit from their presentations."
Jennings: vote 'yes' on 1 and 2

By David Bhaerman
Lantern staff writer

President Edward H. Jennings told a group of 180 central Ohio college students at a Thursday morning breakfast they should support Issues 1 and 2 appearing on the May 6 primary ballot.

Issue 1 would enact a 0.5 percent sales tax to raise money for a New World Center and the Central Ohio Transit Authority. Issue 2 is a 7.94 mill levy that would support Columbus Public Schools.

"A progressive community is good for the university," Jennings said.

Jennings told the students that quality in the Columbus Public School System compliments higher education, and in order to attract people to Columbus, good schools are needed.

"(Columbus) is clearly a strong school system, and passage of the school levy will enable it to keep pace with the increasing demands on their resources," he said.

Regarding Issue 1, Jennings said it should be supported for the jobs the center will provide, and the continued maintenance of COTA.

"The New World Center will create jobs, many of the type that students rely upon to supplement the cost of their education," Jennings said.

Jennings made his comments to the Chamber Scholars, a group co-sponsored by the Columbus Area Chamber of Commerce, Ohio State and the Ohio Foundation for Independent Colleges.

The junior honors students, about half of them from Ohio State, spent the morning at the breakfast and later in meetings with executives from 60 central Ohio businesses.
Jennings leaves on 8-day trip to colleges in Spain, France

By David Bhaerman
Lantern staff writer

President Edward H. Jennings is leaving Saturday on an eight-day working trip in Europe.

However, little information has been disclosed about the trip for security reasons. Some events have not yet been confirmed, said Lisa Holstein, director of editorial projects in the Office of the President.

Although Holstein said no advisories have been issued for Americans traveling in the countries Jennings will visit, the concern remained that terrorist activities might escalate during the course of the trip.

She said no threats have been made against Jennings, but she feels it would be unwise to release his plans in advance.

"This is a real threat that exists in the real world," Holstein said.

Jennings said he was not worried about the possible danger.

Accompanied by at least one staff member and one faculty member, Jennings will be visiting the cities of Paris and Nante in France, Madrid and Toledo in Spain and Genoa and Milan in Italy.

Jennings is expected to visit several universities with which Ohio State has exchange programs, including the Ecole Superieure de Commerce in Nante. That school has sent its second-year class to spend a quarter at Ohio State for the past four years.

He is also expected to meet with Valery Giscard d’Estaing, the former president of France, who is speaking at Ohio State on May 19 as part of the Schooler-Reese Lecture Series.

While in Europe, Jennings is tentatively scheduled to meet with several people to discuss the 1992 celebrations, being planned to recognize the 500th anniversary of Christopher Columbus discovering America.
Jennings offers support

By Steve Sterrett

In an address to the annual Chamber Scholars breakfast on April 17 in Columbus, President Jennings endorsed passage of two local tax levies. The issues are the Franklin County sales tax proposal to support COTA and the New World Center and the property tax levy for Columbus Public Schools.

Jennings described the two issues, which will be decided at the primary election May 6, as "exemplifying the growth, visionary leadership, and spirit in this community."

In supporting issue 1 for COTA and the New World Center, he noted that COTA routes directly serving Ohio State have a daily ridership totalling more than 14,000 passengers.

"The bus system is a valuable service for the University, allowing our students, faculty, staff and guests to study, work, shop and participate in community cultural and recreational events," he said.

Jennings said the New World Center will increase the convention business in Franklin County and, in turn, will create jobs, "many of the type that students rely upon to supplement the cost of their educations."

The attraction of more and larger conventions "also means educational opportunities for our community," he said.

"Major academic conventions, which are too big for us to approach at present, would bring international scholars and notable speakers to the community and enable more of our faculty, and even students, to benefit from their presentations."

The New World Center also can add to
for local tax levies

the revitalization of High Street, Jennings pointed out. "With the outstanding Wexner Center for the Visual Arts on the Ohio State campus at one end and the Statehouse at the other, I can envision High Street as a vibrant collection of galleries, shops, businesses and services that will attract visitors and further enhance the lives of local residents."

In backing Issue 2 for the Columbus schools, Jennings said: "To attract outstanding persons to this area, we must continue to provide a quality education for our children. And, of course, closer to home, I know that a quality public school system will complement the excellence of our institutions of higher education."

The Chamber Scholars Program, begun in 1982, brings together the top juniors and seniors from seven central Ohio colleges and universities with leaders of Columbus area businesses and major non-profit organizations. The program is sponsored by the Columbus Area Chamber of Commerce.

Michael Evans, director of media relations for the chamber, said this year's program involved about 180 students and 60 corporate sponsors.

The students were nominated by their institutions based on their academic achievement and leadership potential, Evans said. The students then completed forms which indicated career goals, and the chamber organizers attempted to match each student's interest with an appropriate company or organization.

The day-long program began with the breakfast at the Hyatt Regency Hotel. The students then returned with their corporate sponsors to their offices for tours of the business and discussions of careers in that field with top corporate officers and with young employees.

In speaking at the breakfast, Joseph L. Vogel, vice president of programs for the chamber, and C. Brent DeVore, president of Otterbein College, emphasized that the primary purpose of the program was to encourage the student leaders to pursue their careers after college in Columbus.

Jennings also stressed that theme. "The pool of knowledge centered in the many colleges and universities in our area represents a valuable resource for this community," he said. "Columbus needs the dynamic new talent that you represent to carry it into the next century."

Karen Conrad, an Ohio State student majoring in actuarial science who was a Chamber Scholar in 1985, spoke on behalf of the students. She expressed her thanks for the opportunity she had last year to meet with executives at Nationwide Insurance Co. to explore her career interest.
Jennings’ trip fruitful

Exchange plans, relations abroad improve

By David Bhaerman
Lantern Staff Writer

Several foreign universities will be expanding their exchange programs with Ohio State due to agreements made during President Edward H. Jennings’ eight-day trip to Europe.

Calling the trip “very fruitful,” Jennings said at each university they visited, “foreign faculty complimented our students on their preparation.”

Jennings visited 18 students in Paris who are spending several weeks touring with C. Dennis Minahen, an assistant professor in the department of Romance Languages.

He also visited the Ecole Superieure de Commerce in Nante, France, where he met with officials and faculty concerned in an exchange with Ohio State.

For the past four years, the school has sent their entire second-year class of business students to study for one semester at Ohio State. This quarter, 100 students are here as part of that program.

The Nante school will be increasing the number of students they send to 150, Jennings said. School officials also expressed interest in expanding the number of graduate students who come to Ohio State for master’s degrees, he said.

“This is important for us since (the Ecole Superieure de Commerce) is a premiere school in the nation,” Jennings said.

Jennings also visited the University of Madrid in Spain, which is the third largest school in the world with more than 150,000 students.

Ohio State has not had an exchange program with Madrid before, but school officials were able to reach an agreement to do so. The University of Madrid was especially interested in the OSU nursing program, Jennings said.

Jennings also met with officials of the Fundacion Jose Ortega y Gasset in Spain to discuss programs for faculty exchanges for lectures.

The foundation also was interested in Ohio State’s program of teaching Spanish as a foreign language, Jennings said. “It is clear our discussion with them will lead to an expansion of that program,” he said.

While in Madrid, Jennings met with Juan Manuel Rojo, the Secretary of State for Universities and University Research, to discuss exchange programs in science.

In Toledo, Spain, Jennings met with seven OSU students at the University of Castille-La Mancha, a new university formed when several smaller universities merged.

Ohio State will be sending 17 students to study there summer quarter.

In Genoa, Jennings attended the opening of Euroflora ’88, an international flower show that is held in different European cities each year.

Jennings invited officials to have the show in Columbus in 1992.

“We were making sure they know of Ohio State’s horticulture reputation,” he said.

Jennings met with senior Italian Senator Paolo E. Taviani, “the most interesting person we met,” to discuss a bibliography on Christopher Columbus that Ohio State will translate and publish with funds that Taviani raised.

Taviani’s area of expertise is Christopher Columbus and the development of the New World since the 16th Century. He is also “the grand old man of Italian politics,” Jennings said.

Also while in Genoa, Jennings met with the president and deans of the University of Genoa, where 18 separate proposals for joint exchanges were discussed.

Jennings said several meetings during the trip were ceremonial, but were “a confirmation of our being supported by the government.”

One of those ceremonies, a dinner, was held at the Villa Tursi in Genoa. The Villa Tursi, or city hall, was built during the 15th Century.

“It’s where Christopher Columbus came to get his research grants to come to the New World,” Jennings said. “He was turned down.”

While in both Spain and Italy, Jennings met with officials to discuss preparations for the 1992 celebration, a commemoration of the 500th anniversary of Christopher Columbus landing in the New World.

The city and university have both set up committees to begin planning events for that year.

Jennings was accompanied on his trip by his wife, Mary Eleanor; Ronald Rossbottom, chairman of the department of Romance Languages and Literature; Rossbottom’s wife, Betty; Lisa Holstein, director of editorial projects in the president’s office; Salvador Garcia, a professor in the department of Romance Languages and Literature; and Luciano Farina, an associate professor in that department.
Ohio State University made headlines in Genoa, Italy, during a recent European trip by President Edward H. Jennings.

A smiling Jennings and his wife, Mary Eleanor, were featured in a photo in Genoa's daily newspaper, *Il Secolo XIX*, April 27. A story accompanied the photo.

Lisa Holstein, Jennings' director of editorial projects, was also on the trip. She could provide only a rough "translation" because she does not speak Italian. But she said the story described OSU as a major U.S. university and mentioned cancer research.

One reason for Jennings' trip to Italy was to explore development of an exchange program with the University of Genoa, known for its pediatric cancer research.

Jennings was pleased with the attention but pointed out a problem. By the last paragraph, the "State" was dropped and the credit for a job well done went to Ohio University.

— Ruth Hanley
Jennings’ budget calls for

Editor’s note: On May 1 at the Board of Trustees meeting, President Jennings suggested guidelines for the 1986-87 fiscal year operating budget. He discussed faculty and staff salary increases, tuition levels and designating funds for equipment purchases. In June, Jennings will submit a final budget for the trustees to approve.

The following is a complete text of Jennings’ recommendations:

It is with great optimism that I bring before you today budget guidelines for the 1986-87 fiscal year that, I believe, permit us to continue to enhance excellence at this University and, at the same time, continue to challenge us to effectively manage our resources.

In keeping with the planned budget cycle, I offer these guidelines for discussion today. Final approval of the operating budget is scheduled at the June board meeting, for the fiscal year beginning July 1, 1986.

We are on a course toward establishing our position as one of the nation’s premier educational institutions, and this year we have gained momentum toward reaching that goal. The 1985-86 fiscal year has seen a number of initiatives implemented by the state of Ohio and by the University that are significant — and favorably — affecting Ohio State. Let me mention some of these efforts as exemplary of the climate of excellence that we are developing throughout our campuses today.

We are very fortunate that the state of Ohio has taken national leadership in the ambitious selective excellence programs. In addition to contributing basic support through the instructional subsidy, the state has invested in Ohio’s economic redevelopment and its future by committing public funds to the Research Challenge, Program Excellence, Academic Challenge, and Productivity Improvement Challenge grants. Through these programs, Ohio State will realize more than $18 million during the 1985-87 biennium.

Academic excellence in Ohio is further enhanced by the Eminent Scholars Awards Program of the Ohio Board of Regents. This program improves our ability to attract additional internationally recognized scholars to our faculty. Three such scholars already have been brought to Ohio State under this program, with two additional searches in progress.

These state efforts enable this University to extend initiatives already begun in the last biennium with our own University resources. Beginning with three departments designated as Centers of Excellence in 1984-85, we now have a total of 14 Columbus campus programs sharing special funds from University resources, and the $4.2 million Academic Challenge Grant through 1986-87. In addition, the four regional campuses and the Agricultural Technical Institute have received state entitlements to enhance selected programs on their campuses.

We also are, as you well know, in the midst of an enormous campaign to increase the level of support for the University from private and corporate gifts. This week, we kicked off that portion of the campaign involving our faculty, staff and students. The progress already made toward our ambitious $350 million goal is very encouraging.

Correspondingly, our faculty continue to build upon their abilities to further increase the amounts of sponsored research dollars from governmental, as well as private sectors. Enhancing their efforts is the $12.9 million Research Challenge Grant from the state and our own resources that we hope will stimulate additional external research funds.

However, there is still more that we can do. Continuing efforts are being made within the University to assure the effective use of all resources to support teaching, research and related service activities. The guidelines I am recommending today are consistent with these efforts. They have been developed after consultation with the Fiscal Committee and the Faculty Compensation and Benefits Committee of University Senate.

In the current biennium, the process of selective internal re-allocations is being continued. Each dean and vice president is again being asked to redirect 2.5 percent of their resources by reducing and eliminating expenditures on low priority, inefficient or duplicative activities.

This has provided $8.1 million in redirected resources which will be used to support our emphasis on excellence, as well as new and emerging needs throughout the University. Re-allocations, and continuing cost containment efforts, enable Ohio State to maintain its forward momentum while allowing us to maintain accessibility by avoiding tuition increases.

As I pledged last year, if the state maintained the funding level being
considered in the budget proposals, Ohio State would not increase student tuition in the second year of the biennium. The state has done its part. Therefore, we will meet our commitment to accessibility by recommending no student tuition increases for 1986-87.

In light of tuition increases nationally that are averaging more than 7 percent, Ohio State's zero increase will significantly enhance accessibility. Even more important, holding the line on tuition will directly assist students who face uncertainties in federal student financial aid.

In addition, I am recommending that the average increase in all University rates and charges not exceed 4 percent. It is my intent that even with this guideline, the actual average increase will be significantly less than 4 percent, as a result of the success of cost containment efforts within our earning units.

One indication of this is the 3 percent rate increase request submitted by our residence and dining halls. This is significantly below the national average increase in residence hall fees of 5 percent. Accompanying this rate increase is my recommendation that Ohio State again provide funds to maintain the purchasing power of University-funded financial aid.

A major factor in building excellence is maintaining and improving our competitive position on salaries with other major universities. On salary and wage increases, I am today recommending guidelines of 3 percent for faculty and staff and providing an additional 3 percent in salary budgets for merit increases. Additionally, central funds of up to .5 percent of salary budgets are recommended for promotions and equity and excellence adjustments. Staff members who are part of an exclusive bargaining unit shall receive salary increases as specified in the appropriate labor agreement.

In support of the faculty and staff and of our comprehensive programs, I am further recommending an increase of 5.5 percent for equipment and supplies. This continues our emphasis on keeping these necessary support budgets at reasonable levels.

As I told the University Senate last fall, no University has ever become great, or maintained its greatness, without continued attention to the needs of its central academic core in the libraries. Our libraries must keep pace with the demands of the faculty, and the needs of our students, by continually updating their collection and improving the scope of their resources. This same philosophy holds for the equipment we use to instruct our students and to perform research, and for the facilities in which these activities are conducted.

To this end, I am recommending one-time funds of $5.8 million beyond normal budgets for the acquisition of new library holding, equipment and needed renovations. These University funds — plus the instructional equipment and computing funding of $9.5 million which was included in the recently approved capital appropriations bill — will help us continue to modernize the equipment and computers used in instruction and research. This is a vital investment in the future that will insure that our faculty and students have the most modern equipment and facilities available to support their academic efforts.

Our over-riding goal — that we maintain an ever higher standard of excellence in instruction — becomes even more imperative with the continuing improvement in the quality of our undergraduate students. This process has begun as a result of our move to conditional admissions, and will intensify under selective admissions. Our students are better prepared for us, and our challenge is to be fully prepared for them and the new demands they will present. I am, therefore, recommending that from monies re-allocated from the various offices that serve the academic mission, a total of $1.8 million be committed to support excellence in undergraduate instruction.

In sum, as part of our self-help commitment through internal re-allocations — along with the new selective excellence funding — these recommendations for the 1986-87 budget include a total of $38.5 million for enhancements to excellence. This level of excellence funding will provide us with a unique opportunity to initiate new directions which will influence the future of Ohio State in the next century.

Further, the academic excellence funding from the state, along with our internal re-allocations, provide a basis for strength as we approach potential donors nationwide to participate in our private fund-raising campaign.
As I said last fall, "We are fortunate at Ohio State that our institutional funds are available to be spent flexibly, as priorities change and new needs arise...Our financial flexibility allows us to manage our own destiny. Throughout the University, it is goals and priorities — not artificial and arbitrary categories — that must guide our spending decisions."

While I have faith that the decisions made throughout this University will result in these resources being effectively used to further improve the quality of instruction, research and related service, we must continue to challenge ourselves to also make maximum use of the fiscal flexibility available to us.

Increased efforts are being put in place throughout this University to strengthen our management of resources at all levels, and to insure that the most effective use is made of all available resources. During the next several months, we will be setting into motion initiatives that will further enhance cost containment activities throughout the University. Excellence in the management of the University resources must be enhanced, along with our efforts to achieve excellence in instruction, research and related service.

The 1986-87 University budget we will present for your approval in June will be in accordance with these guidelines. It will reflect our commitment to emphasizing the twin goals of excellence and accessibility — while maintaining the comprehensive diversity of a great University for which we are continuing to work together to make even better for the future.
University solidifies bond with Europe

By Jeff Grabmeier

"Go Bucks" is one phrase that doesn't translate well into Italian.

Just ask Luciano Farina, an Ohio State associate professor of Romance languages, who had to translate President Jennings's remarks when he spoke at a reception in Genoa on April 26. Jennings, Farina and three other members of a University delegation visited in Genoa during a three-country European trip April 20-26.

At the Genoa reception, Jennings ended his remarks by repeating the familiar Ohio State rallying cry of "Go Bucks."

But the phrase left the Italian guests a bit confused.

"I really had to do a lot of explaining," remembers Farina. "President Jennings used just two words, and here I am going on for three and a half minutes trying to translate it."

The Italians still may be puzzled about the definition of "Ohio State Buckeyes." But Jennings says the Ohio State delegation did succeed throughout the trip in translating the University's desire to build and strengthen relationships with universities and governments in France, Spain and Italy.

"The trip was a real success," Jennings says. "We were able to reaffirm our support for many of the exchange programs we already have in place with European universities. We also initiated discussions that could form the basis for new agreements."

The meetings also helped in planning events and exchange programs for the 500th anniversary of Columbus' landing in the New World, which occurs in 1992, Jennings says.

"I believe the contacts we made and negotiations we began will help make Ohio State one of the world focal points for the quincentennial celebration," he says.

In addition to Jennings and Farina, the other University officials making the trip were: Ronald Rosbottom, chairperson of the Department of Romance languages; Salvador Garcia, professor of Romance languages; and Lisa Holstein, director of editorial projects for the president.

During the trip, Jennings finalized an agreement to publish an English translation of Un Secolo Di Bibliografia Colombiana 1880-1985, described as the definitive bibliography on Columbus. No other agreements were signed, but Rosbottom says the trip was designed more to make contacts and gather information.

For instance, in France the delegates met with officials and faculty at Ecole Superieure de Commerce, a business school in the city of Nantes, with whom the College of Business has an exchange agreement. They also talked with M. Pierre Rosenberg, chief curator for paintings at the Louvre, who has been invited to speak at Ohio State.

"There were a good number of initiatives that were formulated and we learned of several new opportunities," Rosbottom explains. "We have a great deal of follow-up to do."

He says Europeans treated the delegation well, even though the trip came just after the the U.S. bombing of Libya.

"We found that all over Europe, everybody was very pro-American," Rosbottom says. "They were pro-American technology, pro-American education, pro-American relationships. We learned there really is an opportunity for major academic interaction."

Many European academic and governmental officials know of Ohio State because of the number of students and instructors who have studied and taught abroad. The University enjoys an "excellent academic reputation" in Europe, Jennings says.

"It was good to be in places where the first question people asked you wasn't 'How are the Buckeyes going to do this fall?'' Rosbottom says.

The University officials spent part of their first day in Paris with 14 Ohio State students who are studying with Charles Minahen, an assistant professor of Romance languages.

"They were very pleased to see us, especially given the fact that the Libyan raid had occurred just a week earlier," Rosbottom says. "They weren't too apprehensive about being in Europe, but it made them feel good to see us."

The delegation also met in Toledo, Spain, with seven Ohio State students who were studying Spanish language and culture as part of an exchange program with the Jose Ortega Y Gasset Foundation, a major private academic foundation.

While in Madrid, the officials discussed establishing exchanges in various scientific fields, including nursing, with the Complutense University of Madrid.

The Ohio State delegation met with a variety of government and academic officials in Spain, including a national minister of education.

From Madrid, the Ohio State representatives flew to Genoa, the sister city of Columbus and birthplace of Christopher Columbus.

They met with Italian senator Paolo E. Taviani, who chairs a major committee for the national 1992 commission. He has agreed to attend a conference at Ohio State in October.

Ohio State officials also held discussions with the president and several deans of the University of Genoa, who are now evaluating a variety of proposals for collaboration with Ohio State faculty.
Jennings reacts to

Editor’s note: In a letter May 13 to Lena Bailey, dean of the College of Home Economics and chair of the Athletic Council, President Jennings outlined his reactions to proposed criteria for evaluating intercollegiate sports at the University. The following is a copy of the letter.

Dear Lena:

I have reviewed the draft report of the Program Review Committee of the Athletic Council, and want to commend the members for providing us with criteria by which the University can evaluate intercollegiate athletics. I also want to express my appreciation for the time and effort dedicated to making the process as thorough and impartial as possible.

The parallels to the academic procedures of program review are an encouraging first step for the Department of Athletics. Recommendations have been based not on fiscal concerns, but on evaluations of individual program strengths and weaknesses, which is appropriate. While any decision naturally has fiscal consequences, these cannot be the determining factor in our judgments throughout the University.

Still to be determined are the processes for implementing change and for appropriate guidance to the athletic department on using both the new criteria and its existing budget flexibility to encourage excellence. The decline in television revenues, the increasing need to rely on private giving, progress on cost containment and other budgetary changes need to be addressed as part of an overall fiscal strategy. As we work with the department on the Memorandum of Understanding that typically results from program review, I am confident these areas will be clarified. However, as the committee submits its draft report to the athletic council for action, there also are some concerns I would hope to see addressed.

Fundamentally, the recommended criteria are good ones. I concur fully that the education and academic performance of team members rank high in importance, just as they do in evaluation of coaching performance; and that Ohio-based interest in a sport be a strong determinant, measured by such factors as high school programs and availability of good recruits among Ohioans. I also agree that relative affordability of the program ranks last.

The criteria on levels of competition also are fundamentally appropriate. This includes recognition of an existing reality of intercollegiate athletics — that of differential funding for individual sports. However, I am concerned about establishing a formal, two-tiered and geographically based differentiation between “national” and “regional” sports at Ohio State. While the concept is creative, clear lines probably should not be drawn which are based on geographic areas of competition. Such a categorization, however well-intended, could seriously inhibit our flexibility. Rather than facilitating change over time, its effect may well be to keep worthy sports from developing into nationally competitive programs.

Let me present a hypothetical example. Let us assume that after a number of years of full support, “Sport X” has not improved. At that point, what may be needed is a scaling back to a level of competition that relieves pressure while the team rebuilds. We may want to schedule more non-conference or Division II or III teams and may choose to move a few scholarships from Sport X to areas where they will be more productive during the transition period. Under a tiered structure, rather than making these supportive moves to preserve the sport, we might need to formally change its status — surely damaging morale, if not the long-term viability of the program.

Similarly, we have the example of a developing program — “Sport Y.” Today we may play non-conference games and Division II and III teams. But if interest builds, Sport Y could become a truly national sport. We would need to seize every opportunity to excel by seeking increasingly strong competition. The restriction of a formal designation of regional status might unnecessarily limit our ability to respond to change and prevent a natural and gradual growth process. These are two examples of how rigid lines could hamper our flexibility.

I also would question the recommendation on scholarships. While it may seem reasonable to enable a
athletic review proposals

I should add that the criteria established by the committee serve another extremely important function. The most valuable use of the criteria is not in determinations of which sports to eliminate or retain, but rather to more clearly focus the pursuit of excellence for our varsity teams. Ice hockey, for example, is a sport which the report recognizes as not meeting many of the criteria. Nonetheless, it is appropriate that it be continued as a varsity sport — but with the understanding that it will be more directed toward meeting the criteria outlined in the report. Providing such a focus offers invaluable assistance to the department, the administration, the coaches and players and the Athletic Council as program review continues in the future.

Despite the reservations I have outlined, I want to reiterate that the report represents substantial progress in enabling the University to conduct program review of intercollegiate sports. Some areas, such as academic oversight, funding and relative pay levels of the department's tutors, have already been addressed. But it is clear from the report that there is much more for us to do to achieve comprehensive excellence.

Although we face the ever-present difficulties of making decisions about funding priorities, I believe this report offers good guidance in focusing on program qualities rather than fiscal constraints. But it is important that we leave specific decisions up to future policy makers. The faculty must have a strong role in governance. However, policies should not be implemented or structures created that would limit faculty discretion in future years.

Again, I want to compliment the committee. The members have undertaken a difficult and complex task, where public attention and emotions have run high, and handled it sensitively and productively. I believe that both the content and the precedent set in the report are solid contributions to excellence in intercollegiate athletics at all levels at Ohio State.

Sincerely,

Edward H. Jennings
Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.
After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of
the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp. and a member of the Advisory Board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education. The Big Ten Conference has selected him to serve on the NCAA Presidents Commission, effective July 1, 1986.

Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell
Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Torch Club and Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W. Jennings.
Contest to design card for Jennings canceled

The design contest for President Edward H. Jennings and his wife's annual holiday greeting card was canceled because there were not enough entries, said Kathy Wyatt, director of university special events.

The contest was announced in early April and was to have been judged on April 26.

In previous years, photographs of campus or pictures from the university archives have been used on about 10,000 cards that the Jennings send out to OSU supporters. This year, it was decided that an undergraduate should design the card.
COLUMBUS, Ohio -- Edward H. Jennings, president of Ohio State University, will become an honorary fellow of the Honda Foundation during a ceremony in Tokyo on Friday (6/6).

Takeso Shimoda, president of the foundation, announced that Jennings would be accorded the honor in appreciation of his contributions to a successful international symposium sponsored by the foundation at Ohio State in 1982.

The Honda Foundation, one of the most prominent foundations in Japan, studies advanced technology and its social and environmental consequences.

Since 1977, the foundation has sponsored a series of eight "Discoveries" symposia on these topics. The first symposium was in Italy. Other symposia have been held in France, the United States (at Ohio State), the United Kingdom, Sweden, Japan, Australia and Belgium.

Invited to the symposium at Ohio State in 1982 were some 140 leading scholars and business and political leaders from around the world. The Japanese ambassador to the United States opened the symposium and greetings from President Reagan were delivered by then-Gov. James Rhodes.

The symposium included workshops on high technology in computer communications systems, the impact of robotics and

- more -
automated production controls, human health, and social, political and cultural impacts of advanced technology.

Nominated with Jennings as honorary fellows of the foundation are the organizers of the other symposia. Among these are Eduardo Caianiello, dean of the Faculty of Sciences, University of Salerno and founder and director of the Institute of Theoretical Physics and Nuclear Physics, University of Naples; Jean Claude Simon, advisor on science and technology to the president of France; and Sir David Zeidler, president of the Australian Academy of Technological Sciences.

Jennings left on Wednesday (6/4) to fly to Tokyo to accept the honor.

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Contact: Bradley Richardson, director of Ohio State's Institute for Japanese Studies, 422-0952.

Written by Steve Sterrett. (S/19)
Jennings awakens to Krispies; falls asleep during ballgames

By Lisa Herhold
Lantern staff writer

When President Edward H. Jennings graduated from college, he knew without a shadow of a doubt he was "through with universities." He was obviously wrong.

The president of one of the nation's largest institutions, Jennings is Ohio State. But he is also a husband, a father and a consumer. He eats Rice Krispies for breakfast and just finished reading James Michener's "Texas.

"On Sunday afternoon I'll turn on a ballgame and fall asleep — you probably have a dad like that," Jennings said.

He's an intelligent businessman. "I never take the position that money is an object. If something is worth doing, you can find the money. And I don't just mean in an economic sense. It could be (in) a social sense, it could be (in) a research sense.

"I try and see the last question asked is, 'Can we afford it,' because if it's the first question, you'd never do it."

President Jennings has his hands full — coffee in one hand, cigarette in the other. He seems to be an old pro at interviews.

Right now I'm president of Ohio State. Something might come along — something might not. I think if I start thinking about what I'm going to do after I leave Ohio State, it's probably time to leave Ohio State. — Edward H. Jennings

"They always ask him the dumbest questions like, 'What time does he get up in the morning?'" said Maybelle Ruppert, the president's secretary, of reporters and journalism students who have interviewed him in the past.

Eying the tape recorder, his answers are carefully worded. Being associated with universities most of his life, Jennings has an abundance of advice to offer students to remember there's nothing wrong with someone disagreeing with them. "He might be wrong, he might be right."

Jennings advises students to be tolerant of differences in people. "The diversity of our society is our strength. Individually, it's a problem." He cites the need to remember different doesn't necessarily mean wrong.

"You won't be 40 until the turn of the century. You'll retire around 2025. I don't know what's going to happen, but a lot is going to change. Be less worried about what the job opportunities are," he advises.

Jennings doesn't think much about the past. "I never look back on life. The past is gone."

"Right now I'm president of Ohio State. Something might come along — something might not. I think if I start thinking about what I'm going to do after I leave Ohio State, it's probably time to leave Ohio State," he said.

He can't recall how he proposed to his wife. "She probably could tell, I don't know. I think it was just one of those things that happens. You agree on something and off we go."

He doesn't think kids today have changed much from when he was young. "I think there is a mythology going around the country right now that (today's generation) is apathetic."

Jennings recalls the same sentiment abounding when he was young. "I don't think there is any question today that kids are active or aggressive on issues. They are doing it in a different way," he said.

"I can remember an issue when I was in college. Louis Armstrong was coming into town for a concert — and this is 1956. Our fraternity invited him to dinner. In 1956, inviting a black to dinner was pretty radical stuff," he recalls.

Jennings is popular with student organizations. Alan Walker, a student who works with Jennings as a part of the USG CrimeWatch Program, said, "I think he does a damn good job considering the adverse situations he has to deal with. Everything that goes wrong in the university reflects upon him as president."
Japan foundation honors OSU president

Ohio State University President Edward H. Jennings became an honorary fellow of the Honda Foundation during ceremonies yesterday in Tokyo.

Foundation President Takeso Shimoda said Jennings received the honor in appreciation of OSU's successful hosting of a Honda Foundation symposium in 1982.

The foundation studies advanced technology and its social and environmental consequences. Since 1977, the foundation has sponsored eight international symposiums, each in a different country.

The OSU symposium included workshops on technology in communications systems, the impact of robotics and the political and cultural effects of advanced technology.
Jennings gets 9 percent pay hike

By Ruth Hanley
Dispatch OSU Reporter

Ohio State University President Edward H. Jennings has received a pay raise for Jennings yesterday. His salary will be $119,260 a year.

During his five years at OSU, Jennings "has brought new vitality and enthusiasm to the institution and has demonstrated unusual talents and skills in working with the diverse constituencies," said Daniel Galbreath, chairman of the board of trustees.

An example of Jennings' leadership during the past year was the launching of the $350 million OSU Campaign, the university's first major fund-raising drive, Galbreath said. So far, $118 million has been raised.

Jennings has recruited distinguished faculty members and developed new programs, Galbreath said.

"The vibrant mood of the campus is heartening, morale is high, the budget is balanced," Galbreath said. "This evidence attests to Ed Jennings' leadership ability, competency and commitment."

Jennings' raise was part of an $885.14 million operating budget approved by the trustees for the 1986-87 fiscal year, which begins July 1.

The package is 5.9 percent higher than last year's revised budget of $835.8 million, said Weldon Ihrig, vice president for finance.
Honda names president as honorary fellow

By Steve Sterrett

President Jennings became an honorary fellow of the Honda Foundation during a ceremony in Tokyo June 6.

Takeso Shimoda, president of the foundation, announced that Jennings would be accorded the honor in appreciation of his contributions to a successful International symposium sponsored by the foundation at Ohio State in 1982.

The Honda Foundation, one of the most prominent foundations in Japan, studies advanced technology and its social and environmental consequences.

Since 1977, the foundation has sponsored a series of eight "Discoveries" symposia on these topics. The first symposium was in Italy. Other symposia have been held in France, the United States (at Ohio State), the United Kingdom, Sweden, Japan, Australia and Belgium.

Invited to the symposium at Ohio State in 1982 were some 140 leading scholars and business and political leaders from around the world. The Japanese ambassador to the United States opened the symposium and greetings from President Reagan were delivered by then-Gov. James Rhodes.

The symposium included workshops on high technology in computer communications systems, the impact of robotics and automated production controls, human health, and social, political and cultural impacts of advanced technology.

Nominated with Jennings as honorary fellows of the foundation are the organizers of the other symposia. Among these are Eduardo Cafianiello, dean of the Faculty of Sciences, University of Salerno, and founder and director of the Institute of Theoretical Physics and Nuclear Physics, University of Naples; Jean Claude Simon, adviser on science and technology to the president of France; and Sir David Zeidler, president of the Australian Academy of Technological Sciences.
Mr. Edward H. Jennings  
President  
The Ohio State University  
102 Administration Building  
Columbus, Ohio 43210-1399  

Dear Edward:

I enjoyed talking to you on the phone and am delighted that you are willing to serve on the Paton Accounting Center Advisory Board. A list of the 1986 board members is attached as is an information sheet to allow us to make plans for logistics.

As we discussed, the Paton Accounting Center Advisory Board meeting for 1986 will be held in Ann Arbor on September 19 and 20. A group of hotel rooms have been reserved at the new Executive Residence here at the Business School. We plan to start at noon on Friday with an Advisory Board–faculty luncheon at the League. We will end on Saturday with an early lunch for board members, faculty and all spouses before adjourning to the Michigan–Oregon State football game. A lunch and special tour of Ann Arbor has been arranged for Friday afternoon for the spouses.

Program planning is underway. It will include a discussion of current faculty research in accounting, auditing and taxation. We will also discuss accounting education with emphasis on executive education in management accounting and developments in our degree programs. I'll send an agenda and abstracts for our discussions about September 10.

To complete our planning for meals and housing we would like to know your plans. Please complete the attached form and return it to me by August 8. The 1986 Board Members names and affiliations are also attached.

We are all looking forward to your visit.

Sincerely,

Bill

William R. Kinney, Jr.
WILLIAM A. PATON CENTER FOR ACCOUNTING 
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BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of —more—
Edward H. Jennings -- 3

the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp. and a member of the Advisory Board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education. The Big Ten Conference has selected him to serve on the NCAA Presidents Commission, effective July 1, 1986.

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Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Torch Club and Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its second printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W. Jennings.
Jennings gets $10,500 pay increase; salary more than doubles since 1981

By Ginger Pullen
Lantern staff writer

The Ohio State University Board of Trustees adopted an annual operating budget of $885,140,000, June 11, for the 1986-87 fiscal year which included a $10,500 salary raise for President Edward H. Jennings. His salary now totals $110,280.

Since Jennings took office on Sept. 1, 1981, he has received six pay raises totalling $54,280. In 1981, a state law limiting the annual pay of state employees to $65,000 existed. Jennings, who was then president of the University of Wyoming, turned down a pay raise there, which would have made his salary $90,000, to come to Ohio State.

In December, 1981, the state law expired and Jennings' salary was raised to $78,000. He has received a raise every year since then.

"During his tenure, President Jennings has brought new vitality and enthusiasm to the institution and has also demonstrated unusual talents and skills in working with the diverse constituencies of the University—leaders of government, both state and federal; members of this board; alumni of the university; faculty, staff and students," said Chairman Daniel M. Galbreath in a transcript of his address to the board.

"The vibrant mood of the campus is heartening, morale is high, the budget is balanced, new academic facilities are coming on line and almost daily some announcement is made about the addition of another distinguished person to the ranks of our faculty and staff and new programmatic changes are in the headlines with much regularity," Galbreath said.

"For the hours and duties he performs, his salary is low," Maybelle Ruppert, secretary to the president, said.
Jennings supports Holmes

Editor's note: The following letter was sent to Judith Lanier, chairman of the Holmes Group and dean of the College of Education at Michigan State University, by President Jennings on June 16.

Dear Dr. Lanier:

We have had an opportunity at the Ohio State University to have the recommendations of the Holmes Group reviewed by our colleges and by our regional campuses.

The university community is clearly committed to strengthening teacher education. We are generally supportive of the recommendations, and we want to continue in our work with the Holmes Group. We are prepared to pay the membership fee of $4,000 a year to support the group.

We expect that implementation of the recommendations of the Holmes Group will be somewhat prolonged at the Ohio State University because we are currently undertaking a review of our undergraduate curriculum, including the basic education requirements. The recommendations of the Holmes Group must be correlated with current programs, future curricula change, and with a careful plan for resource allocation.

I congratulate you and the others including Don Anderson who have contributed so much to the work of the Holmes Group.

It is a bold step toward making the needed changes in teacher education.

Edward H. Jennings, President
OSU makes big impression on Italians

By Ruth Hanley
Dispatch Staff Reporter

Between university presidents, Enrico Beltrametti envious Edward Jennings his space.

Beltrametti, president of Italy's University of Genoa, spent the past three days in Columbus as part of a tour of seven U.S. universities. One of his major impressions of Ohio State University has been the size of the campus.

"Genoa is a town extremely compact between the sea and the mountains," he said yesterday at a reception hosted by Jennings, the president of OSU. The university's buildings are scattered throughout Genoa because there is no room for a central campus, he said.

"WHEN WE see the very big area you have, this causes us to have the envy," he said.

Beltrametti is one of five Italian university presidents who visited OSU as part of a U.S. Information Agency tour. At OSU, the group met with representatives of the physics, language, economics and other departments.

The Italian officials also are making contacts on the trip to aid in future establishment of faculty and student exchange programs.

"The number of students in such exchanges is "not significant" and should be higher," said Vincenzo Buonocore, president of the University of Salerno and head of Italy's national committee of university presidents.

Jennings said the visit of the Italian officials offers an opportunity for "making friends" in preparation for future collaborations. One major project in the works is the 1992 celebration of the 500th anniversary of Christopher Columbus' first voyage to the Americas.

JENNINGS VISITED Genoa in April to offer 18 proposals to university officials there. Some of the proposals, in areas ranging from medicine to the humanities, are tied to the 1992 celebration.

Beltrametti said the OSU proposals are under discussion. He expects another meeting between OSU and Genoa officials in December, after which decisions are expected on some of the proposals.

Christopher Columbus was born in Genoa, a sister city to Columbus. Both the cities and their universities plan to play a major role in the 1992 celebrations, Beltrametti said.

ALSO IN Columbus were the Rev. Franco Frilli of the University of Udine, Pietro Ferrini of the University Institute in Bergamo and Ignazio Melisenda Giambertoni of the University of Palermo.

They visited the University of Virginia before coming to Columbus Sunday. Other stops will be Boston, Harvard, Princeton, Duke, North Carolina and North Carolina State universities.
OSU President Edward H. Jennings, second from right, meets with Italian university officials, from left, Ignazio Melisenda Giambertoni, Enrico Beltrametti, Vincenzo Buonocore and the Rev. Franco Frilli.
Italian presidents see potential benefits, even beyond the individual faculty members and students who are immediately involved," Jennings said. "There also is no doubt that the personal relationships established in this kind of official visit are invaluable to Ohio State's continued success in the international arena."

Also, Jennings said, "It was a great pleasure to have the chance to return the warm hospitality that our own delegations have received in Italy."

Ohio State was made part of this national tour through its special relationship with the University of Genoa. The two schools have established academic collaborations and joint commemorations for the 500th anniversary of Christopher Columbus's landing in the New World, which occurs in 1992. Genoa and Columbus are sister cities.

"We have already developed a number of ideas for exchanges between our universities, which I hope will become reality in the near future," Beltrametti said. "We hope to continue to make progress, keeping in mind the 1992 celebration. It's a very important year for all of us."

Representatives of Ohio State will go to Genoa later this year to continue planning for 1992, Beltrametti said.

Although the 1992 celebration is receiving much attention, the Italian presidents are interested in building relationships with Ohio State that will last long after 1992, said Luciano Farina, an associate professor of Romance languages who
much they like at OSU

helped host the group during its University visit.

Farina said Vincenzo Buonocore, president of the University of Salerno, expressed particular interest in Ohio State's Library Control System (LCS). He would like to see similar computerized library systems developed for colleges in Italy.

He also proposed expanding the student exchange programs between Ohio State and Italian universities.

Buonocore's interest carries special significance because he is the "President of Presidents," the head of Italy's national committee of university presidents.

"When you have Dr. Buonocore convinced of the importance of these exchanges, you have the chief convinced," Farina said.

In addition to their meetings, the presidents visited several academic departments, including physics, economics and entomology, the College of Agriculture and the Computer Graphics Research Lab. They also toured the Edison Welding Institute, the WBNS-TV studios and met with representatives from other Ohio universities.

On the second day of their visit, they toured Columbus as guests of Mayor Dana "Buck" Rinehart. At a reception in the Ohio Union, Rinehart presented the Italians lapel pins emblazoned with the seal of the city and declared them honorary citizens of Columbus.

The presidents praised Ohio State throughout their trip.

Beltramecci said he couldn't help but be envious of the University's campus.

Genoa is squeezed between the sea and mountains and there is not space for a university campus, Beltramecci said.

"So when we see the very big area you have, this causes us a sense of envy," he said with a smile. "We don't have the open spaces."

The Italians were also overwhelmed by the reception they received at Ohio State, Farina said.

"They were totally surprised by the human warmth they felt here. They wouldn't stop talking about it," Farina said. "Coming from a full week in Washington, they said Ohio State was like a homecoming."

The presidents started their United States trip July 13 in Washington, where they toured federal agencies and foundations, the Library of Congress and the University of Virginia. From Ohio State, they made stops at the University of North Carolina and Boston, Harvard, Princeton, Duke and North Carolina State universities.

In addition to Beltramecci and Buonocore, the other presidents were: The Rev. Franco Frilli, University of Udine, Udine, Italy; Pietro Ferri, University Institute, Bergamo, Italy; and Ignazio Malisenda Giambertoni, University of Palermo, Palermo, Italy.
On the ball

OSU President Edward H. Jennings, left, and Herbert Asher, special assistant to the president, reach for the volleyball Monday afternoon on the South Oval during a game between the administration and USG members.
President lauds regents’ newest budget proposal

By Jeff Grabmeier

President Jennings says he believes Ohio State does well under a 1987-89 higher education budget proposed by the Ohio Board of Regents.

“Overall, the budget recommendations by the Board of Regents recognize the fundamental needs of higher education and continue to foster an environment for excellence,” Jennings says.

Under the proposed budget, the Columbus campus would receive an instructional subsidy of $257.9 million in 1987-88 and $280.7 million in 1988-89.

This is up from the $218.9 subsidy the Columbus campus received in the 1986-87 budget.

The instructional subsidy is based primarily on enrollment and comprises the major part of the University’s state appropriation.

Jennings says the growing instructional subsidy reflects the state’s goal of reducing the student share of college costs. If approved, the regents’ budget would reduce the student share of college costs from the current 36 percent to 34 percent in the first year of the biennium and down to 32 percent by 1989.

Another highlight of the budget for Ohio State is a $10 million appropriation for the Ohio Supercomputer Center.

The center will be a joint project of all Ohio universities and will be located at Ohio State. The $10 million appropriation will be for start-up costs including hiring of staff, consultants and programmers.

The regents also have recommended that $22.3 million be appropriated from the state capital improvements budget for the purchase of the supercomputer.

Although Jennings says he generally was pleased with the budget recommendations, he adds that two areas are of concern.

The regents asked for more money for the Ohio Agricultural Research and Development Center and for the Cooperative Extension Service, but Jennings says the funding increase is not sufficient.

“We do believe that more support is needed in these areas in light of the problem facing the farm sector of the Ohio economy and the dramatic changes occurring in all aspects of agriculture,” he says.

Jennings also says the budget should include start-up assistance for the new Cancer Research Institute.

In all, the regents are seeking $3 billion for the state’s higher education system in the 1987-89 biennium. Of that figure, more than 80 percent — $2.5 billion — will go for the instructional subsidies.

The state’s five Selective Excellence programs also will continue under the new budget, most with increased funding.

Jennings says these budget recommendations “recognize the importance of continuing to build on the successes we have achieved in the past years’ Selective Excellence programs.”

The Board of Regents now will submit their budget recommendations to the Office of Budget and Management.

Following are the instructional subsidies for Ohio State’s regional campuses:

Lima, $2.2 million (1987-88) and $2.5 million (1988-89); Mansfield, $2.4 million (1987-88) and $2.7 million (1988-89); Marion, $1.8 million (1987-88) and $2 million (1988-89); Newark, $2 million (1987-88) and $2.2 million (1988-89); and Agricultural Technical Institute, $3.6 million (1987-88) and $3.9 million (1988-89).
NOTE: President Jennings' speech will be broadcast on WOSU Channel 34 Sunday Oct. 12 at 4 p.m.

America's public universities will become the world's pre-eminent institutions of higher education within the next two decades, predicts the president of The Ohio State University.

Edward H. Jennings told The Ohio State University Senate Saturday (10/11), "The signs are so clear, that the question to be answered in the coming years is not whether public universities will dominate, but which ones will emerge at the forefront."

Jennings, in his annual "State of the University Address" said U.S. public universities have been pursuing a strategy that prepares them for the demands being placed by society on all institutions of higher education.

"As the year 2000 approaches, our advantages will become even clearer," he said.

Noting that between World War II and the 1970s, Ohio State had to focus its resources on quantitative growth, he said that the university is now "focusing all our resources -- human, financial and intellectual -- on excellence."

"Qualitative growth is the single dominant force moving this institution forward -- the force that will lead Ohio State to pre-eminence in the 21st century."

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The comprehensive public university is best suited to create, nurture and sustain broad interdisciplinary teams of scholars that thrive on the fundamental ingredient of a great modern university -- "the size that generates diversity," Jennings said.

Today, he said, economies of scale bestow greater advantages than ever before.

"A large university is best suited to sustain libraries that contain millions of volumes; to create a home for artistic endeavor that also sets new standards for architectural achievement; to undertake all of the massive scientific projects that demand the superlative prefix -- super-computing, super-telescopes, super-colliding super-colliders."

Because scholarly activity is changing rapidly and radically, he said, the large comprehensive university can make progress in interdisciplinary research, such as biotechnology, which must draw together experts in such diverse fields as biological sciences, engineering, business, chemistry, geology, mathematics and agriculture.

He also emphasized the importance of diversity in the student body, achieved through affirmative action and accessibility.

Noting that Ohio State did not raise tuition this year, he said that the university has a continued obligation to provide financial access in the form of low tuition, adequate student financial aid and abundant work opportunities.

Citing a number of examples of Ohio State's leadership thus far in the 1980s, Jennings called for many new initiatives to further enhance quality.

Excellence, he said, "is fundamentally an attitude we choose
to adopt. It will be achieved because we ask ourselves to be satisfied with nothing less."

Jennings said he will seek to develop new Presidential Professorships to recognize faculty achievements beyond disciplinary bounds, including innovative approaches to teaching and extending beyond the classroom to involvement with student activities and university governance.

Matching funds from new state initiatives for higher education will be used as initial funds to acquire a supercomputer and to equip biotechnology laboratories, programs Jennings said will allow Ohio State to become internationally competitive in rapidly expanding fields.

Jennings noted that a faculty committee has begun a comprehensive review of the general education curriculum. At the same time, reviews of academic majors and minors will be conducted by the colleges.

He said Ohio State is taking a harder line on class closings. The university will re-examine all aspects of its registration system in the coming year, continuing to move toward computerized scheduling while addressing such important concerns as class size and location.

Beginning autumn 1987, Ohio State will greet its first freshman class selected on the basis of faculty-determined academic standards and greatly enhanced student body diversity, as a new selective admissions policy is implemented.

That Jennings said, will reduce attrition by retaining better-prepared students. "We will have a greater concentration of students -- and of institutional resources -- in the upper
division. It is in part for this reason that in the last budget period, we established a $20 million endowment for undergraduate education."

The focus on undergraduate education will include a symbolic measure. Jennings said he will ask the director of the honors program to develop a plan to create an oak grove to recognize outstanding student scholars such as recipients of Marshall, Truman and Rhodes awards. Ohio State currently plants a tree in a buckeye grove for each All-American football player and recognizes distinguished alumni with the planting of pine trees.

In other remarks, Jennings said, Ohio State will:

-- Establish a new structure under which one of the five deans in the Colleges of the Arts and Sciences and one of the four regional campus deans will assume a two-year term as coordinating dean for their respective areas.

-- Request funding for regular renovation and replacement of facilities and equipment.

-- Form a university-wide committee to reassess the quality focus of existing capital priorities and make recommendations concerning physical facilities in the next biennium.

-- Develop a cost-containment program that will reduce annual operating costs by at least 3 percent through efficiencies.

-- Establish a bonus system to share cost-containment savings with individual staff members and reward suggestions for a quality improvement or cost-saving device.

-- Form a university-wide committee to coordinate the spring quarter 300th anniversary commencement activities.
Bonus, teacher degree

By Ruth Hanley
Dispatch OSU Reporter

A bonus system for saving money and a master's degree program for future teachers are two concepts to which Ohio State University is saying yes as it pursues greatness, President Edward H. Jennings said yesterday.

"We must say yes as our first response and not let ourselves be consumed by the details of implementation," Jennings said in his annual state-of-the-university speech to the University Senate.

"We say yes, and then we work out how and find the resources when we know the project or idea is something that should be advocated."

Jennings already has said yes to several concepts that will be studied or implemented in this academic year. Among them:

- A system to forward financial savings to OSU staff members. Jennings wants to reduce annual operating costs by at least 3 percent "without adversely affecting quality or quantity of service."
- Elimination of the undergraduate teaching degree. Students interested in primary and secondary teaching would major in a specific area of study or in liberal arts and receive teacher training in a master's degree program.
- Recognition of outstanding students by planting trees in their honor.

are OSU changes

Recipients of prestigious Rhodes, Marshall and Truman scholarships will be among those who will be remembered in a new oak grove. OSU already plants buckeye trees for All-America football players and pine trees for distinguished alumni.

- Establishment of new "presidential professorships" to recognize and encourage outstanding faculty members.
- Consolidation of regional and departmental libraries as part of a plan to improve services and add space.
- Review of the undergraduate curriculum. A philosophical recommendation should be completed this fall and a revised curriculum in place in two years.

Jennings said OSU also will examine the problem of too many closed classes with an eye toward computerized scheduling.

- A priority list for building renovations and other capital improvements so detailed recommendations can be made to the state next year.

The employee bonus and teacher-training innovations are examples of OSU's national leadership, Jennings said.

"I have no doubt that the potential exists to generate substantial improvements," Jennings said. "It is enormously exciting to be associated with a university — this university — that is clearly in the lead."
Registration, operating costs top Jennings’ list of changes

By Kristi Ferguson
Lantern staff writer

In his State of the University Address Saturday, President Edward H. Jennings announced several changes that he has approved, some of which will be implemented this year.

Undergraduate concerns are at the forefront of the improvements.

- The registration system will be examined to improve class size, location and the number of students closed out.
- A university-wide committee will establish a bonus system for staff members and reduce operating costs by at least 3 percent.
- A pilot program for telephone registration will be tested on a small group of students this winter.
- Five deans from within the College of the Arts and Sciences will rotate as coordinator for two-year terms. The four regional campus deans will also rotate as coordinator for all regional campuses.
- A project called the Oak Grove will recognize outstanding student scholars. This project is similar to the Buckeye Grove, which recognizes each All-American football team member with a Buckeye tree.
- The Office of Admissions will receive the first applications to be reviewed under the selective admissions policy. Freshmen and transfer students entering fall quarter, 1987 will be the first class affected by the new policy.

“In the short run, we will no longer be a revolving door institution because the incoming class will be more capable of meeting our high standards,” Jennings said. “In the long run, we will have a greater concentration of students and of institutional resources in the upperdivisions.”

- A faculty committee is now reviewing the general education curriculum and will present an educational profile of the average Ohio State undergraduate this fall.

Also, Jennings said the College of Education’s proposal to eliminate its undergraduate degree is being examined. If the proposal is accepted, undergraduates planning careers in primary or secondary education would major in a specific discipline or the liberal arts first, then receive an education degree through a master’s program.

“Obviously, we would keep the current degrees for current students, and it would require several years to fully move on such a change,” Jennings said.

Ann Pruitt, associate provost for academic affairs and chairwoman of the Center for Teaching Excellence gave the center’s goals which included improving teaching assistant training and screening foreign teaching assistants. Workshops on lecture skills and leading discussion groups will be offered to all teachers.
President shifts Graduate School alignment

America's public universities will become the world's preeminent institutions of higher education within the next two decades, President Jennings predicted during his annual "State of the University" address Oct. 11.

"The signs are so clear, that the quest-
President addresses Senate...

Continued from page 1.

vantages will become even clearer," he said.

Between World War II and the 1970s Ohio State used its resources on quantitative growth, he said. Now the University is "focusing all our resources — human, financial and intellectual — on excellence," he added.

"Qualitative growth is the single dominant force moving this institution forward — the force that will lead Ohio State to preeminence in the 21st century."

He noted that Ohio State should adopt a positive approach to creativity and problem solving. "We must say yes as our first response and not let ourselves be consumed by the details of implementation. We say yes, and then we work out how, and find the resources when we know the project or idea is something that should be advanced."

The comprehensive public university is best suited by size and diversity to create, nurture and sustain broad interdisciplinary teams of scholars, he said. Today the advantages of being large are greater than ever before.

"A large university is best suited to sustain libraries that contain millions of volumes; to create a home for artistic endeavor that also sets new standards for architectural achievement; to undertake all of the massive scientific projects that demand the superlative prefix: super-computing, super-telescopes, super-conducting super-colliders."

Jennings said he will seek to develop new "Presidential Professorships" to recognize innovative approaches to teaching and involvement with student activities and University governance.

He also emphasized the importance of diversity in the student body, achieved through affirmative action and accessibility.

In autumn quarter 1987, Ohio State will greet its first, more diverse, freshman class selected on the basis of faculty-determined academic standards as a new selective admissions policy is implemented.

That, Jennings said, will reduce attrition by retaining better-prepared students.

"We will have a greater concentration of students — and of institutional resources — in the upper division. It is in part for this reason that in the last budget period, we established a $20 million endowment for undergraduate education."

He said Ohio State is taking a harder line on class closings. The University will re-examine all aspects of its registration system in the coming year, continuing to move toward computerized scheduling while addressing such important concerns as class size and location.

The focus on undergraduate education will include a symbolic measure as well. Jennings will ask the director of the honors program to create an oak grove recognizing outstanding student scholars such as recipients of Marshall, Truman and Rhodes awards.

In other remarks, Jennings said Ohio State will:

- Request funding from the Ohio Board of Regents for regular renovation and replacement of facilities and equipment.
- Form a Universitywide committee to reassess existing capital improvement priorities and make recommendations concerning physical facilities in the next biennium.
- Develop a cost-containment program to reduce annual operating costs by at least 3 percent.
- Establish a bonus system to share cost-containment savings with individual staff members and reward suggestions for quality improvement or cost-saving devices.
- Form a Universitywide committee to coordinate the spring quarter 300th anniversary commencement activities.
Public education in 'center stage,' Jennings says

Editor's note: President Jennings presented his annual "State of the University" address to the University Senate Oct. 11 in Dreese Laboratory. The following is the complete text of the president's speech.

Good morning. As we come together today, representing the faculty, students and staff members of the Ohio State University family, we take part in a valued tradition — beginning a new academic year by pausing for a moment to look to the future. Opportunities for progress, creativity, innovation and personal growth abound. We are now setting the stage for the 21st century — a century that will see great and fundamental changes in Ohio State and, correspondingly, in all of higher education throughout the United States.

Indeed, it is my premise today that the 21st century will be the century of public higher education. Within the next two

“Our commitment...to broad accessibility...has resulted in a size and scope for this institution that is the envy of the academic world.”
decades, our public universities will assume center stage as this nation's and, indeed, the world's pre-eminent institutions of higher education. The signs are so clear that the question to be answered in the coming years is not whether public universities will dominate — but which ones will emerge at the forefront.

America's public universities have been pursuing a strategy that ideally prepares them for the demands being placed by society upon all institutions of higher education. As the year 2000 approaches, our advantages will become even clearer.

Our commitment as a public university to broad accessibility, which led to our expansion in numbers of students and diversity of programs, has resulted in a size and scope for this institution that is the envy of the academic world. And in today's society, economies of scale bestow greater advantages than ever before.

A large university is best suited to sustain libraries that contain millions of volumes; to create a home for artistic endeavor that also sets new standards for architectural achievement; to undertake all of the massive scientific projects that demand the superlative prefix — super-computing; super-telescopes; super-conducting super-colliders.

Moreover, the nature of scholarly activity is changing rapidly and radically. Where else but in a large, comprehensive university can society expect progress in biotechnology, which must draw together individuals with backgrounds in biological sciences, engineering, business, chemistry, geology, mathematics and agriculture?

Where else can society realistically place its hopes for cures for all forms of cancer when the research involves disciplines as far-reaching as veterinary medicine, genetics, social work, computer science and all of the health sciences?

Where else can society seek deeper understanding among the diverse peoples of our planet, when such knowledge depends upon the shared research of historians, linguists, philosophers, political scientists, language professors, geographers, artists, economists, anthropologists and poets?

The comprehensive public university is best suited to create, nurture, and sustain broad interdisciplinary teams of scholars that thrive on the fundamental ingredient of a great modern university — the size that generates diversity. Diversity that encourages debating new ideas by new generations of students; that engenders interactions among individuals of differing cultural heritages, through a strong commitment to affirmative action; that creates and energizes the best possible academic environment.

At Ohio State, our size alone fosters diversity. Our tradition has actively developed it. The American university imported from Europe the concept of the graduate institution and blended it with our populist ideals in founding the land-grant universities. We subsequently developed professional schools in close coexistence with comprehensive programs in the arts and sciences.

Over the years, our large public universities have balanced a divided heritage as both preservers of past knowledge and creators of new discoveries at the leading edge of science, technology and modern thought. This is sometimes a difficult alliance — the short-term advantages of applied research versus the longer-term benefits of basic scholarship; pressures to provide students with professional training versus a broader, liberal education.

But by and large, ours is a role that we comfortably fill — true to our earliest heritage in gatherings of scholars brought together by a shared curiosity about the world around them; and true to our distinctly American heritage that we reach beyond a scholarly elite to educate all who have the desire to learn, and that we share the fruits of our scholars' labors in the service of society as a whole.

We have not only responded to soci-
ety's changes, we have anticipated them. For example, industry has discovered the virtues of nurturing "intra-preneurship" and coined this new term to describe individuals within a large organization who independently create and develop new ideas. As organizations struggle with the new realities of mergers and takeovers, seeking ways to manage disparate divisions, we can say that these are problems we already have solved.

The large public university has always been a conglomerate — an amalgam — that finds nothing odd in bringing together as colleagues a professor who studies classical Greek with one who illuminates principles that enable us to build machines to walk on Mars.

It is through this collegial attitude that the major public university extends to students the ability to gain diverse intellectual rewards by making ample room for the differences of thought that must be the hallmark of our future society. In the modern world of expanding technology, changing political and cultural values, and an economy that is truly worldwide, the successful individual of the 21st century will be one who is innovative, creative, adaptable and comfortable with things new and different — one who has learned how to learn, to find and use new information and, for all our sakes, to act ethically on assimilated knowledge.

Ohio State was fortunate to emerge from its early struggles for identity as one of the nation's early agricultural and mechanical colleges with a philosophy of the intertwined nature of teaching and research — and a firm commitment to the broad undergraduate education, solidly based in the humanities, social sciences, the sciences and the fine arts, that nurtures these capacities.

Our commitment to the undergraduate, and to the diversity of our student body itself, invigorates and challenges our teaching mission. Teaching ranks first in the three-part, land-grant mission of this institution. Ohio State's renewed emphasis on its quality is demonstrated by one of the first acts of our new provost in creating a Center for Teaching Excellence. This center will encourage and improve the diverse classroom approaches among our faculty to further enhance our tradition of teaching excellence at this University.

Supporting excellence among our faculty should reward comprehensive effort as well as specialized distinction. I will seek this year to develop new Presidential Professorships that recognize achievements beyond disciplinary bounds, seeking new linkages among differing areas, incorporating innovative approaches to teaching, and extending beyond the classroom to involvement with student activities and University governance.

The role of a scholar in a public university, now and in the next century, includes an obligation to provide educational opportunities to the widest possible range of people. To assemble the requisite, diverse student body, in the great land-grant tradition, the public university's obligation to society is to provide financial access — meaning low tuition, adequate student financial aid and abundant work opportunities.

At Ohio State, we take pride in meeting that commitment. We did not raise tuition this year. And we have moved from third highest to third from the bottom in the Big Ten in the cost of higher education. At the same time, the value of our financial aid packages has been maintained by adjusting for other real cost increases in fees, books and room and board. Job opportunities also have been maintained and, in many cases, improved on our campuses.
Accessibility, economies of scale, diversity, interactions of liberal and professional education and opportunities for interdisciplinary research and teaching, are the particular and fundamental strengths of the Ohio State University as a comprehensive public institution.

But, historically, we have not been able to fully capitalize on these advantages. Other issues have been at the fore. In the post-World War II period, virtually all our resources had to focus primarily on the demands of enormous enrollment growth. This boom period lasted a quarter of a century, until the constraints and retrenchments of the past decade challenged us to adapt to an era of no growth.

In earlier times, before the war, the Great Depression had severely limited the University's development. Holding the institution together through unprecedented economic upheaval was the prime consideration. Prior to the Great Depression, it was post-World War I growth — a foreshadowing of the after-effects of World War II — that was the dominant demand on the institution's resources. And in the years before and just after the turn of the last century, we were truly a new and struggling university.

Today, neither the expansions of quantitative growth nor the retrenchments of a depression era are a factor. In 1986-87, for the first time in our history, we can build upon our distinctive strengths, focusing all our resources — human, financial and intellectual — on excellence. Qualitative growth is the single dominant force moving this institution forward — the force that will lead Ohio State to preeminence in the 21st century.

Quality in a major academic enterprise can be seen in many things — from keeping the Oval beautiful, to working with the community to improve, the qual-
ity of life in areas adjacent to the campus; to conducting the most stimulating and challenging classroom teaching and the most sophisticated, vanguard research.

In all our undertakings, the pre-eminence that results from excellence is, after all, not just the achievement of any single student or the brilliant hypothesis of any individual faculty member, or even the perfection of a specialized instrument handmade by a member of our staff. It is, fundamentally, an attitude we choose to adopt. It will be achieved because we ask ourselves to be satisfied with nothing less.

We have been moving rapidly in this direction. With an exciting new transplant program under way in the medical center; with our students achieving Marshall, Truman and Rhodes scholarships; with departments being ranked in the top five or 10; with faculty members being named to their national academies; with our recent success in recruiting some of the world's most distinguished scholars; qualitative growth clearly characterizes Ohio State.

To cite additional examples: the Academic Challenge Program, initiated three years ago by internal reallocations, continues with both our own funds and new state dollars. Fourteen departments have been selected for special funding, and we will name others in the future.

The state of Ohio has indeed been an extremely helpful partner. Ohio State now has been granted eight matching-dollar Eminent Scholar Awards, which cause the world to recognize, as we go out and recruit for these Eminent Scholars, that this University is serious about seeking the very best minds available.

The Research Challenge, another matching-dollar program funded by the state, is a major program financially, but assumes even more importance through its role in fostering an environment for excellence in basic, peer-reviewed research.

Matching funds this year will benefit the University community as a whole. But they also will be used, more specifically, as initial funds to acquire a supercomputer and to equip our computer laboratories, two major programs that will allow us to become internationally competitive in rapidly expanding fields — where our advantages as a major public university give us the capacity to achieve leadership.

Our focused pursuit of excellence also is reflected in the hiring process and in tenure and promotion decisions. Our faculty search committees, our deans, our department heads and our supervisors are insisting on the very best, whether in hiring or promotions. This means we are occasionally making the most difficult decision of all — deciding not to hire, if we are not satisfied that we have attracted the very best candidate.

The fundamental strength of the institution exists. Programs to build upon that quality have begun in earnest. This year, 1986-87, will become a milestone in qualitative growth for this institution. In particular, there are several enormously important, tremendously exciting Universitywide activities that command our attention.

A faculty committee has begun a comprehensive review of the general education curriculum. At the same time, reviews of academic majors and minors will be conducted by the colleges. The Office of Academic Affairs will devote much time to these issues in 1986-87. I look forward with great enthusiasm to the work of assuring ourselves that our curriculum is the most substantive in the world and enhances our commitment to preparing our undergraduate students for leadership in the 21st century.

As we seek to improve the undergraduate experience at Ohio State, we must
also address the issue of closed classes. The Office of Academic Affairs is taking a much harder line on class closings. We are here to teach our students. Indeed, we will this year re-examine all aspects of our registration system, continuing to move toward computerized scheduling while addressing our on-going problems with such important concerns as class size and location.

We must find solutions quickly as our movement of undergraduate teaching from the west campus to the central campus proceeds. I have no doubt that great progress can be made, and that existing resources within the colleges can accommodate the necessary changes.

Another major emphasis for this year, 1986-87, will be the implementation of a policy recommended by the University Senate last spring — selectivity in admissions. Next autumn quarter we will see the first freshman class selected on the basis of faculty-determined academic standards and greatly enhanced student body diversity, attained through a concurrent focus on affirmative action. This new policy will have two major effects.

In the short run, we will immediately reduce attrition. We will no longer be a revolving door institution, because the incoming class will be more capable of meeting our high standards. In the long run, as we retain more students through the undergraduate ranks, we will have a greater concentration of students — and of institutional resources — in the upper division. It is in part for this reason that in the last budget period, we established a $20 million dollar endowment for undergraduate education.

An exciting concept not yet fully developed, but undoubtedly affecting the entire University, is the proposal by the faculty of the College of Education to seriously consider eliminating its undergraduate degree. According to the national Holmes Group recommendations, students interested in primary and secondary school teaching would major in a specific discipline or the general liberal arts, and then receive pedagogical training in a master’s degree program.

Ohio State is in the vanguard of major universities examining sweeping revisions in teacher education. But leadership also carries risks. We must be certain to proceed with caution, and not unilaterally wipe out all that has gone before. Still, I have no doubt that the potential exists to generate substantial improvements. It is enormously exciting to be associated with a university — this University — that is clearly in the lead.

Further, in 1986-87, we will advance the implementation of last year’s reports on affirmative action and career development. Under the leadership of the executive officer for human relations, and with continued institutional willingness to experiment to achieve our goals, we will enhance opportunities for all members of the University family to be part of our progress.

Diversity that brings greatness requires an institution to welcome and have substantial representation of different races, creeds, nationalities and cultural backgrounds and be a supportive environment for differences in physical capabilities, sexual preferences, military experiences, age, gender and religious affiliations. I look forward to invigorated affirmative action and career development programs.
for all our campuses.

These projects alone will create an active year for faculty, staff and students, devoted to continued qualitative growth. These are efforts that will reap great rewards. And yet, as we look within the institution, there remains much more to be achieved as we set the stage for the 21st century. As we focus our attention on qualitative growth, issues of our administrative structure arise.

For example, our research park is moving toward an important phase of growth, as we review the recommendations of the external evaluator charged with giving us a fresh view on its direction. Our goal is development of a research park second to none — devoted to activities in the context of our academic mission, and of the high standards we envision.

Similarly, our University Hospitals continue to grow in stature. We are looking forward to the recommendations of the hospitals’ long-range planning committee, addressing fundamental issues — the mixing of tertiary care with the academic needs of a teaching institution; new financing techniques for medical treatment and medical education; and how hospitals dependent upon patient care revenue can thrive in the context of colleges in the health sciences that are more closely aligned with the frontiers of medical research. We must ensure that the hospitals continue to move toward pre-eminence in concert with the larger institution.

Our forthcoming policy judgments on the research park and hospitals are related in that both will require new organizational structures in which to innovate. This is true whether we are attracting major private research corporations, or forming consortia in the hospitals with other institutions for basic research or basic patient care. It is time for us to explore the advantages of forming a private subsidiary corporation like OSURF (Ohio State University Research Foundation), controlled by Ohio State, to address the opportunities presented by these major changes.

Correspondingly, two ad hoc faculty committees have addressed the need for major changes in how we manage both computing and telecommunications. In subsequent discussions, the committees have, in their wisdom, each decided that an additional vice president is needed. These are, I might add, perhaps the only known incidents in recorded history of faculty groups advocating enlargement of the central administration. And while I appreciate the vote of confidence, I do not agree that adding vice presidents is the appropriate answer.

I do, however, agree fundamentally that central attention and coordination are needed. But we must be forever vigilant that the operating activities of this institution remain, by and large, in the hands of the colleges, departments and academic units. Only to address changing circumstances and issues of quality in our academic support functions should we centralize activities. We are indeed in the midst of changing circumstances, brought upon us by our own accelerating drive for qualitative growth.

In response, I will ask the vice president for finance to assume coordination as new structures further evolve into 21st century leadership for Ohio State in computing; telecommunications; and integra-
tion of private corporations into the public university setting.

We also should recognize the substantial changes represented in the accelerating record of success in the Office of Research and Graduate Studies. The volume of research activity and variety of special projects are expanding substantially, requiring concentrated attention by our research vice president. In an environment where external research dollars are declining, Ohio State's awards have been increasing — up 11.8 percent last year and 14.3 percent the year before.

Notable examples are the College of Engineering's most recent National Science Foundation award of an initial $1.25 million Center for Net Shape Manufacturing, a grant that may approach $100 million dollars in the next five years. Yet another large and interdisciplinary example is geodetic science's recent award for the Center for Mapping, in conjunction with geography, civil engineering, landscape architecture, computer and information science, the School of Natural Resources and several other departments, for $5 million over five years from NASA. The scope of our success in attracting large and prestigious research awards continues to expand.

The Ohio Supercomputer Center — which we expect will become a reality this academic year; the Columbus Project telescope with the universities of Arizona and Chicago, and an international consortium; and our still-active bid for the superconducting supercollider are just three major undertakings that have matured to the point of public announcement. We look forward to continued leadership from the Office of Research and Graduate Studies as other major special projects continue development throughout the institution.

At the same time, the Graduate School's needs are changing, as our new dean has injected fresh enthusiasm and vigor. We are recognizing graduate student needs in higher stipends for teaching and research associates. I also am pleased

Continued on page 8.
to report that we now have the largest number of minority fellows in the history of the University.

We still have more to do to improve our record on affirmative action, to recognize the central role of graduate students in our instructional mission, to insist on excellence in their achievements as teachers as well as apprentice scholars, and to foster an overall environment that attracts the nation's very best graduate students.

With the rapidly expanding research base of the institution as well as rapidly expanding activity in the Graduate School, it is important that the Graduate School now again be fully responsible to the provost. I am asking the provost and the vice president for research and graduate studies to recommend to me, by the end of the autumn quarter, appropriate ways to accomplish this transition in a manner that emphasizes the joint nature of graduate education — strengthening the school as part of the Office of Academic Affairs, while continuing its role in research and scholarship.

Any changes that we undertake should enhance quality and support services while also ensuring that academic control remains as decentralized as possible. In that context, it is time to review the manner in which the family of colleges in the arts and sciences is structured. Each of these five colleges has its own dean, with concerns distinct from — but also very much related to — the concerns of the other four.

In 1986-87, we will establish a new structure, under which one of the five deans will assume a two-year term of responsibility for coordination of the Colleges of the Arts and Sciences. This coordinating deanship will foster communication among the autonomous colleges on common concerns.

In the same way, our four regional campus deans have distinct but similar responsibilities. One of those deans also will be named to a two-year term to coordinate the important role of the regional campuses in the University family.

Our changing needs also should be reflected in a review of capital improvement priorities. Building activity at Ohio State in 1986-87 totals approximately $330 million. And there is no doubt that more space is needed to keep pace with rising academic quality and the expanding horizons of our research.

For the last five years, this institution has established its own capital priorities based on quality judgments and program requirements. We seek support from the General Assembly with the expectation that they will be funded in priority order. We accept the need for limitations on the total amount of appropriated dollars, but not rearrangement of our priorities. As capital projects are funded, the next in line move up. However, our current priorities were set a number of years ago. It is time to reassess past decisions in light of new opportunities.

One such demand that has emerged is the critical need for library space. We have taken steps to improve library services with allocations to reduce the backlog of books needing to be processed for circulation. But space is a larger concern.

The Library Council has recently completed a report calling not only for significant additional space, but for a fundamental change in philosophy — consolidation of some regional and departmental libraries that exist throughout our campuses. Indeed, the ultimate capital requirements will be a function of the extent to which any consolidation is found to be desirable. I look forward to
the campuswide debate on the merits of partial merging of departmental libraries. This raises an additional issue. As in the example of the libraries, we must attend to our program requirements early enough for us to be assured that the dollar estimates are realistic, and that the best possible quality building will result. We must recognize that when we go to the general assembly for appropriated funds, the dollar request must be a firm number. It is difficult to change and, as a general principle, should not be changed.

The length of our distinguished past means that many of our capital needs are for renovation — funds more difficult to obtain in a political environment, where dollars spent on plumbing or re-roofing have no noticeable result. We have fine buildings, with grand histories — but many are old and academically obsolete. They should be restored and their potential revitalized. One of our goals in the operating budget request for the next biennium is the establishment of funding for regular renovation and replacement of facilities and equipment.

The preservation and enhancement of the quality of our physical facilities to meet programmatic needs also should be considered in a review of our capital priorities. I will ask the provost, with the vice presidents for finance and for business and administration, to form a Universitywide committee to reassess these issues, review the quality focus of our existing priorities and make recommendations for the next biennium.

As we consider our funding requests to the state, we also must recognize that we must continue to help ourselves. External support — while vitally important — will not enable us to move as rapidly or to achieve the levels of quality that all of us desire.

Today, one-third of our total budget comes from the state of Ohio. This is a substantial improvement over the last several years. We are grateful not only for the improved level of funding, but also for the bipartisan support that is evident, and highly praiseworthy, in the state of Ohio.

Furthermore, our private fund-raising has been extraordinarily successful. We have been actively working at the University's first major fund-raising campaign for just over a year. We have achieved $161 million dollars in private support, almost half of our $350 million goal. Generous investments in our future by private individuals and industries have initiated specific projects, and provided undesignated gifts that allow us to respond flexibly to change as new needs arise.

Foremost among our supporters in the first year of the Ohio State University Campaign were our own faculty, staff and students. Together, you have given more than $11 million dollars to our campaign for excellence — already more than 90 percent of their five-year goal. Especially noteworthy is the strong staff support for this campaign, demonstrating the commitment of our staff members to academic excellence among the faculty, and to accessibility for our students.

As I have noted this morning, much has been accomplished at Ohio State, despite the characteristic tendency of a large institution to exhibit reluctance to embrace what is new. Our staff members have led the way in consistently showing that Ohio State is not typical. It is the example of our staff in supporting creativity that makes it possible for us to encourage an administrative attitude that does not take the easy way out, by saying no to innovation and change.

This University must advance a philosophical position of "Yes" — that a new
undertaking is a good idea until proven otherwise. We must say yes as our first response, and not let ourselves be consumed by the details of implementation. We say yes, and then we work out how, and find the resources, when we know the project or idea is something that should be advocated.

Toward that end, it is important that we seek innovative means to find the resources we need for qualitative growth. It is not realistic to think in terms of always looking to the state or private sector to meet our expanding needs.

As you all know, we have been identifying new resources through internal reallocations for the past four years. This has allowed us to go beyond state standards in reducing the students' share of college costs, to include merit allocations on salaries, to enhance benefits, to expand support for centers of excellence, to initiate construction of much-needed facilities and to find funds for quality enhancement throughout the institution. After four years, we have probably achieved all that we can through the existing reallocation process. It is again time to innovate.

Finding additional resources for the future will require us to realize potential cost containments by more efficient use of existing resources. To help us achieve this, I will establish a Universitywide committee with two goals.

The first goal, as we expand our attitude of institutional flexibility, is to enable our staff members to share the benefits of the new efficiencies we achieve. The committee will consider how to establish a bonus system to distribute among individual staff members a portion of the savings, and find ways to allow us to reward individual staff suggestions for a particular quality improvement or cost-saving device.

Its second goal is to develop a program that will, through such efficiencies, reduce annual operating costs by at least 3 percent — without adversely affecting quality or quantity of service. Monetary costs of a service are only one aspect. We must continue to do what we ought to be doing — but find new and better ways to achieve the same ends.

There are other staff concerns that should be addressed as well. We must, for example, acknowledge the importance of our relationships with employee unions that represent a portion of our staff. As the historic attitude of adversarial positions between labor and management is modified to keep pace with our changing economy and business environment, corporations are initiating programs in which employees are full participants. It is appropriate for a university to be at the forefront of these changes.

In a similar vein, while there are staff members associated with each academic department, there also are offices operated primarily by staff in support of the faculty and students. Their quality needs to be considered in the larger University context. Program Review has operated for many years from the provost's office as an academic quality control effort. No such mechanism operates on a regular basis for the benefit of the support units.

As the 1986-87 academic year opens,
program review already has begun at the WOSU stations and in the Office of Student Affairs. I will ask the provost's office to expand the benefits of program review to our academic support units, with the reviews of WOSU and student affairs serving as our pilot programs.

In discussing the contributions and dedication of our faculty, our staff and our students, we also must not forget the contributions of our alumni. This year, 1986-87, presents us with a grand opportunity to recognize them, as we prepare to celebrate the 300th commencement of this University at the spring quarter ceremonies in June.

Commencement represents the culmination of all that this University represents. It is a ceremony that reminds us all of the fundamental meaning of our teaching and research as we make our greatest contribution to society — the graduation of our students. I will soon name a Universitywide committee to coordinate our spring quarter 300th commencement activities, to focus our attention on the many and diverse achievements by all the members of our University family that commencement represents.

Our time today has been devoted to discussing excellence as the hallmark of Ohio State in particular, and the 21st century being the century of the public university in the larger context. At Ohio State, we have great traditions of excellence and many fine traditions of recognizing excellence for posterity.

Ohio State, for example, has honored its student-athletes — acknowledging the benefits of diverse contributions to our comprehensive quality — by planting a tree in the Buckeye Grove for each all-American football team member. Our Alumni Association has planted pine trees to recognize winners of its Alumni Citizenship Award.

This year, 1986-87, I propose that we also recognize in this manner students who excel in this University's fundamental mission — academic endeavors. I will ask the director of our University Honors Program to develop a plan for creating an Oak Grove that will recognize outstanding student scholars, such as recipients of Marshall, Truman and Rhodes awards.

This will be a symbol that helps reinforce quality as the heart of our enterprise. As we set the stage for the 21st century, the planting of a tree — many trees — will not only beautify the campus, but also offer an additional means to honor outstanding academic achievement.

Ohio State's historic traditions have ideally prepared this institution to take full advantage of the new opportunities and exciting challenges arising in society today.

In the 21st century, this institution will be part of an environment in which the pre-eminence of the public universities is recognized and honored. It is our efforts in these — the watershed years — that will determine Ohio State's place in that future environment. And I have no doubt that our shared commitment to excellence by all of our faculty and staff members and our students, will ensure a place in the forefront for the Ohio State University.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of —more—
the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp. and a member of the Advisory Board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education. The Big Ten Conference has selected him to serve on the NCAA Presidents Commission, effective July 1, 1986.

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Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its third printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W. Jennings.

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BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

-more-
After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of
the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

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Edward H. Jennings -- 4

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Dr. Jennings and his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio, have two sons, William F. and Steven W. Jennings.
Take care of teaching assistants,

By Debra Mason
Dispatch Staff Reporter

Nearly all of Ohio State University's 45,000 undergraduate students will take courses taught by other students at some time.

That's why colleges should nurture those students who also instruct, OSU President Edward H. Jennings said yesterday.

Jennings gave the opening address at the first nationwide conference on the employment and education of teaching assistants. The three-day conference is hosted by OSU.

"A university cannot achieve excellence, cannot use all of its human resources well, without attending to the issues inherent in the employment and education of its teaching assistants," Jennings told about 200 people in the Holiday Inn On The Lane.

Some of those issues involve problems related to the variety of hats worn by teaching assistants, who alternate as teachers, staff members and students.

"At times, given considerable authority over a classroom or section of an undergraduate course, they may also be expected to 'know their place' — if they can figure out what that happens to be," Jennings said.

At OSU, about 4,000 of the university's 10,000 graduate students are employed as research, administrative or teaching assistants. About 2,500 actually teach courses or labs, said Anne S. Pruitt, director of OSU's Center for Teaching Excellence.

Pruitt told the group that no large university could exist without the services of teaching assistants.

OSU's mathematics department, for example, has 86 faculty members and 15,000 students enrolled in its courses. Lecturer Joseph Fiedler said about 220 graduate students and 35 undergraduates help teach them.

Jennings said schools should give teaching assistants support that is "not only financial but educational and personal."

Jennings urges

Phrases such as “only a T.A.,” heard from both students and faculty members, can harm teaching assistants and scholarship, he said. "Our teaching assistants must be valued for their contributions, and they must know that they are valued."

He cited OSU's Center for Teaching Excellence as one way to offer the counseling, education and professional aid that teaching assistants need.

The conference is sponsored by the Council of Graduate Schools in the United States and the American Association of Higher Education. About 300 people are expected when the main presentations begin today.
Jennings: Liberal arts add to nursing program

By Maggie Hermant
Lantern Staff Writer

President Edward H. Jennings Sunday night recommended major changes in the basic curriculum of undergraduate nursing programs across the country to a panel of nursing educators in Washington, D.C.

Jennings, who spoke to the American Association of Colleges of Nursing, said he would like to see nursing students have a stronger base in the liberal arts and sciences.

"The curriculum that integrates the liberal arts with technical knowledge and clinical practice can better prepare the graduating nurse for a variety of roles — as caregiver, manager, advocate, educator, decision-maker, researcher, graduate student and more," Jennings said in his speech.

The National Panel for Essentials of College and University Education for Nursing, of which Jennings is the chairman, recommended the changes after a two-year study.

The study was funded by a 1984 grant from the Pew Memorial Trust and was prepared by nursing educators from universities across the country, including the University of North Carolina, Stanford University and the University of Minnesota.

The study concluded that colleges should review and revise their courses to develop nurses to be "fully functioning human beings." This includes understanding a second language, having a knowledge of computers and scientific reasoning and "realizing the meaning of human spirituality."

In an interview before he left, Jennings stressed how important and diverse the role of the nurse has become.

"The nurse today is very much responsible for the day-to-day treatment with some supervision by a physician, but far less than once was the case," Jennings said.

Grayce Sills, chairwoman of the Department of Family and Community Nursing in the School of Nursing, said the study's suggestions will become the standards for the field of nursing in the future.

But Sills said the Ohio State School of Nursing has advocated a liberal arts education for the past five years. This has encouraged students to take a double major.
Liberal arts education urged to prepare nurses

"Liberally educated nurses will ... help shape the future of the nursing profession."

From staff and wire reports

A strong liberal arts education is essential for today's nursing school graduates, who face expanded responsibilities in the health-care field, according to a report released yesterday.

The report was presented to the American Association of Colleges of Nursing by a national panel headed by Edward Jennings, president of Ohio State University.

OSU Provost Myles Brand said last night that the OSU nursing college and all other professional schools will be subject to changes to strengthen liberal arts requirements.

He said the national group's report fits in with a current review by OSU officials of basic educational requirements for all undergraduate students.

LAST SPRING, Jennings appointed a committee to establish a framework for educational requirements, Brand said.

"I think I was hired, in part, to carry out" recommendations that will be made in requiring a greater depth of liberal arts studies throughout the university, he said.

The national panel's report cited rapid changes in the nursing field, including the administration of complex care in homes, hospices and other community settings, ethical dilemmas posed by technological advances, and greater participation in life-and-death decisions.

"Liberally educated nurses will make informed and responsible ethical choices and help shape the future of society as well as the nursing profession," the report said.

The diversity and complexity of nursing practice in today's health-care field makes it necessary to prepare nurses who can think critically and creatively and who have a sound education in nursing science, related sciences and the humanities," the report said.

It recommended that a baccalaureate curriculum for professional nurses ensure the ability to read and speak English, think analytically and reason logically, and understand a second language and other cultural traditions. The nurses should also be able to gain a perspective on social, political and economic issues, understand the meaning of human spirituality and develop a personal philosophy in order to make ethical judgments.

JENNINGS SAID the report illustrates a "fundamental change in philosophy" that the nursing profession is beginning to go through.

"Some people will have a problem with this report because the more we go to this in the short run, the amount of training will go down," Jennings said. "(But) I think in the long run, the amount of leadership and breakthroughs will go up. We're absolutely talking about a much more, a very well-rounded education."

Jennings said such an education should include the study of philosophy, literature and foreign languages, as well as the sciences. And he said graduates with a well-rounded liberal arts education will be better equipped to become leaders in the nursing field, even though graduates in the more traditional, technically oriented curriculum may have an initial edge.
Jennings questioned by students

By Kristi Ferguson
Lantern staff writer

President Edward H. Jennings, standing near an unlit fireplace, gathered with a group of about 20 students for a fireside chat Thursday in the Ohio Union.

Jennings didn't need a microphone and often propped a foot upon a front row seat while contemplating his answers to the students' questions.

But questions about the lack of financial support for the audio recording program and the budget for alcohol education caught the president off-guard.

Jennings said he would support increasing funding for any substance abuse education programs, but debated a student's statement that the current alcohol education program only had a $1,000 budget for the year.

Another student wanted to know about a lack of funding and staff and out-dated equipment for the audio recording program on campus.

"I just don't know what you're talking about and it's okay not to have all the answers," Jennings said.

Jennings did ask one of his aides to take the student's name and promised a reply.

OSU President Edward H. Jennings speaks to students at the Ohio Union.

Jennings was also asked about the new policy in which male students who have not registered with selective service will have to pay out-of-state tuition and will not be eligible for financial aid.

"I don't agree that we, as a university, should be asked to enforce state or federal laws and $50,000 will be the marginal budget for verifying registration status," Jennings said.

Mentioning the rape that took place in a south campus dorm before classes started, a student asked if Jennings would consider increasing the number of campus police.

"We can never have enough police, but we don't want to make this an armed camp either," Jennings said. He said although educational programs and student crime watches are the best ways to reduce campus crime, he would consider a request by campus police to add additional officers if the request was made.
OSU president backs effort to

By Robert Sohovich
Dispatch Development Reporter

Even though Columbus has only a 10 percent chance of landing the 1996 Olympics, Ohio State University President Edward H. Jennings believes bidding for the Games is worthwhile.

"Nothing ventured, nothing gained; that's my attitude," Jennings said yesterday.

Jennings has directed Richard D. Jackson, OSU vice president for business and administration, to accompany a delegation from Columbus that will go to Denver in February or March for a briefing on the application process.

"We need to see what is required. We ought to take a look," Jennings said. "The chances of being chosen are small, but if we don't go, we'll never know. We want to cooperate fully with the city."

Melvin B. Dodge, president of the Greater Columbus Convention & Visitors Bureau, has estimated Columbus has a 10 percent chance of getting the Games.

"They are zero if we don't go," Dodge said. He met with Jennings earlier this week.

lure Olympics to Columbus

Jennings said the small chance of getting the Olympics is similar to Ohio's bid to land a proposed $6 billion atom smasher.

As many as 20 states are vying to be chosen as the site for the atom smasher. The federal government has not made a decision whether to proceed with the project.

If Columbus decides to bid for the Olympics, Dodge expects the proposal would include the use of OSU athletic facilities and dormitories. The dorms have about 10,000 beds. About half would be available because fewer students attend summer school.

Others expected to attend the Denver briefing are Dodge; Mayor Dana G. Rinehart; John S. Christ-tie, president of the Columbus Area Chamber of Commerce; and, James Barney, city director of recreation and parks.

Rinehart announced last month that Columbus is one of 30 U.S. cities invited to bid on the Games by the U.S. Olympic Committee's site selection committee. The invitations were based on population.
Edward H. Jennings
Ohio State's new president
Edward H. Jennings named OSU president

By Scott Mueller

Edward Harrington Jennings, president of the University of Wyoming, has been appointed as the 10th president of The Ohio State University.

The announcement was made in early June by Chester Devenow, chairman of Ohio State’s Board of Trustees. Devenow called the 44-year-old educator “the right person for The Ohio State University,” adding, “we are most fortunate to obtain him.”

Jennings’ appointment was confirmed by the Board of Trustees during a June 18 meeting, making him the youngest Ohio State president in this century. He is expected to assume the presidential post on September 1.

Current OSU President Harold L. Enson announced at the December 1980 Trustees’ meeting that he intended to resign the presidency, effective August 31, after nine years on the job. [See related story on pages 14 and 15.]

Jennings, an expert in business and finance, has been president of the 9,000-student University of Wyoming since July 1979. For four years before that, he was vice president for finance and university services at the University of Iowa.

He joined the faculty at Iowa in 1969 as assistant professor of finance and, before being named vice president, he held previous appointments as chairman of the department of business administration and as assistant dean of the faculty. He began his academic career as a lecturer in finance at Eastern Michigan University.

Jennings received a bachelor of science degree from the University of North Carolina. His master’s degree in business administration was earned at Western Reserve University, now Case Western Reserve, in Cleveland. His Ph.D. in finance was awarded at the University of Michigan.

The appointment of Jennings marked the end of six months of work by the 15-member Search Committee on Selection of a President. The committee, representing faculty, staff, students, alumni, and Trustees, was appointed last December by Chairman Devenow.

“The committee has done a magnificent job,” Devenow said. “Each member deserves special recognition and appreciation for a job well done. The Board of Trustees is enormously proud of the work of the committee and trusts the results will be consistent with the best values and traditions of this great University.”
“The cost of education is not an expense, but an investment... an investment in our future.”

Devenow singled out Trustee John F. Havens, chairman of the search committee, “for his dedication, commitment, and superb leadership.”

“The Legislature has been extremely supportive of higher education. If we cooperate with the Legislature, they will be supportive of us.”

Devenow said the credentials of more than 200 persons were reviewed by the committee over an eight-week period. Following that review,

He remarked several times that he intends to build a good relationship with the Ohio Legislature.

“The Legislature has been extremely supportive of higher education,” he said. “If we cooperate with the Legislature, they will be supportive of us.”

Responding to questions from the media, Jennings said, “You come to an institution of this quality and this character, not for the salary, not for the benefits, but because you want to be associated with a great institution.

“My future efforts will be directed toward maintaining and enhancing that reputation,” he said.

He addressed a question dealing with the University’s current fiscal problems, saying, “I think we should “If we’re putting out people who cannot adapt to the changes that will come, then we shortchange our student body, and we shortchange ourselves.”

Asked about his plans when he gets on board, Jennings said, “I think the first task will probably be to get to know the current administration as it sits and get some reviews of what the problems and the opportunities are at this stage. Then, we’ll look at them in a priority manner.

“I see my function as internal in supporting the faculty and staff, getting out of their way so that they can establish the reputation of the institution.”

Jennings said he leaned away from supporting current legislation that State has not made that—is being a great athletic program in search of a great university. But other than that, as long as athletics is a part of the institution and does not dominate it, I see absolutely nothing wrong in pursuing excellence in athletics just like we pursue excellence in everything else we do.

The appointment of Jennings to the presidency brought praise from many people.

William Protheroe, Ohio State professor of astronomy and one of the

“...internal in supporting the faculty and staff, getting out of their way so that they can establish the reputation of the institution.”

faculty representatives on the search committee, said Jennings was “...extremely personable, straightforward, and intelligent.”

Trustee Leonard J. Immke, another member of the search committee, said of Jennings, “He is academically strong, strong on finance, he’s just a highly qualified man.”

Leo McCue Jr., chairman of the board of trustees at the University of Wyoming, described Jennings as “...a dynamic influence in the state as far as the university is concerned.”

Alan Spitz, vice president for academic affairs at Wyoming, said, “When you lose a guy of the quality of Ed Jennings, you’re bound to be sad for your university, but I’ve got to be happy for Ed.”

When Jennings does come to Ohio State, it will be with his wife, the former Mary Eleanor Winget, a native of Bellefontaine, Ohio. They knew each other in high school and married in 1958. They have two sons, William F., 24, who recently completed two years at North Iowa Community College, and Steven W., 17, a high school senior.

Scott Mueller is director of the Office of Communications Services.
Dr. John DiBiaggio
National Association of State Universities
and Land-Grant Colleges
One Dupont Circle, N.W., Suite 710
Washington, D.C. 20036-1191

Dear John:

I am pleased to accept your invitation to serve on
the Committee on Federal Legislation, the Subcommittee
on Federal Tax Issues, and the Subcommittee on State
Relations. I look forward to working on these
important committees.

Sincerely,

Edward H. Jennings

EHJ/mb

bcc: Herb Asher
     Jack M. Hollander
Educated

President Edward H. Jennings fields questions from students in the main lounge of the Ohio Union Wednesday afternoon. Jennings' talk was sponsored by the USG.
Jennings argues for aid

By David Bhaerman
Lantern staff writer

Cuts in student financial aid in the Reagan administration's proposed budget would result in OSU students each paying roughly $700 more a year to attend school, President Edward H. Jennings said.

Jennings testified Thursday afternoon before the U.S. House of Representatives Budget Committee at a regional hearing in Columbus.

Elimination of the work-study program and substantial cuts in the Pell Grant program would cost the OSU student body $27 million, including $8 million in lost aid and $18 million in costs associated with taking out student loans, Jennings said.

"And this startling total is the impact at a relatively low-cost institution," Jennings said. OSU students from Ohio currently pay tuition costs of about $1,700 a year.

Since 1978, private university tuition, adjusted for inflation, has increased 24 percent. During the same period, tuition at Ohio State, adjusted for inflation, has decreased 1 percent.

In addition to eliminating the college work-study program, the proposed Reagan budget makes a 31 percent cut in the Pell Grant program. If the budget is passed, it would become necessary for more students to take out Guaranteed Student Loans.

"What concerns me, however, is that more than 25 percent of the program cuts to meet Gramm-Rudman targets are in the Department of Education. We are being asked to do more than our share."

Jennings told the committee that OSU students "work very hard to earn their opportunities."

We are being asked to do more than our share.

— Edward H. Jennings

"We've already seen the problems students are having with indebtedness," Jennings told the committee.

Jennings said 7,275 students could not attend Ohio State if aid currently available was cut. Presently, about 60,000 students attend Ohio State, a number limited by an enrollment ceiling.

"I am well aware that we as a nation have a massive federal deficit and that we in higher education must do our share of belt tightening," Jennings said. and cited a national survey which showed that working on campus is in direct correlation with completing a degree.

"The loss of the work-study program is, therefore, especially disturbing," he said. "The shift in emphasis from grants and work to increasingly expensive loans disproportionately effect the economically disadvantaged."

The hearing was picketed by eight quiet protesters and their children, some holding signs denouncing military spending.
Jennings marks half-century

Edward H. Jennings turned 50 today amidst assorted hoopla, appropriate and inappropriate, that marked the first half-century of a giant among presidents of giant universities.

"I feel fine," Jennings said in response to repeated media inquiries about his frame of mind. Still showing signs of his former "spunkiness," Jennings has recently had dental work completed at the notoriuously frisky College of Dentistry.

Staff members confirmed reports that the president still feels fine despite widespread speculation that his best years were now behind him.

"Mike Lanza may have been the same person the day before and after the Rhodes Scholar award was announced, but this is not a parallel life situation," speculated one analyst who preferred to remain anonymous. "Once the media lose the tag 'booyah' to describe our president, it's still beside aging."

The aging President continued to deny reports that there would be any changes in his demeanor or activities as he entered the second half-century of life.

"People turn 50 every day around here. I don't think it's any big deal," he professed. He added, however, "in the dark of night," that he occasionally speculated on the new world-view that being on the downside of the life curve might bring.

Most analysts agreed, however, that dental would continue to be Jennings' standard reaction to turning 50. He has, for example, surrounded himself with a very youthful staff. Their average age is a mere 32.

"This is a common manifestation of age anxiety, and a well-known play among those who just plain fear old age," reported a noted psychologist who preferred to remain anonymous.

Staff members were wearing black today in honor of the occasion. Chevy Chase fans were distributing buttons proclaiming "You're 30 and I'm not!"

During the ever-present press conference, Jennings gave his final word on the subject: "Age is what you make of it. It's really no big deal to me. The real problem is my staff, who seem to think this is some kind of special occasion for a party. However, they'll bring in food on the fiftieth of October, anyway. The real significance of my 50th birthday is just an opportunity for the staff to have another potluck on my conference table."

One faculty member anticipated major changes to come in the University's retirement and disability rules. "Now that the president has become part of that 'graying professoriate' we keep hearing about, I expect his emphasis to change from new initiatives to solidifying retirement benefits," he said.

In related matters, new Presidential decrees were announced to mark the birthday milestone. Jennings' new various pronouncements of grants for affirmative action and Presidential professorships were supplemented with a new Center for Research on Building, Institute for Campus Studies, and two new faculty chairs in the existing arthritis and geriatrics programs.

"The President's Office is the only spot without a budget, which gives all of us great flexibility," Jennings smiled.

"These new programs will be funded by existing resources of the appropriate medical research units. We need our medical staff to assign top priority to the truly vital areas, such as those I have designated today."

Despite recent attention given to another prominent senior citizen's birthday party, staff members expected the Jennings gala to be noted favorably in local as well as international news media. The publication of an exclusive interview with Modern Maturity magazine coincides with today's extensive celebrations.

"This is one Presidential birthday party we can all get behind," said members of various Democrats, Republicans, and non-affiliated student groups. USG, however, still skittish over reaction to their involvement with a prior similar event, studiously avoided endorsing the party or the President.

Semi-centennial retrospective

In a 1937 radio broadcast, Ohio State President George W. Rightmire reported to the "State of the University" in part of the "Farm and Home Hour."

"Today, [Ohio State] has a campus of 350 acres; a farm of over 500 acres, 80 buildings, a permanent teaching staff of 50 and enough assistants and graduate assistants to bring the total to 1,000. A student body of 13,000, and equipment in proportion." Rightmire proclaimed with pride.

With assets reported at $25,690,483.32 at the end of the 1936-37 fiscal year, Ohio State had an annual budget of just over $8 million. Significant among the expenses for FY 1936-37 were Boy's and Girl's Club work, coal and gas, refunds on military uniforms, and feeding supplies.

Gifts for general and designated purposes included a gift of $200 from the ilsole Educational Bureau for medical research, $3,000 from the Porcelain Enamel Institute for research in engineering, which is believed to have been directed toward building a better toilet, and a gift of $100 from the sorority community for home economics equipment.

Campus rules in 1937 gave the president of the University the authority to supervise living arrangements of students not residents of the city of Columbus and to order the immediate withdrawal of any student from any housing or lodging house in which the surroundings were undesirable.

All living arrangements for women were under the supervision of the Dean of Women and had to be submitted to her before completion. Every woman student, whether undergraduate or graduate, was required to register with the Dean of Women at her office in Ponterone Hall during the first four days of each quarter.

The University did not bar the use of automobiles by students. However, it was reported in the admissions catalog that "students can be granted only very limited parking space on the campus, and the use of autos is discouraged. Unless the student drives a long distance to and from his home each day or is physically incapacitated, he (sic) does not need a car while attending the University."

"The President's Office is the only spot without a budget, which gives all of us great flexibility," Jennings smiled. "These new programs will be funded by existing resources of the appropriate medical research units. We need our medical staff to assign top priority to the truly vital areas, such as those I have designated today."

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Fit for a king

Just one year ago today, University President Edward H. Jennings was wondering how his staff was going to top "Babar the Elephant." Now he knows.
Commencement incidents recall past slam

That was all that many of the audience heard as a murmur of outrage swept through the sixty faculty members present. "I think he meant to say complimentary," said one full professor in obvious confusion and consternation.

"It doesn't really matter what he said," a faculty member finally said. "We all know what he really meant."

The members of the staff, continuing to stand, burst into applause in the faculty's defense. "I think he meant to say complimentary," said one full professor in obvious confusion and consternation.

"It doesn't really matter what he said," a faculty member finally said. "We all know what he really meant."

To remind readers and allow them to draw their own conclusions, the entire text of a gossipy report on the events of that fateful day follows.

MAY 29, 1986 DATESLINE: THE MEDICAL CENTER — The air was thick with silence here today asnominees for the dedication of the William H. Davis Medical Research Center ground to a halt midway through the scheduled activities.

Ohio State University President Edward H. Jennings, reading from a prepared script, was thanking the various groups who had contributed over the years to the creation of an arthritis and genetics research program and facility at Ohio State. His words were drowned out entirely when the applause from the podium continued as expected — until it happened.

"The University is extremely grateful that our State government recognizes the University's expertise in medical research that is attempting to understand and combat arthritis and a wide range of other conditions that affect a large segment of our population.

"Speaker Riffe and his colleagues in the General Assembly are to be commended for their foresight, and their efforts to help the citizens of this State by providing the finest facilities possible for medical research and care," Jennings added.

Then he continued, "I am as appreciative as we are of the State's pivotal role in this project.

That was all that many of the audience heard as a murmur of outrage swept through the legislature present.

Speaker of the Ohio House of Representatives Vern Riffe was the first to rise to Jennings's defense.

"I thought he said pavilion. Didn't he say pavement?" Riffe demanded of the other members of the audience.

"It doesn't really matter what he said," a faculty member finally said. "We all know what he really meant."

Team bowled over by classic speech

It gives me great pleasure to welcome all of you to this Bowling for Bucks evening. I am incredibly happy to tell you how many people are about to receive their degrees. I am confident that the graduates will be able to achieve the levels of quality in bowling that all of us desire.

Where else but at a comprehensive public university can you find the enthusiasm and courage reflected in this group of would-be bowlers? Where else but at a comprehensive university can you find programs that draw from the vast diversity of the school's students? Where else but at a comprehensive university can you find the talent that fosters such diversity in bowling and bowling equipment? From purple balls to red and gray shoes, this group of bowlers reflects the diversity that characterizes our environment.

True to our land-grant tradition and to our commitment to access, this evening's tournament is open to bowlers of all levels of competition. Let me assure you that we are committed to keeping you out of the gutter.

However, in order to improve retention in the evening's activities, and to better ensure that you reach your individual goals, some of you have been admitted to this tournament conditionally. Some of you may be asked to bowl in a quarter other than Business Quarter and at a site other than the Columbus Campus. We will be monitoring your first few frames and, with more rigorous preparation as the season progresses, you should eliminate the need for remedial bowling and earn bowling a center of excellence within this institution.

Of course, in the spirit of a liberal education, we all realize that more important than these specific areas are the fundamental skills acquired in sports that will prepare us for an uncertain future. We must be prepared to accept the challenges of today, tomorrow, and beyond.

Correspondingly, in the pursuit of knowledge for its own sake — the essential characteristic of university-based research — the planners of this event have carefully researched such fundamentals as the availability of beer and how to buy four pizzas.

And finally, Bowling for Bucks is extraordinarily important to our public service mission. Beyond the dollars collected for the United Way, we must look at the investment in our dynamic future that they represent. As we seek innovative means to find the resources for qualititative growth, we must challenge ourselves to apply new thinking.

Certainly, bowling tournaments represent an untapped resource for fiscal management. Therefore, I am today reminding the Vice President for Finance to organize such leagues.

In reflecting on the quality that is Ohio State, and seeing the spirit and determination of this group, I am very proud of the preeminence of these bowling teams. I salute your commitment to excellence and send you my best wishes for a most enjoyable and injury-free evening. I know that after this evening, when I think of excellence, when I think of preeminence, when I think of Ohio State, I will think of bowling.

Go Bowling. Go Bucks.
Seal decree dumps Columbus

Speaking at Sea World earlier this academic year, Ohio State President Edward H. Jennings announced plans to change the name of "Columbus," the popular visiting show's most famous seal, to "1970," the year of its birth.

The seal was given to Ohio State in 1971 and is kept at the northern Ohio zoo. It is the arms of the University's outreach efforts to the citizens of that region.

According to Jennings, the name change is necessitated by the obvious confusion over the name "Columbus.

"This action serves as a symbolic reaffirmation to the people of Ohio that our seal is truly their seal," Jennings said. The Ohio "Columbus" often left people confused about the origin of this show-business legend, Jennings maintained.

"It could be from Georgia, Indiana — any one of hundreds of other locations in the United States and abroad," he continued.

By using the birth date as the seal's name, Ohio State hopes to better recognize the growing regional, statewide, national, and international role that this University plays, from polo to Franco polo. Sea World was given one year to make the appropriate changes in all literature promoting this unique member of the campus community.

Up and away!

Trying to prove he's still just a kid, Jennings plays volleyball against Undergraduate Student Government during Welcome Week. Analysts noted gleefully that the President's underhanded record was smashed last year as Brian Hicks led his student team to victory — was it an ominous portent of his triumphant return to the net for the fall season? Probably not, the half-century old, seemed to laugh, 1931-1981.

Recognitions

Jack Sneva, Athlete, received honorary mention at the All-American Bowl Coaches Luncheon, Feb. 15.

Edward H. Jennings, President, received an honorary membership in the American Association of Engineering Societies at the Annual Banquet Bay Biscuit, Cleveland, Ohio, Feb. 1.

Jennings strikes a characteristic pose at a recent Board of Trustees meeting.

College of Engineering Photographs: A. Lloyd Reifer, instructor, $1,400.00.

Swarling Living Homestead: Ruby Hollingsworth, Diet: Kirsten Holper, $1,760.00.

Dean of Women's Office: Catharine C. Dulay, Assessor to the Dean, $1,300.00.

In addition, in the College of Commerce and Administrative Social Science, the salary of Mary Louise Mark, Professor, was increased from $1,200.00 to $1,400.00 for half time.

The President now presented a memorandum on the file and services of Dr. William Henry Stout.

"Dr. William H. Stout died on January 11, 1937, at the age of 96, in his home in Columbus where he had been living since his retirement from the University.

"Dr. Stout came to the University as President from Ohio University in 1883. He carried the duties of the President and at the same time was at the head of the Department of Philosophy and carried a teaching load in that department. He asked from time to time to be relieved of the Presidential duties and was glad when the Board accepted his resignation from the Presidency in 1895. Thereafter for fifteen years he continued in the service of the University as the chairman of Philosophy.

"As President he had a large vision of the place of the Ohio State University in the educational and of the leadership of the state which he was able to maintain and mold to the standards which should be observed. State supported institutions were properly neglecting the time when became President, but during his term was a great awakening evidenced by the Hyde Bill of 1891 which gave the University a place in the tax scheme of the state.

The University in Dr. Stout's term made progress in its offerings, in its standards, in its establishment of the preparatory courses, and in its general looking up to the board of the acceptable University standards. His vision was long and accurate. He came from the great common people of Ohio and understood their aspirations for such higher learning and was made available at the expense of the state and devotes his to the accomplishment of that vision."
Calendar

Some other big shows were born on February 18:

1201 Nadir as-Din at-Tusi — Persian philosopher and mathematician. First dual degree under ASC umbrella.

1516 Mary I of England — Queen of England (1553-1558), called Bloody Mary. No relation to Ed Jennings is fact or in nickname.


1745 Alessandro Volta — Italian physicist, invented electric battery, leading to founding of jumper cable industry revered by the “G” sticker holders.

1790 Marshall Hall — English physician, discovered relish action. His name is the second part of many popular campus building names.

1795 George Peabody — U.S. merchant, philanthropist, donated the Peabody Museum at Yale and at Harvard but nothing at Ohio State.

1832 Octavia Hill — Glider expert, mayor influence on Wright Brothers, who never got an NSF grant because it was applied research.

1836 Ramkrishna — Indian mystic, adorned the touch of gold. Good philosopher, bad development office.

1838 Ernst Mach — Physicist, same given to task of speed of sound which Ed Jennings frequently moves faster than.

1848 Louis Comfort Tiffany — U.S. painter, glassmaker, known for his stained glass creations. Fusedly frequently drink known at his Olde Steins and Ackerman bar.

1859 Shukon Kikuch — Great humorist in Yiddish literature. Too bad Ed didn’t know any of his jokes.

1861 Burt Reynolds — Inventor of first effective anti-gravity in 1905, a machine which occasionally engages during staff meetings.

1862 Charles M. Schwab — Chairman of Bethlehem Steel Company, alleged maker of Ed Jennings’s backbone.

1892 Wendell Willkie — Republican candidate for president in 1940. A loser, but Joe James and Bar None Tooled Collection contains his campaign button anyway.

1934 Mildred Halsey — Educator, first female president of Phi Beta Kappa, representing first academic community acknowledgment that girls are smarter than boys.

1954 Andrea Segovia — Spanish classical guitarist. Gave first concert at Mehrtan Auditorium known to be moved for a Schoeller-Reese lecture, but he wasn’t the last.

1959 George Gipp — The Gipper, football player at Notre Dame for whom statues won one far.

1956 Andre Breton — French writer who helped found Surrealism, a state of existence well-known to staff in Bricker Hall.

1961 Paul Berenzon — Boxing champ, the “Astoria Assassin” having nothing in common with the “Minneapolis Murderer.”

1970 Bill Callen — Host of TV game show best known by “The Price Is Right,” favorite game of Vice President Tom Toledo.

1970 Jack Palance — Movie and TV actor, best known as “Riley’s Believe It or Not,” favorite show of state budget creators.

1972 Helen Gurley Brown — Editor of Cosmopolitan, wrote Sex and Single Girl when it was scandalous. Not as Ohio State charisma, we have “Total Woman” Marilyn Monroe instead.


1982 Len Dighten — English mystery writer (The Inferoc Pete), known for plots and subplots within deeper subplots. Could have been a department chairperson.


1983 Yoko Ono — Musician and widow of John Lennon, sex symbol before her time.

1987 Choo Cho Calender — Legendary catcher for N.Y. Mets, lifetime .175. Been ten minutes earlier than Ed Jennings, he therefore already occupied the solo plate in the universe for great catchers born on February 18, 1937.

1990 Christopher — Princes of the Netherlands, the only notion that has no Ohio State alumni in ranking government positions.

1959 Cybill Shepherd — Model, actress, star of “Moonlighting.”


1954 John Travolta — Film star. Ed Jennings has never heard of him either.

1954 Matt Dillon — Teen heart-throb movie actor (The Flamingo Kid). This is the last one listed because no one younger than him deserves to be famous.

Semi-centennial retrospective . . .

Continued from page 1 cooperation of parents in this matter is currently desired.”
Ohio State’s 13,675 students in 1936-37 came from 47 of the 48 states, with only New Mexico sending none, plus the District of Columbus, and 17 foreign countries. There were 48 foreign students enrolled, with the greatest numbers being eight from China, seven from Canada and six from Hawaii. There were 3,819 women and 9,856 men enrolled in the academic year.

The Annual Report of the University included a list of the occupations of parents or guardians. The most common occupation reported, by far, was “Farmers and Ranchers” at 2,051. Next was “Teachers with No Occupation” at 1,509. Power in number were spinsters (2), baseball players (2), cantors (3), parking attendents (3), salesmen (29), lawyers (1), brothers (2), piano tuners (6), truck and bus drivers (2), and violin makers (1).

With the start of autumn quarter in 1937, a new building was opened for classes, the “Social Administration Building,” constructed by the Works Progress Administration, the building was dedicated November 12, 1937. It did not acquire its correct name of “Dillerman Hall” until 1952.

onCampus deadlines

The next issue of this special edition of onCampus will be published Feb. 18, 2013. All information and insuls to be included should be submitted to the editor by Feb. 18, 2016.

onCampus

February 18, 1987 | Vol. 8, No. 9

Estimate of Expenses - 1937

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On Campus in special editions is published once every fifty years. Aren’t you glad it isn’t more often?

POSTSCRIPT: Forget you ever saw this. Do not forward to anyone.
COLUMBUS, Ohio -- Ohio State University President Edward H. Jennings Wednesday (2/18) urged state legislators to add $240 million to the appropriation for higher education recommended in the executive budget for the 1987-89 biennium.

This addition would maintain at its current level the students' share of the cost of attending a public university in Ohio and would promote accessibility to higher education, he said.

Jennings was one of five Ohio educators who testified before the Education Subcommittee of the Ohio House Finance Appropriations Committee, which is considering appropriations for education in the executive budget for the 1987-89 biennium.

Through tuition, students currently pay 36 percent of the cost of their education on a statewide average. The proposed budget would bring substantial tuition increases and shift a higher percentage of the cost back to students, raising their share to 42 percent, he said.

"The recommendations of the budget before you propose retreat from our common interest in eventually returning to a one-third student share of college costs," Jennings told the subcommittee. The one-third share is the approximate national average for public higher education.

The proposed budget "is not flat at all...with the student

- more -
share of college costs rising substantially over the next two years," he said. The $240 million addition to the budget would hold the student share flat at 36 percent and enable colleges and universities to keep tuition increases at modest levels.

The proposed increase in the student share comes at a time of relative economic recovery within the state, he added, emphasizing that past improvements were made despite the recession and despite the fact that income tax rates are no higher today than four years ago.

"It is appropriations from the state that have enabled our progress in recent years," he told legislators. With this support and funding stability, along with internal institutional reallocations and cost containment, "we have been able to consolidate gains in quality and, in addition, to undertake excellence initiatives that are unprecedented for Ohio and, indeed, the nation, even though total state appropriations remain modest on a national comparative scale," he said.

Jennings also noted that partnerships with business have been expanding and that the college-going rate in Ohio has risen from 43rd to 35th since 1979-80. Jennings asked the committee to at least maintain that progress and keep the student share of college costs at its current 36 percent level.

"We should not overlook the enormous social good that Ohio as a whole derives from an educated population in a rapidly changing society," he said.

The executive budget proposes spending about $2.9 billion on higher education during the two-year period. When debt service payments for capital improvements are deducted -- about $400 million for the two years -- the budget would be down during 1988 and show only a slight increase in 1989.

Written by David Tull. (0176s)
Jennings urges more money

By Cliff Trecens
Dispatch Statehouse Reporter

Gov. Richard F. Celeste's proposed budget for higher education would be a blow to economic development in the state, Ohio State University President Edward H. Jennings said yesterday.

In testimony before an Ohio House finance subcommittee, Jennings said the governor's budget would represent a basic change in attitude about access to the state's universities and colleges.

"The disturbing implication in this budget recommendation is that students should assume a larger share of Ohio's commitments to public higher education," Jennings said.

"Shifting the burden to the students is a fundamental change in philosophy - away from a commitment to accessible opportunities for higher education for all students, regardless of their economic resources."

After hearing testimony on a survey that ranked education and taxation equally as quality-of-life factors, state Rep. LeRoy D. Peterson, D-Maple Heights, the subcommittee chairman, summed up the dilemma facing budget makers.

"In other words," he said, "they want education but they want somebody else to pay for it."

Celeste has recommended $2.8 billion for higher education for the two-year budget period beginning July 1. That is $622 million less than requested by the Ohio Board of Regents.

Much of Jennings' presentation focused on the link between education and economic development.

"State support for public higher education has enormous implications throughout Ohio's economy. If our momentum is put at risk, Ohio's relative strength will be seriously weakened," he said.

"This budget recommendation proposes that our momentum be reversed."

for higher education

Representatives of the governor's office are scheduled to testify March 5 on the higher education budget.

State Budget Director William J. Shkurti said all aspects of state government must contribute to balancing the budget.

"I think the governor has said all along the reason we had to raise taxes in 1983 was to help education. When we have less money to spend because of tax cuts, education bears a portion of that," Shkurti said.

"The governor would have liked to provide more money to higher education. But he also felt a commitment to taxpayers and a balanced budget."

Jennings, echoing previous testimony by the regents, asked the committee to consider putting an additional $240 million into the instruction budget, which makes up about 70 percent of the higher education budget. He said that would allow student fees to remain at 36 percent of total costs.

Under Celeste's budget, the undergraduate student share of costs would rise to 42 percent, he said.

Others said nearly half the state's institutions of higher learning would get less money in the first year of the Celeste budget than they are receiving this year. That is based on a distribution formula using current enrollment figures.

Ohio State is one of the universities that would get more money than last year. The seven universities that would receive less are Akron, down 3.4 percent; Bowling Green State, down 2.7 percent; Cleveland State, down 1.8 percent; Kent State, down 0.2 percent; Miami, down 1 percent; Ohio U., down 2.4 percent; and Youngstown State, down 1.3 percent.

The trend is similar for community colleges, technical colleges and university branches.
Jennings asks state for additional funds

By David Bhaerman
Lantern staff writer

The Ohio House of Representatives can help OSU students hold down their tuition costs by allocating an additional $240 million to higher education, President Edward H. Jennings said Wednesday.

Jennings, testifying before the education subcommittee of the House Finance and Appropriations Committee, said that without the additional allocation, OSU students could experience a substantial tuition hike.

The subcommittee held the hearings to determine the effects of Gov. Richard F. Celeste's proposed state budget for the next two years and to hear requests for additional funding.

Jennings' request for the $240 million for higher education would allow OSU students to continue paying an average share of 36 percent of their college costs. Without the increased funding, the student's share would jump to 42 percent, Jennings said.

Most of the remaining percentage is paid by instructional subsidies from the state.

"The huge tuition increases assumed in this budget shift the higher education funding burden back upon our students," Jennings said in his testimony.

The budget proposal Celeste submitted to the House calls for a virtual freeze in funding to higher education.

But a continuation of current funding levels would not be enough to keep student tuitions stable, Jennings said.

"What we see is a reversal of progress, with the student share of college costs rising substantially over the next two years," he said.

Based on this spending freeze and increased financial needs, the Ohio Board of Regents, the governing body of state colleges and universities, has said tuitions statewide could increase by as much as 31 percent.

"What I propose to you today is that a budget policy be adopted that does indeed achieve a flat level in the student share and results in only modest tuition increases," Jennings testified.

Jennings' testimony echoed several of the same themes he addressed during regional hearings of the U.S. House of Representatives in Columbus last week, but Wednesday was the first time specific funding requests were offered.

Earlier in the day, the House honored Jennings on his 50th birthday with a resolution presented by Speaker of the House Vernal G. Riffe.
Jennings tells Congress, cuts too deep

By Steve Sterrett

In the face of a massive federal deficit, higher education must do its share of belt tightening, but President Reagan’s budget proposal asks education to do more than its share.

That was the message President Jennings brought to the U.S. House Budget Committee on Feb. 12.

The committee, chaired by Rep. William H. Gray III, D-Pa., was in Columbus for the first of four regional field hearings on the impact of the administration’s budget proposal.

In his opening statement, Gray emphasized his committee’s difficult task of finding $61 billion in budget cuts to reach the target of limiting the federal deficit to $108 billion in the next fiscal year.

“Never before have the Congress and the executive (branch) been required to attempt so much deficit reduction in a single year,” he said.

The belt-tightening is already underway at Ohio State, Jennings told the committee. “What concerns me, however, is that more than 25 percent of the program cuts to meet Gramm-Rudman targets are in the Department of Education.”

He pointed out that the proposed cuts and changes in student federal financial aid would cost Ohio State students an estimated $27 million annually, or about $700 each per student receiving financial aid.

Joining Jennings in appearing before the committee to talk about higher education was DeBow Freed, president of Ohio Northern University.

Freed also expressed concern about the proposed reductions in student financial aid, which would lessen access to higher education and the choice of institutions that students could have.

Changes in student financial aid must be made more gradually, he said. The administration’s proposal “is a bit heavy-handed.”

Gray asked the two presidents whether they agreed with the Reagan administration’s contention that reductions in Pell Grants would not have a significant impact and would be made up from other sources.

Continued on page 6.
Cuts too deep...

Continued from page 1.

"I am extraordinarily concerned that that is the belief in Washington," Jennings replied, adding that he didn't believe private resources will be available and that will affect access to higher education for disadvantaged segments of society.

Rep. Delbert L. Latta, R-Bowling Green, ranking minority member of the committee, asked whether students could rely less on Pell Grants and more on loans.

Jennings pointed to the expansion of student indebtedness as a growing concern and that a rise in student loan default rates could result.

"I am more concerned, however, about moving away from the government partnership with universities that this policy (of relying more on loans) signifies," he said. Those who suggest the student who benefits from education should pay for it should not overlook "the enormous social good derived from an educated citizenry in a democratic society."

Rep. Butler Derrick, D-S.C., questioned whether today's undergraduate education adequately prepares young people for graduate work.

Jennings responded that today's students are prepared for graduate work, "but the more serious problem in the United States is that students are not going on to graduate school in the sciences, mathematics and engineering."

Rep. Richard K. Armey, R-Texas, suggested that colleges and universities could be managed more efficiently if they did away with such "antiquated practices" as tenure and faculty governance.

Tenure is not the problem, Freed replied. He pointed out that the private sector is moving toward "good internal governance with participation (by employees)."
Jennings’s testimony lauds value of fiscal support

Editor's note: President Jennings testified before the U.S. House of Representatives Budget Committee at a regional meeting Feb. 12 in Columbus. Jennings discussed the impact of the federal budget on higher education. The following is the entire text of his comments.

I want to thank you for this opportunity to speak to you today. It is highly appropriate that we discuss the impact of the federal budget on higher education from this state capital. Approximately 350,000 students are enrolled in four-year institutions of higher education in Ohio, close to 250,000 of them in our 13 four-year public colleges and universities. Of these, nearly 60,000 students — almost a quarter of the total — are enrolled at Ohio's flagship institution, Ohio State University.

The activities of this comprehensive research University require an annual budget of more than $385 million. Because only 30 percent of our budget comes from the state, we rely upon, and appreciate, the funding we receive from various federal sources.

As a major public university, we enjoy an historic partnership with the federal government. In the land-grant tradition, established by your predecessors in Congress in 1862, Ohio State is committed to providing higher education beyond a scholarly elite, to all who have a desire to learn, regardless of financial resources, and to sharing the fruits of our scholars' labors in the service of society as a whole.

As the nation strives to meet its priorities for international competitiveness in scientific research and for national defense, an educated citizenry is critical to our success.

I am well aware that we as a nation have a massive federal deficit and that we in higher education must do our share of belt tightening. This is already under way at Ohio State. What concerns me, however, is that more than 25 percent of the program cuts to meet Gramm-Rudman targets are in the Department of Education. We are being asked to do more than our share.

We are especially concerned about the massive reductions proposed in student financial aid and, more significantly, the change in philosophy they reflect. The great wisdom of the current aid program is its diversity. Typically, students on aid help themselves by working and through borrowing, with some receiving scholarships and grants as well.

The proposed cuts and changes would have a cost to Ohio State students of $27 million, of which $19 million is additional borrowing costs of student loans. This is Continued on page 5.

Photo by Lloyd Lemmermann

PRESIDENT JENNINGS TOLD REPRESENTATIVES Feb. 12 that the proposed cuts to education by the Reagan Administration would harm student financial aid programs.
Testimony lauds support...

Continued from page 4.

approximately $700 dollars per student on aid each year, or about the cost of a full quarter's tuition and books at Ohio State. And this startling total is the impact at a relatively low-cost institution.

I would add that our costs are low, thanks to our deliberate attention to the public mission of accessibility. Since 1978, private university tuition, adjusted for inflation, has increased 24 percent. For the same period, inflation-adjusted tuition at Ohio State has gone down 1 percent. Last year, we did not raise tuition at all.

Our students are not a privileged group. They are brighter than average; they also work hard to earn their opportunities. The loss of the work-study program is, therefore, especially disturbing. National surveys have shown that working on campus is positively related to completing a degree.

The shift in emphasis from grants and work to increasingly expensive loans disproportionately affects the economically disadvantaged, and exacerbates our concern about student indebtedness. Student loan default rates could be increased by these proposals. Let me note, however, that students in Ohio pay back their loans. Our 1986 default rate on Guaranteed Student Loans was 3.3 percent, well below the national average of 10.7 percent.

Some suggest it is the student who benefits from education and, therefore, it is the student who should pay. Undoubtedly, the student benefits. But we should not overlook the enormous social good derived from an educated citizenry in a democratic society.

Opportunities for graduate education and advanced or specialized medical training also are threatened by reduced support for clinical education. Ohio State's teaching hospitals perform the fourth largest number of kidney transplants in the nation. We have a unique bone marrow transplant program, a regional neo-natal intensive care center, and dozens of highly specialized — but costly

— medical units made possible by our research quality.

Yet this budget proposes that a community hospital with none of these pioneering activities should receive the same federal reimbursements as our major medical complex, (so) at least $9 million would be lost to Ohio State University Hospitals.

Our nation's public universities hold a special place in higher education. Using total federal research dollars to identify the major research universities, a comparison of the top 15 private institutions to the top 15 public (ones) is revealing.

Both sectors engage in the important university work of basic research. But there are other missions in higher education. Of the students attending these 30 major universities, 69 percent are enrolled in public institutions, compared to 31 percent at the private (schools). In fact, 78 percent of the nation's students attend public colleges and universities. Diversity of choices is important, but it is we in the public universities who are doing the educational job for this country.

Correspondingly, with the nature of scholarly activity changing rapidly and radically, the comprehensive public university is best suited by size and diversity to sustain broad interdisciplinary teams of scholars, from agriculture and biotechnology to engineering or international studies.

The future strength and competitiveness of this nation require a commitment by federal and state governments to maintain and enhance investments in higher education. Our nation's most vital resources — in the future, as much as in the past — are its human resources.

Time permitting, I could chronicle for you other aspects of the federal budget at Ohio State in such areas as agriculture and scientific research. More detail is contained in the written material I have provided. I would welcome the opportunity to respond to your questions. Thank you very much.
Band plays for birthday boy

A guy turns 50 only once in his life, and yesterday was Edward H. Jennings' turn. The Ohio State University president, right, is serenaded by the OSU pep band in the Administration Building. Jennings' day began when he was driven to work in a 1937 car supplied by Leonard J. Immke, an OSU trustee and Columbus auto dealer. Later, the Ohio House of Representatives adopted a resolution honoring Jennings.
Birthday serenade

PRESIDENT JENNINGS MARKED his 50th birthday Feb. 18 with a little help from his friends and staff. The half-century celebration included a serenade by the Ohio State pep band. Jennings and his wife, Mary Eleanor, clap along while band members play in the lobby of Bricker Hall.
College access at stake, Jennings tells legislators

By David Tull

Ohio's proposed "lean" budget for 1987-89 would short-change higher education and cause a "reversal of progress," President Jennings told Ohio legislators in a Feb. 18 hearing.

Jennings testified before the Education Subcommittee of the Ohio House Finance and Appropriations Committee.

He urged legislators to add $240 million to the proposed appropriation for higher education for the next two fiscal years. This money is needed to ensure the continuance of access to higher education to all Ohioans, he noted.

"We should not overlook the enormous social good that Ohio as a whole derives from an educated population in a rapidly changing society," Jennings said.

At an earlier hearing of the subcommittee, William B. Coulter, chancellor of the Ohio Board of Regents, predicted that student fees could rise by as much as 39 percent over two years, from an average of $1,510 annually to $2,100. If the state fails to increase appropriations for higher education by the same $240 million figure, raising student fees would be the only means of meeting all cost increases, he said.

The executive budget recommends that about $2.9 billion be allotted for higher education in the next biennium. Excluding funds for "debt service" to repay loans, the proposal actually would decrease higher education spending for next year and increase it only slightly in the second fiscal year.

"We are being told that this is a flat budget. From the perspective of higher education, however, the budget is not flat at all," Jennings said.

Among the first casualties of such a budget would be the progress to reduce the "student share" of higher education, the cost paid through tuition, Jennings predicted.

In 1980, students in Ohio's public colleges and universities paid one-third of the cost of their education, a national average for public higher education. In 1983, student share in Ohio climbed to 47 percent.

The state has been striving to return to an average one-third student share, Jennings said. This year, students' tuition averages about 36 percent of their educational costs.

"The huge tuition increases assumed in

Continued on page 7.
Continued from page 1

this (executive) budget shift the higher education funding burden back upon our students," Jennings said. Student share would climb to 42 percent of the cost, he predicted.

The University has done its share to keep tuition low, Jennings said. Ohio State raised tuition 3.8 percent in 1985-86 and did not raise tuition at all this year. The state had a tuition cap of 4 percent per year during that biennium.

In response to a question from Rep. Michael C. Shoemaker, D-Bourneville, Jennings said that a state tuition cap on top of the limited appropriations in the

utive budget would force universities to cut back on programs.

However, with an additional $240 million appropriation, a 5 percent per year tuition cap at state universities would be acceptable, Jennings said.

In his presentation, Jennings cited progress made in Ohio's public higher education during recent years.

"Funding stability, excellence initiatives, a substantial increase in Ohio's college-going rate, exciting new partnerships with the business community, and a student tuition share of college costs that has come down to 36 percent record impressive achievements, particularly given the context of the difficult economic times in which they occurred," he said.

The proposed budget, offered by the state administration would end that, he noted. "What we see is a reversal of progress, with the student share of college costs rising substantially over the next two years."

The additional allocation to higher education of $240 million, about 1.3 percent of the total Ohio budget, would maintain the higher education program with the student share remaining at 36 percent, Jennings said.

"Accessible public higher education requires low tuition, along with adequate student financial aid and work opportunities," he told legislators.
Madame President

Jenny Kundert, a junior from Lima, reviews university business with OSU President Edward H. Jennings during her day as president. Kundert won the "President for a Day" contest by submitting an essay that was selected by USG.
Let me show you

OHIO STATE PRESIDENT-FOR-A-DAY Jenny Kundert, left, receives advice from President Jennings in his office March 6. Kundert, a junior from Lima majoring in social work, was selected to act as head of the University by the Undergraduate Student Government. In addition to learning how Jennings administers Ohio State, Kundert accepted a $139,000 gift from the DuPont Company for Educational Aid Grants to five colleges. The president-for-a-day program is a quarterly event.
Jennings stresses college research

By Maureen Kilkenney
Lantern staff writer

WASHINGTON – OSU President Edward H. Jennings asked for a renewal in the partnership between higher education and the federal government Tuesday as he testified before a House of Representatives subcommittee.

Jennings spoke before the subcommittee on economic stabilization of the committee on banking, finance and urban affairs, headed by chairwoman Mary Rose Oakar, D-Cleveland.

The National Association of State Universities and Land-Grant Colleges asked Jennings to represent the 149 association members.

The subcommittee received testimony from several people on the theme of International Competitiveness in America.

"Higher education is at the heart and soul of competitiveness," Jennings said. "In partnership with a true federal commitment, there is little that our universities cannot achieve."

Jennings said the government and universities have had past relationships that were healthy. He said the corn production problem of the '40s and the space race in the '50s were good examples of partnership. In those instances, the government helped universities by supporting basic research.

He said, in the past, the federal government capitalized upon university goals. "But now we are seeing the aftereffects of the waning of a focused national commitment to basic and comprehensive scientific research."

Jennings said, "There are two other key components that must fuel our competitiveness agenda — the equipment and facilities with which to conduct research, and the highly educated people who will be carrying it out."

"Higher education's decline in equipment and facilities can be traced to the loss of the graduate research laboratory program and the institutional grants for science program a decade ago."

"There are indeed enormous costs associated with sophisticated research equipment. However, we are today seeing the far larger costs to our competitive place that have resulted from the false economy of not investing the necessary dollars in up-to-date equipment," Jennings said.

Malcolm Baroway, executive director for university communications, said Jennings' testimony will have a direct effect on all higher education, so it will also affect Ohio State. "He's becoming the key spokesman for higher education in Washington. That's got to have a positive affect on Ohio State."

"Beyond anything he says here today, he's being seen as a president who is one of the leaders — if not the leader in higher education," Baroway said.

Jennings said limitations on education that could result from proposed budget cutbacks in grants or loans and work-study programs, need to be avoided and universities must increase enrollment, in order to "expand the base of young people prepared to function successfully in a world economy."

He said only elected officials are capable of establishing the focus of research in higher education, which is vital to increase national competitiveness.

"Basic research, equipment and facilities, and well-educated citizens will insure our place in the 21st century as the most competitive nation in the world," Jennings said.

The House of Representatives asked for the testimony on the subject to decide whether or not to pass a bill, HR-3. Much of the bill is about trade issues, such as tariffs and trade rates.

Lisa Holstein, director of editorial projects in Jennings' office, said it is called a trade bill, but many elements address higher education, such as international education and fundamentals of manufacturing in basic research.

Holstein said Jennings did not take a stand on the bill itself, because the National Association of State Universities and Land-Grant Colleges was too large an organization to speak for all institutions. But he did call for Congress to provide money for all universities, and let them compete for it.

Among the 18 other people who testified was Victor Kiam, president of the Remington Company. People representing the AFL-CIO, the Goodyear Tire and Rubber Co., and the Carnegie Institute for International Peace also testified.

Jennings will meet with the president of the University of Pittsburgh, Wesley Posvar; the president of the University of West Virginia, Neil Bucklew; Sen. Jay Rockefeller, D-W.Va.; Sen. John Heinz, R-Penn.; Sen. John Glenn, D-Ohio, in the office of Sen. Robert Byrd, D-W.Va., to discuss the formation of a consortium to deal with issues related to nuclear energy.
Jennings tells Congress

Quality education central to nation’s well-being

Editor’s note: The following is the testimony given March 10 by President Jennings to the House Committee on Banking, Finance and Urban Affairs Subcommittee on Economic Stabilization in Washington, D.C.

Madaras Chairman and Members of the Subcommittee:

It is a privilege to come before you as you address economic issues, the policy issues in our nation today: The international competitiveness of the United States, as a new and rapidly developing global economic environment. I feel especially pleased, as a member of the higher education community, to have this opportunity for our long-standing concerns are not only being heard, they are emerging as top-ranked national priorities.

I am here today on behalf of the National Association of State Universities and Land-Grant Colleges. More specifically, I represent the Ohio State University, one of the great public universities of this nation. It is second only to the University of Michigan in size and second to none in its comprehensive scope.

Its intellectual resources are enormous, and the contributions we can provide to this national endeavor encompass a vast range of expertise and creativity — from the teaching of the ancient languages of Farsi and Japanese, to the development of revolutionary technologies that will expand manufacturing and energize international marketing.

While the current focus in Congress is on trade and economic issues, the various proposals all include a recognition that higher education is at the heart and soul of competitiveness. In partnership with a true federal commitment, there is little that our university cannot achieve. We have seen it happen in the space race beginning in the late 1950s, when a comprehensive agenda was established to address national concerns, involving a partnership between the federal government and the higher education community. With basic research as its fundamental underpinning, the partnership was an enormous success, with spin-off benefits in every field from communications technology to athletic shoes.

In this quest to regain our competitive edge, the role of the university should be clear: it is the source of the nation’s economic growth.

For Arabic languages would have been considered a potential national budget priority when I was in school.

There is nonetheless no question that without shortchanging existing areas, we can enhance our efforts on many fronts, particularly in science, engineering and key world regions.

Earlier in this century, a similar commitment to this partnership began around 1900 in agriculture. Even as late as 1940, when it was common wisdom that corn production, for example, would never exceed the 28 bushels-per-acre plateau, the federal and state commitment to basic research by universities continued with the result that corn yields have quadrupled in 40 years.

In both national priorities of decades past, the federal government capitalized upon university strengths to achieve a priority goal. We mobilized to compete, and we won. But now we are seeing the aftereffects of the waning of a focused national commitment to basic and comprehensive scientific research at our institutions of higher learning. And our former unchallenged leadership in the world marketplace that results from research spin-offs is being challenged. A renewal of competitiveness calls for a renewal of the focused national partnership that has been so enormously successful in the past.

This Congress is contemplating on a national scale what we in Ohio have undertaken in our initiative to enhance the state’s economic competitiveness. From a new Institute for Japanese Studies, to the internationally renowned Welding Engineering Research Center, to a National Science Foundation-funded Center for New Shape Manufacturing, the success of the partnership between the government and the University in support of basic research in Ohio has attracted productive ties with industry and expanded Ohio’s competitiveness.

Our partnership extends to the broader area of providing educational attainment. We are collaborating with business and industry in key areas such as robotics. Internally, we are engaged in curriculum review tied to ensuring the future of our students. The long-term solution to displaced workers is educating employees who will be capable of adapting to new technologies, markets, and opportunities.

My emphasis, of course, is higher education. But we do have an obligation to the quality of basic education at all levels. For example, Ohio State has initiated programs for high school students in mathematics tutoring and placement and English composition. We also work with middle school math and science teachers to improve their capacity to keep students interested in mathematics, chemistry, and geology at all levels.

As in the past, in the space program and agricultural research, we must develop the focused policies that utilize the full potential of the enormous capabilities and resources of our universities. Certainly a focus on international competitiveness could be a central initiative to lead us into the 21st century.

Proposals to double the budget for the National Science Foundation and examine intellectual property issues where current practice may be outdated by rapidly developing technology seem to some extent major steps in developing a vital comprehensive focus to encourage basic research. We fully support those suggestions. We also can do more on many fronts. We have before us the example of other specific federal efforts that have been successful in solving similar problems.

There are two other key components that must fuel our competitiveness agenda — the equipment and facilities with which to conduct research, and the highly educated people who will be carrying it out. Both could be addressed by looking to our successful programs of the past, when similar problems were overcome through a concerted national effort.

Higher education’s decline in equipment and facilities can be traced to the loss of the Graduate Research Laboratory Program and the Institutional Grants for Science Program a decade ago. There are indeed enormous costs associated with sophisticated research equipment.

However, we are today seeing the far larger costs to our competitive place that have resulted from the false economy of not investing the necessary dollars in up-to-date equipment.

We also must expand the base of young people prepared to function successfully in a world economy. It is a problem we have solved before. This nation faced a critical shortage of medical personnel two decades ago. The federal response in creating the capitation program was so effective that a surplus was created and medical capitation funding was eventually withdrawn.

But I suggest that the capitation concept be renewed and redirected to rapidly build enrollment in targeted areas related to international competitiveness. Similarly, we must seek to expand opportunities for college students, and avoid the limitations that could result from proposed budget cuts in grants or loans and college work-study opportunities.

Only our elected national officials have the power to establish broad priorities about where research and higher education should be focused. If that concentrated national attention can be generated, a federal role is not only appropriate, it is critical in generating both the comprehensive focus and the levels of funding that may be required in the quest for competitiveness.

It also is clear that a successful focused partnership between universities and government will need to involve private sector support for maintaining and enhancing investment in the infrastructure of higher education.

Our nation’s most vital resources — in the future, as in the past — are its human resources. We share your concern to ensure that the basic research achievements of our universities and the education that is provided to our citizens is the best that is provided in the world. Basic research, equipment and facilities, and well-educated citizens will launch our place in the 21st century as the most competitive nation in the world.
In demand

KNOWN AS A NATIONAL SPOKESMAN for higher education, President Jennings covered the topic in Cleveland and Washington last week. At the Cleveland Rotary Club luncheon March 12, above, Jennings speaks on "Excellence in Higher Education in the 21st Century." Pictured with the president is Ohio State alum Bill LaPlace, president of the Downtown Rotary Club in Cleveland. On March 10, he told a congressional subcommittee that quality education is central to the well-being of the United States. See page 4 for a text of his remarks to Congress.
Correction

In its March 19 issue, on-Campus misidentified members of the Cleveland chapter of Rotary International. Listening to President Jennings speak March 12 are William LaPlace, left, chapter president and Ohio State alumni, and William T. Monroe, right. Monroe is an attorney with Monroe, Zucco and Kasek.
STATEMENT ISSUED BY THE OFFICE OF THE BOARD OF TRUSTEES
THE OHIO STATE UNIVERSITY
MADISON H. SCOTT, SECRETARY

President Edward H. Jennings informed the members of the Board of Trustees today that he and Mrs. Jennings (Mary Eleanor) have separated.

It is a sad time for all concerned.

The Board of Trustees considers this to be a strictly personal matter and, as such, there will be no further announcements from the University.

March 20, 1987
OSU's president, wife separate

COLUMBUS — Ohio State University trustees announced yesterday that OSU President Edward H. Jennings and his wife, Mary Eleanor, had separated. The announcement came in a brief statement from Madison H. Scott, the trustees' secretary.

"It is a sad time for all concerned," the statement said. "The Board of Trustees considers this to be a strictly personal matter and, as such, there will be no further announcements from the university."

Scott said later that trustees had decided to issue the statement after a series of calls to the office about the Jennings' relationship.
OSU president, wife separated

Ohio State University President Edward H. Jennings, 50, and his wife, Mary Eleanor, 45, have separated after 28 years of marriage, according to a statement issued by the OSU board of trustees office yesterday.

Jennings told the trustees about the separation yesterday, the statement said.

"The board of trustees considers this to be a strictly personal matter and, as such, there will be no further announcements from the university," the statement said.

Date: 3-21-87
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The announcement came in a brief, three-paragraph statement from Madison H. Scott, trustees secretary.

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Grads didn’t have time to squirm

By Ruth Hanley
Dispatch OSU Reporter

John P. Hirth did everything right when he gave the commencement address yesterday at Ohio State University.

Hirth, an OSU professor of metallurgical engineering, spoke of pride, change and challenge, inspirational topics for graduates poised on the edge of new experiences.

He spoke lightly at times, and those words drew chuckles from the audience. References to more complex scientific subjects were clear and thought-provoking.

THE SPEECH LASTED about five minutes, and the conclusion, “Go forth and be successful,” was met with applause by an audience that had not had time to start squirming in the seats of St. John Arena.

Hirth’s speech could be offered as a textbook example of how to give a commencement address, but who will remember it?

A pre-commencement poll of some of those who sat with Hirth on the speakers’ platform indicated that graduation speeches may mostly be made to be forgotten.

OSU President Edward H. Jennings could not remember the speaker or the speech at his graduation from the University of North Carolina in 1950. “I was just glad to get out,” he said. Jennings received a bachelor’s degree in industrial management.

Pranville Firebaugh, OSU vice provost for international affairs, drew a blank when asked about the ceremony when she received a bachelor’s degree in home economics from the University of Arkansas in 1953.

“I haven’t the vaguest idea,” she said. “My only memory is that my parents and I missed our meeting spot. We wandered around campus looking for each other” after the ceremony.

The parents of Dr. Manuel Tzagournis, dean of OSU’s College of Medicine, missed his receipt of a bachelor’s degree from OSU in March 1966. A snowstorm the previous day delayed their arrival and kept other out-of-towners from getting there at all.

“MY PARENTS MADE it as we were marching out,” recalled Tzagournis. “It was kind of an unforgettable event.”

Even the speaker, U.S. Sen. John W. Bricker, couldn’t get there. His speech, via telephone from Washington, D.C., was amplified over the loudspeakers in the men’s gymnasium.

Tzagournis does not remember what the senator from Ohio said.

Andrew Brokkena, dean of OSU’s College of the Arts, did not attend the ceremony that bestowed upon him a bachelor’s degree from the University of Michigan in 1962.

About 370 of OSU’s 1,042 winter-quarter graduates will have a similar lack of memory because they, too, decided to skip yesterday’s commencement.

OSU Provost Myles Brand is glad he attended the ceremony at Rensselaer Polytechnic Institute in New York state, in 1964. He cannot remember who spoke or what was said when he received a bachelor’s degree in philosophy, but the event’s solemnity still is strong in his memory.

“IT was the reminder of the occasion, feeling both elated and let down - that it was over, that it was a turning point,” Brand said.

Hirth told graduates yesterday: “This, then, is the challenge that you regard your graduation today not as an end to education but rather as an indication that you are prepared to continue to educate yourselves to deal with a changing world.”
3/24/87

BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

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After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of

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the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp. and a member of the Advisory Board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education. The Big Ten Conference has selected him to serve on the NCAA Presidents Commission, effective July 1, 1986.

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Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its third printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.
OSU president concerned over college funding

By LOU WHITMIRE
Staff Writer

Stressing his concerns for keeping student tuition down, Edward Jennings, president of The Ohio State University, said Friday he is worried about the lack of funds allocated in the state budget for higher education. But he said the regional campuses will not be left out in the cold if cutbacks are made.

Jennings was in Marion to preside over the OSU board of trustees meeting at the Student Activities Center of OSUM and Marion Technical College. During a news conference Friday morning, he said he is pleased the Ohio House of Representatives has added $35 million to the biennial budget.

"While this is not a substantial amount when it comes to the biennium and all of higher education, it still is progress," he said.

The state budget recommends that $2.9 billion be allotted for higher education in the next biennium.

Jennings said if cutbacks are made, they will extend university-wide. He said faculty salaries, expenses and tuition guidelines would be the same on Columbus as on the regional campuses.

"There's no question that there'll be tuition increases," he said. "The governor's proposal included, over the biennium, a 40 percent increase in tuition. I don't think there's even a question that we would go that high at Ohio State."

Jennings did not say how much tuition would increase.

He said that with federal attacks on funding for higher education, institutions in the nation should attempt to keep education open to all those qualify.

Aside from projected state cutbacks, there is a recommendation at the federal level that student financial aid be cut 46 percent, he said.

The thing I'm most proud of is we are in the competition for this project. The competition is very high."

Edward Jennings on SSC proposal

Jennings said OSU students in 1982 paid 47 percent of the costs of an education and now pay 36 percent. "Now that we're at a competitive level, I think we should do everything to maintain that."

Regarding the need for a new library on the Marion campus, Jennings said the proposal will be considered along with the entire university's library needs over a 10-year period. He said the planning process of "how" the university will regionalize its libraries is the question. He could not say where the proposed OSUM library would be placed in the 10-year planning process.

When asked what the proposed Superconductor Super Collider research project would mean to OSUM, Jennings said: "It's an enormous project. If this facility were built in Central Ohio, Central Ohio would become the world's largest research center in physics."

He said it is a good example of the economic benefits of a major educational institution in the immediate area. "The thing I'm most proud of is we are in the competition for this project. The competition is very high."

He added that one of the enormous advantages OSU has is its amount of political support in Marion, Delaware and Columbus and in Congress.

In regard to ongoing negotiations between OSUM and MTC attorneys in efforts to establish a new cost-sharing agreement, Jennings said a settlement is forthcoming. "Negotiations are continuing, and I am confident it will be settled before the contract expires in September."

Larry R. Thompson, special assistant to Jennings and the attorney representing OSUM in negotiations, said Friday he expects an agreement will be reached by the end of April. "MTC is working on it, and we are waiting to hear their proposals."

When asked what specific items might be holding up the agreement, Thompson said he could not disclose the information because of the ongoing negotiations.
The breakfast club

OSU President Edward H. Jennings speaks to students at breakfast in the Ohio Union Terrace Dining Room Wednesday morning. Students, ranging from undergraduates to Ph.D. candidates, were chosen to attend by the deans of their colleges. Jennings answered questions concerning day care, the work-study program, the quarters vs. semesters debate, race relations, growth of the city of Columbus, and how to become the president of a university.
Jennings' star is rising with the fortunes of OSU

By Ruth Hanley
Dispatch OSU Reporter

William Protheroe, an astronomy instructor for 20 years, likens Ohio State University to a giant rocket waiting to blast off.

"The rocket sat on the launching pad "with nobody to light the fuse" — nobody, that is, until Edward H. Jennings became OSU's 10th president in 1981.

"Jennings brought the match; he lit the fuse," Protheroe said. "Now it's blast-off. The sky's the limit."

Spirits are soaring at OSU. State support is solid; private support has increased dramatically. The basketball team won 39 games and played in the National Collegiate Athletic Association tournament; the football team won the Cotton Bowl.

Newspaper headlines, on the whole, have complimented, not castigated, the university. The biggest student protest in recent months came as a backlash to a Ronald Reagan birthday party.

Protheroe is not the only campus regular who plants the credit solidly at Jennings' feet.

"ED SEEMS to be sailing along on a cloud that's great for all of us," said developer Daniel Galbreath, chairman of OSU trustees.

"It's not all Ed, of course," Galbreath said. "You have a great staff around him. (But) he perceives that Ohio State is going to be one of the top institutions in the country, in the same breath with the Harvards and Stanford's.

Students see Jennings as "a cool guy."

said Susan Pieper, a junior economics major from Kettering, Ohio.

"A lot of students say, 'Yea, Ed,' " she added.

The upbeat tempo on campus has not gone unnoticed by Pieper.

"I think there's a program. Let's make Ohio State No. 1," she said.

She is not far off in her assessment.

EACH SUMMER, Jennings compiles a document of 60 pages or so stating themes and goals for the coming year. He uses that as a basis for speeches and as a checklist for achievements.

This year's agenda was different because it contained few of the worries of a past that frequently featured financial stress and growing pains.

"In 1986-87, for the first time in our history, we can build upon our distinctive strengths, focusing all our resources — human, financial and intellectual — on excellence," Jennings said in his annual state-of-the-university speech to the University Senate last fall.

There are those who remember similar refrains under past presidents. When Edward Q. Mouton became an assistant professor of civil engineering at OSU in 1954, "the thing they were saying then was that the university was poised; the next few years were critical. I think that's probably pretty standard fare, I don't think things are that dramatic," he said.

But Mouton added: "I've always felt Ohio State is a much stronger institution than its reputation suggests. I don't think Ohio State has devoted sufficient time to telling people the good and positive things."

Edward H. Jennings

Mouton went on to become an OSU vice president and chancellor of the Ohio Board of Regents. He now is president and general manager of the Columbus Symphony.

CLAIMS OF greatness are "a little overdone," said Aharon Kislenko, a professor of electrical engineering who has been at OSU 20 years.

"I wouldn't say OSU is on the way to becoming a great university. Certainly it's a good university" but not in the same class with the University of California at Berkeley, Columbia, Harvard and Yale, he said.

The only way to become a great university is to "get great people — there is no shortcut," Kislenko said.

Jennings agrees.

"The long-term, key ingredient is continuing to make this a welcome place for outstanding faculty and students," he said. "We're competing better and better every day."

OSU IS SECOND only to state government in the number of local residents employed. Last year's payroll for about 27,000 employees topped $470 million.

It is estimated that the 33,000 students on the Columbus campus pour more than $212 million into the local economy annually. OSU officials estimate that hotels, restaurants and other businesses get an additional $30 million from students' parents and out-of-town visitors who attend athletic, cultural and other campus events.

Columbus Mayor Dana G. Rinehart commends Jennings for sharing OSU resources with the community.

"From the esthetic to the mundane; Ed Jennings is always willing to help," Rinehart said. "He and I are on the phone on some community issues every week."

Jennings or an OSU representative has become involved in projects ranging from the construction of I-670 to attracting Chinese pandas and an international flower show for the city's 1992 celebration surrounding the anniversary of the voyage of Christopher Columbus.

Because OSU is a land-grant university, forced to serve the state as well as the students, we should be active in the community," Jennings said. He encourages OSU employees to do the same.

INCREASED participation in community activities is one way to evaluate OSU under Jennings' leadership. Measurement of academic achievements is harder, Jennings said.

"No matter what the quality, you can always get better. If it's finished, it's probably the wrong goal," he said.

But Protheroe was more specific.

Among the 56 members of the prestigious Association of American Universities, OSU is in the middle of the pack, he believes. If the momentum continues, OSU should be in the top five of that group — known for its research and graduate programs — in five or 10 years, he said.

"Universities are a lot like problems in elementary physics," he said. "Universities have inertia, but if you get the thing rolling, it's pretty hard to stop.

"I think we're on a roll. As far as I'm concerned, that roll started within two or three weeks of Ed Jennings' arrival."

Jennings earns respect with his open-door policy.
Stories by Ruth Hanley

Edward Jennings likes to tell a joke about the college president who died and went to hell. The devil met him at the gate and offered him the top job at hell's finest university. The devil promised an extravagant salary, an unlimited budget and the freedom to start all the programs the man had only dreamed of in his previous life.

The president was dazzled, but a little suspicious, as Jennings tells it. After all, he was in hell, right? Finally, after considerable questioning, the devil admitted there was a catch: The university had two athletic departments and two medical schools.

JENNINGS DELIVERS that punch line in much the same way as he approaches his job as Ohio State University president — carefully, but with a sense of humor.

Confident that he has earned their respect, he can gently poke fun at the two institutions that often are a president's problem children.

Walking the fine line that keeps a good joke from becoming a gaffe is just one aspect of a job that still has Jennings up at 6 a.m. and at work by 7 or 7:30 a.m., more than five years after his arrival on campus.

His office work usually ends about 5 p.m., but dinners and other social events often stretch his workdays into 12 hours and his weekends into six days. Sometimes even that is not enough.

He sees his job as setting the tone for OSU, and he makes no apology for overuse of the word "excellence" as a university-wide goal.

"The 21st century is the century of public higher education, and we have all the ingredients to be one of the pre-eminent institutions." AS JENNINGS has gotten much of the credit for painting OSU in that direction, a common question is how long he will stick around. Politics, business, another university — all have surfaced as possible career moves. But Jennings, who turned 50 on Feb. 18, says he plans no changes.

A prestigious private university probably is out because "I don't think they would have me." A move to almost any other public university simply would be "changing chairs." The possibility of heading a statewide university system intrigues him, "but then you lose the advantages of a campus."

"My expectation is that I'm here, and I'm here a long time," he said. "Something will undoubtedly come along, but nothing has yet of interest."

Not to be counted out is a possible return to teaching, he said. He still lists "college professor" as his profession on tax returns, and he tries to teach at least one finance class a year.

He has a doctorate in finance. What he likes best about his job is the chance "to see and meet so many fascinating people."

The frustrations include "not getting things done as rapidly as you would like. I'm probably more impatient than anyone else."

The OSU research park is one project that has not developed as quickly as he had planned, even though it was announced with fanfare in 1982. Jennings does not like it when celebrated projects do not live up to expectations.

"One of the reasons society likes having universities around is we are set up to take research risks the private sector couldn't or wouldn't take," he said. "That's a part of our mission, to take those risks... and we will fall."

OHIO'S PURSUIT of the Superconducting Super Collider, or atom smasher, is another high-risk project that stands a good chance of failure, Jennings said. An OSU team is working on that project.

He's earned respect while guiding OSU

Edward H. Jennings in his office at Ohio State University
But similar reservations were expressed about OSU's bid for a supercomputer, a visual arts center and the world's largest optical-infrared telescope, projects that are becoming reality.

These are among the successes Jennings points to when asked to list the achievements since he has been at OSU. They also are pointed to by some who say he concentrates too much attention and money on high-visibility projects.

"To some extent, that criticism might be true," he said. But he said such projects attract outstanding students, faculty members and research grants.

And, he added, "the great universities - MIT, Carnegie-Mellon, Chicago - are known by big, sexy projects."

"Our reputation has yet to be made," Jennings said. "Where the money is now, you'll see the results in the 1990s."

His reputation is solidifying as a candid, shrewd, aggressive administrator with both business sense and academic vision. He works hard and expects the same of others.

He cannot describe what drives him. "It's certainly not the money, although I make a substantial sum. The power aspect - most of that is the power of persuasion."

Jennings Earnings $112,269 annually, lives in an OSU-owned home in Clintonville and drives a car provided by the university. He also earns more than $25,000 for serving on two corporate boards.

He infrequently takes a vacation. He said he usually takes a three-day weekend when he needs a break.

Jennings and his wife, Mary Eleanor, recently separated after 28 years of marriage. The couple's two sons are grown. Bill, 27, is a personnel aide at OSU, and his wife, Cathy, is a senior accountant at University Hospital. Steve, 23, graduated from OSU last year and is a Marine Corps lieutenant.

The demands on Jennings have been greater since OSU launched its $350 million fund-raising campaign in 1985. Even so, he thinks of Sundays as sacred and keeps them free of both official and unofficial OSU business.

On those days, Jennings said, he is likely to "do some reading and mostly lie around," maybe fall asleep in front of a ball game on television.

He watches an occasional movie on television but figures that the last time he saw a picture in a theater was 48 Hours a few years back.

He makes more time for books, "anything from no-brainer mysteries to more significant stuff."

He attends all of OSU's home football games and about half of the home basketball games. But he does not single out athletics as worthy of special support.

"We have a tendency to forget there are other parts of the university," he said. "Whether it's athletics or science or what have you, we need to seek excellence in all human talents."

Jennings' athletic endeavors are confined to golf. "I'm not very good, but I like it," he said.

He has stepped up his exercise program under the guidance of Robert Bartels, a physical education professor. He jogs about 2½ miles three days a week and lifts weights at home.

"I've grown to like it for the first time in my life," he said. He also likes the results of a diet that has trimmed his 6-foot-11-inch frame to about 165 pounds from 193 pounds last April.

He has not been as successful in kicking his two-pack-a-day smoking habit. "I gotta get off that," he said, shaking his head.

Ask Jennings whether he would have done anything differently in the past five years and he'll smile and shake his head firmly. "I don't think that way - what's past is prologue," he said.

Has he ever goofed? "I'm not going to tell you."
He gives more than lip service to open-door policy

“I don’t work the crowd as well as politicians do. I don’t believe in talking to people without taking a few minutes to find out what’s on their minds. I’d rather do that than shake 50 hands.”

Jennings insists on delegation as the key to achievement.

“THERE CERTAINLY are people who don’t like Jennings, but I think almost everybody would say he is a force for good,” said Bernard Rosen, an associate professor of philosophy who is OSU chapter president of the American Association of University Professors.

Jennings picked a good time to lead OSU. Aside from the budget crisis early in his term, few issues have come close to the campus clamor of the 1960s and 1970s.

But he doesn’t shy away from controversy, just as he doesn’t dodge questions from reporters or criticism from students, "I’m very much a believer in getting the bad news out first," he said. "If we’re wrong, let’s admit we’re wrong."

In 1985, when students protested OSU’s investment in companies doing business in South Africa, Jennings took the question to trustees. The result was a rare split vote, but OSU now is midway through the divestiture process.

Jennings has used deliberate inaction to resolve some issues. Last August, an OSU search committee recommended the controversial Dr. Gerald F. Murphy as chief of the $54 million Cancer Research Institute now under construction on campus. When Jennings still had not acted on the appointment two months later, Murphy removed his name from consideration for the post.

SIMILARLY, JENNINGS took no action earlier this year when OSU football coach Earl Bruce was being courted by the University of Arizona. Jennings said OSU would not get into a bidding war for Bruce.

OSU trustee Chairman Daniel Galbreath said that raised questions about the priority Jennings places on OSU athletics. But Galbreath said he was reassured when he asked Jennings about it.

"He has the athletic program in the proper perspective," Galbreath said.
Presidential participation

President Edward H. Jennings gives blood in support of the Greek Week Blood Drive taking place this week in the Ohio Union. Jennings said he likes to give blood once or twice a year. Gwen Baxter, an RN for Red Cross, attends Jennings.
Future university topic of session

By Nancy R. Reid
Latern staff writer

President Edward H. Jennings will speak on "The University of the 21st Century" in the opening speech of a four-day symposium tonight at 8 in the Ohio Union.

The symposium is entitled "The Educated Citizen and the University of the Future." It will run Wednesday through Saturday and feature speeches from several nationally prominent educators.

The speakers will address the relationship between the educated citizen and the university and the role of the university in producing educated citizens.

Speakers will include Gov. Richard F. Celeste, polio vaccine developer Jonas Salk, and the presidents of Kenyon College and the University of Minnesota.

The symposium has been planned for more than a year, said Marilyn Waldman, associate professor of history and director of the Center for Comparative Studies in the Humanities. Waldman and Richard Bjornson, professor of Romance Languages, are coordinators of the symposium.

Waldman said the topic of the symposium was chosen because of past critical reports on higher education. The symposium will allow the community to explore these issues, Waldman said.

The structure of university's educational systems and the quality of education it offers to students will be discussed along with the relationship between the university and the public. Also, the impact of the computer revolution on the university will be considered.

Waldman said she wants to get students involved in the symposium.

"Our feeling is that students have more at stake, in a way, on these issues than we do," Waldman said. Also, it will be today's students and their children who will face the hardest issues, she said.

Gov. Richard Celeste will discuss the relationship between state government and higher education at 9 p.m. Friday.
Jennings sees bright future for universities

By Rob Mosbacher
Lantern staff writer

The public university is the university of the future, said President Edward H. Jennings Wednesday during his opening remarks for the Seventh Annual Symposium in the Humanities.

Jennings spoke to a crowd of about 80 people in Stecker Lounge in the Ohio Union.

The symposium, which will continue until Saturday, is titled "The Educated Citizen and the University of the Future."

"America's public universities have been pursuing a strategy that ideally prepares them for the future," Jennings said.

The size, accessibility and diversity of public institutions, as well as their interdisciplinary endeavors, will move them to the forefront of secondary education in the 21st century, he said.

Jennings said public universities benefit from economies of scale, which enable them to sustain extensive libraries and scientific research, but such resources are a substantial investment that may well be beyond the means of smaller institutions.

Jennings said that while size and accessibility of public institutions are no guarantee for diversity, they can generate diversity.

"Diversity encourages the debate of new ideas by new generations of students and generous interactions among individuals of different cultural heritages," Jennings said.

He said public universities have an advantage over private universities because they don't need private funding to operate.

Although there is a bright future for public universities, Jennings said he doesn't foresee the demise of the small, private institution.

Other prominent educators who will speak at the symposium will include Jonas Salk, who developed the polio vaccine, and Gov. Richard F. Celeste.

Salk will be part of a panel that will discuss "The University and Creative Thinking" at 2 p.m. Friday. Celeste will speak at 9 a.m. Friday about the relationship between state government and higher education.

Both events will take place in the Conference Theater of the Ohio Union.
Looking ahead 13 years, Ohio State University President Edward H. Jennings said last night that public universities will be the next century's leaders in education.

"I believe that OSU will be among the leaders," he said. "It will be among the leaders in the successful development of the 21st century, a person who will be flexible, innovative, creative, adaptable and comfortable with things new and different," he said.

That person will be "one who has learned how to learn and, for all our sakes, to act ethically on assimilated knowledge," he said.

Jennings presented the keynote address at the OSU College of Humanities' seventh annual symposium on "The University of the Future." He kicked off a three-day series of discussions designed to define the university of the future.

Humanities Dean Michael Riley said that the discussions on the next century's university "will lend a framework for reforms in progress." He said he hopes the conference will offer intellectual direction for the university.

After presenting a brief background on the development of the university, from its roots in Europe to the present, Jennings said:

As we approach the year 2000, we can for the first time in our history focus all our resources — human, financial and intellectual — on excellence.

"Qualitative growth is now the single dominant force in our society," he said. "We will lead Ohio State and our public university colleagues to pre-eminence in the 21st century."

And public, not private, institutions will lead the knowledge explosion and be the dominant teacher.

Jennings said four factors led him to that conclusion. They are size, public universities' support for interdisciplinary endeavors, diversity and accessibility to massive numbers of students.

"The signs are so clear that the question to be answered in the coming years is not whether public universities will dominate, but which ones will emerge at the forefront."

He said, "The comprehensive public university is best suited to create, nurture and sustain those who thrive on the fundamental ingredients of a great modern university.

"It is public universities that have been doing the educational job for this country and that will continue to do it to an even greater degree in the future."

The opening session last night of the symposium was at the Ohio Union, where Jennings addressed about 75 deans, faculty members and university community people.

He said, "Higher education will continue to be the heart of modern society and a key factor in maintaining our leading position in an increasingly international economy."
COLUMBUS, Ohio -- The 1987 Ohio State University Distinguished Affirmative Action Awards honor an unusually diverse group of recipients.

This year's awards were presented Monday (5/4) to an Ohio State law student, a student services organization on the Newark campus, a university office and resource center, a long-time teacher and administrator, and, for the first time, to an alumnus.

In addition, a special Affirmative Action Award of Distinction was given to President Edward H. Jennings. Jennings was responsible for establishing the awards in 1982, as well as the Affirmative Action Grants.
The Voice of Impaired Persons and Supporters, Newark Campus, NEWARK (43055), Lee St. John, Ohio State, and Alex Rolletta, Central Ohio Technical College, faculty co-advisers.

The awards were presented at the annual Affirmative Action Awards Dinner in the Ohio Union. Dagmar Celeste, wife of Ohio's governor and an affirmative action activist, was the speaker.

Discrimination still is far from conquered, she told the Ohio State audience. The very existence of an affirmative action awards program indicates that much remains to be done.

"Affirmative action not only changes what is wrong; it preserves and nurtures what is right in this world," she said.

The awards recognize individuals or units of the university who have done the most to improve affirmative action at Ohio State. Each of the five recipients of the regular awards received a plaque and a $1,000 honorarium.

Those winners were selected by the University Senate Committee on Women and Minorities from a list of 25 nominees suggested by faculty, staff and students. The committee evaluated the nominations and made final recommendations to President Jennings.

The special award for President Jennings, which remained a secret until the dinner presentation, resulted from a recommendation of the present and past chairs of the committee.

Establishing the awards in 1982, Jennings said, "Through this award, we pay tribute to individuals and academic units who have made significant strides in meeting Ohio State's commitment to the real goal of equality of opportunity for all people -- equality of opportunity in access to a college education, in
career development and professional advancement, and in all aspects of human relations."

The award winners and a summary of their efforts:

--Linda L. Ammons, a third-year student in the College of Law, has demonstrated a commitment to the ideals of affirmative action since her first year at the university. She obtained an affirmative action grant to fund a conference entitled "Civil Rights and Affirmative Action: The Present Struggle for the Future." She organized and conducted the conference last spring while maintaining her rigorous educational and professional schedule. She also has been active in the Women's Law Caucus and the Student Bar Association. She recently was a featured artist in the Women of Color Consortium photographic exhibit in the Ohio Union. For her exemplary service and student leadership, the College of Law conferred upon her the John R. Moats Memorial Award.

--Jean E. Girves, an alumna and former assistant dean and college secretary for Ohio State's Graduate School, now is assistant director of the Committee on Institutional Cooperation (CIC), Champaign, Ill. At Ohio State she worked to promote the interests of women and minorities. She received three affirmative action grants to study factors that influence the progress of minority and women graduate students. A willing listener, she dealt with sexual harassment and discrimination problems. As a loaned executive to the United Negro College Fund, she helped to automate the organization's offices. She also helped to raise $300,000 from foundations to support minority students on summer research projects at CIC institutions. Girves has been a mentor and adviser for women faculty, staff and students.

--John F. Sena, assistant provost for academic affairs and associate professor of English, has worked to increase the representation of women and minorities at all levels of the university. He has insisted upon equal representation of men and women on university committees and initiated practices to ensure fairness in student participation in honorary societies and other student organizations. As author of the "Handbook on Faculty Searches," and in his department, Sena has stressed affirmative action in hiring practices. He was an active administrative adviser to the Council on Academic Excellence for Women in 1984-85. He received the Distinguished Teaching Award twice and the Outstanding Teaching Award once, as well as the Alfred Wright Award for his work as an adviser to student organizations.

--A comprehensive resource for women, the Office of Women's Services provides programs, consultation, education and information, and referrals. More than 200 programs each year are targeted to groups that include minorities, lesbians, disabled women, older and younger women, and women who are reentering careers. These programs range from skill building and career

-more-
options to health and spiritual issues. The Rape Education and
Prevention Program offers many approaches to dealing with sexual
aggression. The office publishes a quarterly schedule of events
called the Women’s Calendar, and distributes the Women’s Resource
Handbook each year. The office's efforts have humanized the
collegiate experience for men and women on campus and in Columbus.

--The Voice of Impaired Persons and Supporters (VIPS) on the
Newark campus unites students, faculty and staff as advocates for
handicapped people. VIPS works to create barrier-free campus
buildings. The group sponsors Handicap Awareness Day on
alternate years, when non-disabled individuals spend the day with
simulated handicaps. VIPS provides educational programs and
coordinates free academic support services for handicapped
students. The group has worked with the coordinator of the
physical plant on a long list of physical changes to make campus
buildings more accessible. "No other single recognized student
organization on campus has had a more positive influence on the
campus life and the well-being of its constituents," says Julius
Greenstein, dean and director of the Newark campus.

--President Edward H. Jennings' nomination states, "This
nominee has no peers." This nomination for a unique award was
made by the past and present chairs of the University Senate
Committee on Women and Minorities in recognition of Jennings’
"substantial and significant affirmative action leadership." Jennis established both the Distinguished Affirmative Action
Awards and the Affirmative Action Grants programs. He created
the Office of Human Relations and the University Professional
Development Program for Internships and Institute Training. He
has implemented the University Senate resolution for increasing
the representation of minority and women faculty members. He has
repeatedly spoken out for and has consistently supported
affirmative action concerns throughout the university.

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Contact: Ned Cullom, Office of Human Relations, (614) 292-4747.
Written by David Tull

(D/333)
Affirmative Action Awards 1987

Edward H. Jennings
Affirmative Action Award of Distinction

As President Jennings' nomination states, "this nominee has no peers." This nomination for a unique award was brought forward by the past and present chairs of the University Senate Committee on Women and Minorities in recognition of Jennings' "substantial and significant affirmative action leadership." Jennings established both the Distinguished Affirmative Action Awards and the Affirmative Action Grants programs. He created the Office of Human Relations and the University Professional Development Program for Internships and Institute Training. The president has implemented the University Senate resolution for increasing the representation of minority and women faculty members. He has repeatedly spoken out for and has consistently supported affirmative action concerns throughout the University.

The 1987 University Distinguished Affirmative Action Awards honor an unusually diverse group of recipients.

The awards this year were presented to a law student, a student-sponsored organization on the Newark campus, a University office and resource center, a long-time teacher and administrator, and, for the first time, to an alumnus.

Each of the recipients received a plaque and a $1,000 honorarium as a part of the award.

In addition, a special Affirmative Action Award of Distinction went to President Edward Jennings. Jennings was responsible for establishing the awards in 1982, as well as the Affirmative Action Grants.

The honors were presented at the annual Affirmative Action Awards Dinner May 4 in the Ohio Union. Ohio's First Lady, Dagmar Celeste, was the keynote speaker. (See page 7 for story about her address.)

The five winners of this year's regular awards were selected by the University Senate Committee on Women and Minorities from a list of 25 nominees suggested by faculty, staff and students. The committee rates nominees on their efforts to promote affirmative action beyond the requirements of civil rights laws. The committee then makes recommendations to Jennings.

The special award for Jennings, which remained a secret until the dinner presentation, resulted from a recommendation of the present and past chairs of the committee.

Establishing the awards in 1982, Jennings said, "Through this award, we pay tribute to individuals and academic units who have made significant strides in meeting Ohio State's commitment to the real goal of equality of opportunity for all people — equality of opportunity in access to a college education, in career development and professional advancement, and in all aspects of human relations."
Ohio State University President Edward Jennings dragged on a cigarette before the OSU Board of Trustees meeting last week, then took some ribbing because a policy banning smoking in most places on campus was approved.

Several trustees joked about Jennings being forced to stand outside during their meetings after July 1.

"I have some allies in this room who are being very quiet," Jennings said.

Turning to Madison Scott, OSU vice president for personnel services and coordinator of the no-smoking policy, Jennings said, "Scotty will take out all the ashtrays in the university."

"I hope we don't have to substitute with spittoons."

— Tom Sheehan
Jennings says more state funding is vital

By Steve Sterrett

President Jennings is calling for additional state support for higher education to prevent a reduction in academic quality and a major increase in tuition next fall.

Actions by the governor and the legislature as of last week regarding state support for higher education had been less than adequate, Jennings told the Board of Trustees. Jennings spoke on the need for additional support while presenting tentative guidelines for the University budget for 1987-88 at the board meeting May 8.

The Ohio General Assembly still is considering the state's biennial budget, which is to take effect July 1.

Earlier this week Republican leaders in the senate indicated a further increase is likely for the higher education budget.

Jennings praised the progress that had been made in the last four years by the governor and the legislature “in reducing the average share of a student’s educational costs paid for through tuition from a high of 47 percent in 1982 to 36 percent today.”

That progress is being threatened, he warned. “The executive budget (for 1987-89) would increase the share of the cost of education paid by tuition from 36 percent to 42 percent, and would require average tuition increases of 31 percent for the next academic year.”

Jennings pledged, however, to apply $24 million achieved through cost containment savings next year toward reducing the size of the tuition increase. In addition, the House of Representatives last month added $7.7 million in instructional subsidy for Ohio State to the state budget bill.

As a result, Jennings said, if there are no further changes in state support, “I expect to reluctantly recommend tuition increases, effective autumn quarter for the 1987-88 academic year, that will average 14 percent.”

He is hopeful that the senate will make further improvements to the higher education budget. “I am today committing Ohio State to reduce our proposed tuition increase of 14 percent in proportion to the General Assembly's further additions to the instructional subsidy,” he said.

“Our target is to reduce the necessary tuition increases to no more than inflationary levels, some 5 percent per year. This could be achieved with an additional state appropriation of $143 million for higher education as a whole.”

In addressing the University budget, Jennings said that all charges by the University other than tuition would be held to an average of 5 percent next year. He also expects to recommend salary increases for faculty and staff, except employees covered by collective bargaining agreements, of 2 percent across-the-board and 3 percent for merit. Equipment and supplies budgets of colleges and offices would increase 3 percent.

Jennings expects to bring the University budget to the Board of Trustees for action at its June 5 meeting. Any increase in tuition or raise in salaries would be approved at that time.
President outlines plan for the 1987-88 budget

Editor’s note: President Jennings presented a report on the proposed 1987-88 University budget to the Board of Trustees at its May 8 meeting. The following is the text of his statement.

In keeping with the normal budget cycle for the University, it is my responsibility to report to you our budget plans for next year at this meeting, so that a resolution on budget guidelines can be brought before this board in June for the fiscal year beginning July 1, 1987. Because the General Assembly is still deliberating on the state budget for higher education, the institutional budget and tuition guidelines I am outlining must be considered tentative.

One thing of which we are certain, however, is that the budget actions to date regarding state support for higher education are less than adequate. The proposals we have seen thus far from the state will not allow us to continue to enhance excellence in the context of the important land-grant principle of accessibility.

Let me briefly place the current budget proposals in historical perspective. With the bi-partisan support of the governor and the General Assembly, higher education has made substantial strides in the previous and the current biennium.

In particular, major progress has been made in reducing the average share of a student’s educational costs paid for through tuition, from a high of 45 percent in 1982 to 36 percent today. There was, indeed, a consensus in state government that every effort should be made to achieve a student share at the national average of 33 percent in the future. Although we have not yet reached this goal, our progress has made quality higher education more affordable for Ohioans.

Now, unfortunately, the progress that we have made in recent years is being threatened by inadequate budgetary recommendations for higher education for the next biennium. The (state) Executive Budget would increase the share of the cost of education paid by tuition from 36 percent to 42 percent, and would require average tuition increases of 31 percent for the next academic year.

Such an increase would place a heavy burden on students and their families. But just as importantly, it would begin to move public higher education away from the land-grant principle of accessibility. Broad access is critical to our mission at Ohio State. And it is a shared responsibility of this University and all of the citizens of Ohio.

Let me outline the problem in other terms. Under the executive budget, Ohio State was presented with a budget deficit — which we are expected to make up.

The University has continually recognized its obligations to reduce costs and accept fiscal responsibility for efficient and effective operations. This has been re-emphasized in our new institutional efforts on cost containment tied to the bonus program. With this activity, we had hoped to generate several million dollars in new internal funds to further enhance academic and support service programs at Ohio State. But now it appears that, in order to keep tuition as low as possible, the cost containment dollars must be used to make up shortfalls in the state budget.

I do want to note that the Ohio House of Representatives improved upon the executive budget recommendations for the instructional subsidy. We appreciate this effort in the house. The action enables us to further reduce our tuition increase.

With the $24 million we will generate internally through cost containment, and the $7.7 million enhancement to the instructional subsidy by the house, we are able to reduce Ohio State’s tuition increase to less than half of the 31 percent assumed in the executive budget. If no further changes are made to the higher education budget by the senate and the Conference Committee, I expect to reasonably recommend tuition increases, effective autumn quarter for the 1987-88 academic year, that will average 14 percent.

This is, of course, still far too high an increase for a land-grant University committed to the principle of broad accessibility. The state budget currently is before the Ohio Senate, and I am very pleased to report that the senate leadership has stated publicly that higher education will be its top priority in the next biennium — just as it was in the current biennium. We are now looking to the senate for further improvements in the higher education budget.

As we await their forthcoming recommendations, I want to reiterate the fundamental importance of the principle of accessibility at Ohio State. Therefore, I am today committing Ohio State to reduce our proposed tuition increase of 14 percent in proportion to the General Assembly’s further additions to the instructional subsidy. Our target is to reduce the necessary tuition increases to so more than inflationary levels, some 5 percent per year. This could be achieved with an additional state appropriation of $143 million for higher education as a whole.

In line with our policy of considering all costs for students, it is my further intention that the increases in all other charges of the institution will average 5 percent next year. This includes residence and dining halls, parking, special event tickets, bookstore rates, hospitals rates and all other fees assessed by the University.

There is one additional issue that needs to be addressed in the context of this University’s budget expectations from the state of Ohio. We will recognize that the state faces tight budget situation for the coming biennium. But I believe it is inappropriate to put such an enormous share of the burden of the state’s revenue shortfall on our students and all of Ohio’s institutions of higher education.

We have done more than our share in earlier times during true economic stringency, and we have had to cut our budgets year after year at Ohio State. Our operating costs and other revenue levels are well below the average for universities across the nation. This has been achieved even as our quality continues to grow. But without a continued commitment from the state to our excellence, the prospects for maintaining our enviable record grow dimmer.

My role in the state of Ohio budget process is to articulate the needs of Ohio State, as part of the Ohio higher education community. We express those needs — such as the $143 million figure that I have mentioned today — also in often asked and reasonably so, just where this additional funding for higher education might be found.

Clearly, the choices facing our elected state officials are not easy, as they seek ways to meet all of the state of Ohio’s budgetary needs. But to maintain the progress on economic redevelopment that we have made in recent years, and to guarantee the citizens of Ohio excellence and accessibility in higher education, some difficult choices must be made.

It is indeed troubling that, in times of relative economic prosperity, Ohio is faced with serious revenue shortfalls. When we consider what a dwindling resource base could mean in even a minor recession in future years, the implications are clearly ominous. Yet the state is currently implementing further reductions in its resource base under the return of the federal tax reform “windfall.”

If we are to maintain fiscal stability and renew the state’s potential to generate economic growth over the long-term, and at the same time retain the current income tax rates — which, I should point out, are lower today than they were in 1982 — this windfall return is clearly less than wise and, indeed, is simply not affordable for Ohio at the present time.

It is my hope that the governor and the General Assembly will take the strong bi-partisan leadership position that the state needs to make provisions for Ohio’s long-term needs. A fair share of an adequate state budget needs to be committed to excellence and accessibility in higher education — the fundamental resource for Ohio’s future prosperity.
A liberal education gives the student exposure to different cultures and backgrounds. It helps them understand the world and prepare them for a future in society.

Higher learning is needed to be competitive in the job market. It requires critical thinking and problem-solving skills.

The OSU-Central campus is expanding its programs to accommodate the needs of its students. The focus is on providing a quality education that will prepare students for their future careers.

OSU-Faculty and staff are committed to providing the best possible education to their students. They are dedicated to ensuring that students have the tools they need to succeed in their chosen fields.

A great education is essential for success in life. It opens doors to opportunities and prepares individuals for challenges. Without a good education, it is difficult to achieve one's goals.

The importance of higher education cannot be overstated. It is the key to a successful future and a better quality of life.

Higher learning is a necessary component of a successful society. It is the foundation upon which our future is built.

In summary, higher education is essential for personal and professional growth. It is the key to success in today's world and the future.

Dr. Edward C. Jennings
President OSU

By School District

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The importance of higher education cannot be overstated. It is the key to a successful future and a better quality of life.

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By School District
Actor Dreyfuss to speak at Kenyon

Dispatch State Service

GAMBIER, Ohio — Actor Richard Dreyfuss will speak at the Kenyon College commencement at 10:30 a.m. Sunday. He will receive an honorary doctor of fine arts degree.

Edward H. Jennings, president of Ohio State University, will receive a doctor of humane letters degree, and Robert Novak, a Washington syndicated columnist, will receive an honorary doctor of laws degree. Novak’s daughter, Zelda, will be one of the 341 graduating seniors.
COLUMBUS, Ohio -- Edward H. Jennings, president of Ohio State University, will receive the 1987 Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors at a special ceremony Wednesday (5/27).

The award presentation will be at 8 p.m. at the Faculty Club, 181 S. Oval Drive.

The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

This year's award has unusual significance, says Dr. Charles Smith, chairperson of the award committee.

"To my knowledge, recognizing a president with an award of this type is unprecedented among chapters of the American Association of University Professors," says Smith, a professor of physiology at Ohio State.

"On many campuses an adversarial relationship has existed between the president and the local chapter of the association," he says. "That has not been the case at Ohio State since Jennings has been president. Jennings removed some long-standing impediments to academic freedom."

Smith says Jennings also was chosen for his ability to...
understand what elements of administration are academically important. Jennings' commitment to quality academics has been reflected in his appointments of acting and permanent academic vice presidents.

"Jennings' accessibility to faculty who are concerned about campus issues is remarkable and appreciated," says Smith. "The president publicly stresses the importance of the university to the people of Ohio and takes a courageous stand for the needs of the university before the state legislature."

Smith says Jennings has upheld the cause of academic freedom in a way that has affected all faculty and that will benefit the university for years to come.

Jennings, 50, became the 10th president of Ohio State on Sept. 1, 1981, after two years as president of the University of Wyoming. He also is a professor of finance and teaches a course on investment management.

Bernard Rosen, president of the Ohio State chapter, says Jennings is not the first administrator to be recognized by the chapter. The first Nemzer Award was given in 1978 to Richard Armitage, vice president for student services, who was leaving the university after having held several administrative posts.

"But," Rosen says, "to my knowledge, no other university has recognized the work of a university president in this way."

The Nemzer Award was established after the death in 1976 of Louis Nemzer, professor of political science at Ohio State for 28 years. Nemzer, a former AAUP chapter president, was noted for his defense of academic freedom and his efforts in the late 1960s and early 1970s to reduce tensions and prevent violence during a period of student unrest.

#

Contact: Charles Smith, (614) 292-4306 or 292-5440; Bernard Rosen, (614) 292-2235. Written by Tom Spring.
Professors to honor Jennings

By Caroline Satterfield
Lantern staff writer

President Edward H. Jennings will be presented with the 1987 Louis Nemzer Award this evening for his commitment to academic freedom.

Bernard Rosen, associate professor of philosophy, said the award, which is presented by the Ohio State Chapter of the American Association of University Professors (AAUP), is given annually to a faculty member dedicated to the freedom to teach whatever the profession is competent to teach without restricting discussion of political issues.

Rosen is president of Ohio State chapter of AAUP.

Rosen said Jennings is not just concerned about the budget, but also academic freedom.

"He interacts with the faculty about their concerns," he said. "He doesn't always agree with their ideas, but he listens with confidence in their opinions."

William M. Protheroe, professor of astronomy and a member of AAUP, said, "One of the things that impressed the selection committee is that he is very oriented toward academic freedom and he shows great respect towards the faculty."

Charles W. Smith, chairman of the award committee and professor of physiology, said: "To my knowledge, recognizing a president with an award of this type is unprecedented among chapters of the American Association of University Professors."

"On many campuses, an adversarial relationship has existed between the president and the local chapter of the association," he said. "That has not been the case at Ohio State since Jennings has been president," he said.

Jennings could not be reached for comment.

Rosen said the award was established after the death of Louis Nemzer in 1976.

Nemzer, a professor of political science at Ohio State for 28 years and former AAUP president, was known for his defense of academic freedom and his assistance in the reopening of the university after the National Guard had closed it because of student unrest in the late '60s and early '70s, Rosen said.

The award presentation will take place at 8:00 p.m. at the Faculty Club, 181 S. Oval Drive.
OSU gets $3 million land gift

By David Alan Coia
Lantern staff writer

Ohio State received a property gift currently valued at $3 million Tuesday from Raymond C. Firestone, retired chairman and chief executive officer for the Akron Firestone Tire & Rubber Co.

An agreement reached between Firestone and Ohio State calls for the university to purchase the Firestone estate, Lauray Farms, in Bath Township, for $5 million after Firestone’s death, said Larry Thompson, special assistant for legal affairs to President Edward H. Jennings.

He said the current value of the property is approximately $5 million. The difference between the agreed purchase price and the appraised value of the property will be the gift Ohio State receives, Thompson said.

The gift was announced in a joint press release issued by Firestone and President Edward H. Jennings.

Firestone said he made the gift because, “Ohio State is a fine university. I think they’re doing a wonderful job for the people of Ohio and I think they have a good understanding about a property like this. They’ll develop it in the right way.”

President Edward H. Jennings, left, signs an agreement with Raymond C. Firestone for a $3 million land gift for Ohio State.

“We are really quite gratified at Mr. Firestone’s generosity,” Thompson said. “But it may be another 20 or 25 years before we actually acquire the property itself,” he said.

The actual value of the gift will depend on when Ohio State acquires the property. However, currently the value of the gift is set at $3 million and will be added to the OSU Capital Campaign, a five-year program to raise $350 million for the university, Thompson said.

The 1,500 acre property includes a house, stables and undeveloped land, Firestone said.

President Jennings was unavailable for comment about the gift.
Cultural exchange

President Edward H. Jennings, left, receives a watercolor painting called "Cranes in Flight Early Morning" from Professor Xiaoxiang Sun in Bricker Hall Wednesday afternoon. Sun, who teaches at the Forestry College in Beijing, China, is participating in a scholar exchange program. Jennings gave him a book about Ohio State in return.
BIography of: Edward H. Jennings

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Dr. Jennings grew up in Washington, D.C. He received his bachelor of science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his M.B.A. in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his doctorate in finance at the University of Michigan in 1969.

Dr. Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Company, West Point, Pa., from 1963-65.

-more-
After receiving his Ph.D., Dr. Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Dr. Jennings acted as an adviser to the Iowa Bankers Association and held two visiting appointments, to the University of Hawaii in 1974 and to the University of Dar es Salaam, Tanzania, in 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and also assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corporation and to the Rockefeller Foundation regarding management education in East Africa. He also participated in finance and economics conferences in East Africa, as well as in professional associations in the West and Midwest in the United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. He led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

He was appointed by the governor in June 1983 as a member of
the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

He is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the Board of Directors of the National Merit Scholarship Corp. and a member of the Advisory Board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Dr. Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; President's Committee on Intercollegiate Athletics of the American Council on Education, and the NCAA Select Committee on Athletic Problems and Concerns in Higher Education. The Big Ten Conference has selected him to serve on the NCAA Presidents Commission, effective July 1, 1986.

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Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry (COSI). He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of the Rotary.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education.

Dr. Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its third printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Dr. Jennings has two sons, William F. and Steven W. Jennings.
OSU trustees await state budget action

By Janet A. Pearl
Dispatch Staff Reporter

Ohio State University trustees delayed voting on a new university budget yesterday to wait until the Ohio General Assembly approves a budget.

The legislature is expected to act on the state budget — which will include money for higher education — by June 30, the end of the fiscal year. OSU trustees then would vote on the university's budget at their meeting July 10.

OSU PRESIDENT Edward H. Jennings said yesterday that students can expect a tuition increase of 7.9 percent next fall if the Senate's version of the budget is passed.

The Senate version calls for $3.02 billion for higher education during the two-year budget period beginning July 1. Last month Jennings predicted the increase would be 14 percent under the House-passed version.

A 7.9 percent increase would raise tuition to $568 a quarter for Ohio residents. Non-Ohio residents can expect an 11.5 percent increase in the fall quarter if the Senate version takes effect, Jennings said.

Jennings also said last month that he would recommend that student fees, such as those for room and board, be increased an average of 5 percent in the fall and that faculty and staff salaries be increased 2 percent across the board, with 3 percent merit increases possible.

Students now pay $961 a quarter for room and board. A 5 percent increase would bring the total to $1,009.

IN OTHER business, the trustees:
- Opened bids for an expansion of the Aarps parking garage. Work on the $2,584,060 project, which will add two floors and 258 parking spaces, will begin this summer. The garage is adjacent to the Wexner Center for the Visual Arts, which is under construction.
- Appointed John O. Riedl, an associate professor of mathematics, as dean and director of OSU's Mansfield campus beginning July 1. He will be paid $75,000 a year.
- Named Manning Marable chairman and professor of the Department of Black Studies, effective Sept. 1. Marable is a professor of sociology and political science at Purdue University in West Lafayette, Ind. He will be paid $72,000 annually.
- Appointed William J. Studer coordinator of activities for the Wexner Center for the Visual Arts, effective July 1. Studer also will continue his duties as director of University Libraries. His salary will be $88,760 a year.
- Established the R. David Thomas Cancer Research Institute Endowment Fund, created with $624,625 donated from suppliers and franchise owners of Wendy's International.
Subject: Honorary Degree

Date: June 8, 1987

From: Maybelle Ruppert

To: Mal Baroway

As you know, President Jennings received an honorary degree from Kenyon College on May 24, 1987. It was Dr. of Humane Letters. It should be added to his resume.

/mr

[Handwritten Signature]

See reverse side for addressing
The Ohio State University
Form 701—Rev. 3/82 Stores 53805
President’s budget plan is tied to Senate figures

Editor’s note: President Jennings reported to the Board of Trustees June 5 on the status of the University budget proposal he had outlined in May. See page 1 for a story about his report. The following is the full text of Jennings’ statement:

The uncertainties of action by the General Assembly preclude us bringing a budget for approval to the trustees today, as would be our normal schedule. While I will not be able to bring a 1987-88 budget until our July 10 meeting, we do need to give our students some indication of what tuition rates will be for next autumn quarter.

As you may recall, the executive budget would have required a tuition increase of 31 percent. Today, as a result of additions by the House and Senate and our own cost containment efforts, that 31 percent increase for Ohio undergraduate students can be reduced to 7.9 percent, provided the Conference Committee holds to what the Senate passed last week.

We very much appreciate the support of the Ohio House and the Senate. But I should remind you that more than half of this reduction from 31 percent to 7.9 percent is due to our own internal cost containment activities.

If the Senate dollar figures and budget language are retained by the conference committee, it is my intention to bring to this board in July a balanced budget which contains a tuition increase of 7.9 percent for Ohio undergraduate resident students. However, the tuition increases for non-resident students will exceed that level, as we begin to bring various non-resident tuition levels more in line with established norms.

Non-resident tuition is typically three times that of resident students. Over the past several years, relative levels of non-resident tuition for undergraduate, graduate, and law students have not kept pace. We are initiating a multi-year approach to returning them to the average three-to-one ratio. We will recommend that the total tuition increase for non-resident students be approximately 11.5 percent. (This percentage applies only to non-resident tuition for undergraduate, graduate and law students; elsewhere, non-resident tuition will increase 8 percent.)

In addition, we will bring to the board a budget that is in accordance with the other planning guidelines I presented at our May meeting.

However, the University requires appropriate spending authority the first day of the new fiscal year on July 1 until this board meets again on July 10. I am therefore recommending that this board consider and pass the enclosed resolution, which will provide spending authority for those days at a level not to exceed that of the level of state support provided by the Senate appropriations recommendation. At the July meeting, we will bring to you for your approval the complete University budget.
Hotel burns blue and maize, changes colors for Buckeyes

By Molly Glor
Lantern Staff writer

The Buckeyes' rival to the north had one thing in common with the Parke University Hotel — the colors blue and gold.

Many OSU fans would agree the colors blue and gold evoke feelings of rivalry. This is especially true in OSU President Edward H. Jenning's case.

When Jennings was introduced to Caren Zaft, general manager of the Parke University Hotel, 3025 Olentangy River Rd., he stumped her with his question of why Michigan's colors were flying in front of a hotel so close to the OSU campus.

Zaft said it took her a moment to realize what blue and gold he was referring to. When it dawned on her the hotel's corporate flag was indeed blue and gold, she promised to take care of the conflict in loyalties.

Zaft remained true to her word. She immediately contacted Parke Management Corporation President Jon Self and requested the corporate flag colors for the five Parke hotels be changed to scarlet and gray.

Columbus is the corporate headquarters for the five Parke hotels, four of which are in Ohio.

"It's still uncertain what the fate of the other four flags will be," Zaft said. However, Self did give permission for a scarlet and gray flag to fly over the university-area property.

A flag was ordered from the Flag Lady on Indianola Avenue to be sewn in the Buckeyes' colors.

June 12, the day of OSU's 300th commencement, a new scarlet and gray flag was raised over the Parke University Hotel.

When asked what was done with the old blue and gold flag, Zaft said, "We burned it and put the ashes in an OSU tin." The Parke Hotel is going to present them to Jennings.
Over the top

PRESIDENT JENNINGS ON JUNE 23 announces that faculty and staff so far have pledged $12,042,500 to the Ohio State University Campaign.
Academic freedom vital to creativity—Jennings

By Greg Brown

When Ed Jennings testifies about higher education’s funding needs before Congress or at the Statehouse, he does so as president of one of the country’s premier universities.

As he proudly notes the allocation of Ohio State’s billion dollar budget, he does so knowing more than 20,000 employees and nearly 60,000 students entrust their jobs and educations to his leadership.

And so, he can excuse people when they think of him only as president of Ohio State.

But professionally he’s more than just a college president, and to him that’s a critical point.

Louis Nemzer Award

“First and foremost I’m a faculty member,” says Jennings, professor of finance. “I enjoy being president of Ohio State immensely, and devoting energy to leading this great teaching and research institution.

“But it’s also as a college professor that I gain great personal rewards.” Jennings teaches a course in investment management in the Department of Finance.

And it’s as a faculty member that the Ohio State chapter of the American Association of University Professors (AAUP) last month honored him with its Louis Nemzer Award.

The award annually recognizes one faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

“President Jennings’ accessibility to faculty who are concerned about campus issues is remarkable and appreciated,” says Charles Smith, professor of physiology, and health, physical education and recreation, and chairman of the AAUP awards committee. “Jennings has removed some long-standing impediments to academic freedom.

One example Smith points to is the president’s work to remove the Loyalty Oath from University rules. That oath required faculty members to swear they had never belonged to a group that advocated overthrow of the U.S. government. First instituted in the early 1950s during the McCarthy era, AAUP fought for years to have it eliminated on constitutional grounds. Finally, in 1983 the trustees, on the counsel of the president, removed the oath.

The Nemzer Award was established after the death in 1976 of Louis Nemzer, professor of political science at Ohio State for 28 years. Nemzer, a former AAUP chapter president, was noted for his defense of academic freedom and his efforts in the late 1960s and early 1970s to reduce tensions and prevent violence during a period of student unrest.

Smith says Jennings has upheld the cause of academic freedom in a way that has affected all faculty members and that his influence will benefit the University for years to come.

What President Jennings says especially excites him about his work is the chance to promote a climate of academic freedom, which in turn enhances creativity.

“One key element is input from faculty members on every decision that affects them,” Jennings says. “It doesn’t mean we’ll agree on everything. But when we make decisions at Ohio State, many diverse opinions are taken into consideration.

“Colleagues must feel free to debate issues, and believe their ideas are valued.”

Soon after becoming president in September 1981, the University faced a major financial crisis in which $55 million had to be trimmed from the budget. One distasteful aspect to the potential funding shortfall, according to Jennings, was the need to create a contingency plan “to provide adequate protection for faculty in the event of financial exigency.

“Instead of formulating this plan in Bricker Hall, I gave it back to the faculty, I told them, ‘This is a critical aspect to freedom in our profession. You devise the guidelines and recommend to me how we might ensure adequate protection of academic freedom if tenured faculty would ever need to be released for financial reasons.

“The plan I received was a good one, and fortunately we’ve never had to use it.”

Through the many windows in his second floor office overlooking Ohio State’s greens, tree-rimmed Oval, Jennings sees and hears “sneakbox” speakers who are another symbol of freedom vital to a university and the nation. The chance to voice an opinion publicly, no matter how popular or unpopular, is essential in a democracy, Jennings notes.

“I’m always reminded of the Vietnam era, when speaking out and voicing opinions were important parts of how our nation grappled with the agonizing issues that the war created,” he says.

“Agreeing with what’s being said is not the point. I don’t have to believe the same way as those who come here each spring, to believe they have a right to express their ideas on the Oval.”

Academic freedom involves more than debating social issues, however, the president stresses. “The pursuit of basic research and quality teaching must always be central focuses of Ohio State.

“We want people to take major risks in their research. Taking risks involves redefining the meanings of success and failure, he says. Dividends are not always obvious. When airplanes first were developed no one could have foreseen the impact of jet engines, Jennings says.

“Can any of us say how the (newly acquired) supercomputer will extend our research capabilities in five years, or 10 years?”

Good research, no matter what the academic field, stretches the boundaries of knowledge, he notes. Consequently, it takes the researcher into the unknown, where he or she creates an original atmosphere for learning.

And, the best teachers often are those conducting frontier research, he says.

“It’s true that every research project is narrow, but anyone who does good research must possess a broad enough understanding of his or her field to narrow down the equation; to ask the right question.”

Special funding has been set aside in the last few years to reward top teachers and researchers, including the recent Presidential and University professorships. This is all part of promoting academic freedom, Jennings says.

“But anyone can arrange for a few special funds or projects. What counts most, however, is colleagues sharing in the vision of the future of this University.

“And that vision takes Ohio State to the limits of great teaching and research.”

With presentation of the Nemzer Award, the AAUP recognizes a shared vision.
Aide to Jennings retires

Secretary has served 3 OSU presidents

By Mary Jo Monte
Dispatch Staff Reporter

Tall, slender and stately, Maybelle Ruppert has walked through the halls of Ohio State University for the last time as the secretary to OSU's president.

"She's got charisma, character, style and love," said Stella Lombardi Chapin, one of nearly 300 well-wishers at a retirement reception for Ruppert last week.

Chapin said there aren't enough words to express her feelings toward Ruppert, "except that she is a lady. I must say that because there aren't many of them left."

RUPPERT HAS been the president's secretary for 23 years, serving Novice Fawcett, Harold Enarson and Edward Jennings, the current president. Ruppert retired 2 years early because of her health. She said she's scared about retirement, but hopes to do volunteer work.

Ruppert, 63, said she will miss meeting and working with people the most. The only trying times she recalls were the years of the student riots and demonstrations in 1960 and 1971, when Fawcett was president.

She remembers one day, "President Fawcett thought we might be safer to go out into the lobby awhile. It wasn't 15 minutes later that a brick flew across my desk."

JENNINGS TOLD a story about Ruppert from 1981, when he first took his position.

"We were going over the calendar in mid-summer when I noticed the last 2 weeks of December were crossed off. I thanked Maybelle for the time off but said, 'Taking time off in December may not be a good idea — What's that for?'"

"Maybelle said, 'That's for the bowl game.'"

"Hiring a smart-aleck young president from Iowa, I asked which bowl game we were going to, and she said, 'Well, I don't know, but at Ohio State we go every year.'"

JENNINGS SAID Ruppert helped him out immensely as his secretary, and "we'll miss her badly."

Fawcett told guests how he hired Ruppert as his secretary. "She was the only one tall enough to look me in the face," he said. Ruppert is about 5 feet, 11 inches tall; Fawcett is about 6-6.

Bob Esmond of OSU's development office said Ruppert is "one of the people who holds the university together. She has the right combination of secretarial qualities and personality for the job."

Lynn Leussler flew from Atlanta for the reception. "I came to show her how much I love her," Leussler met Ruppert when he came to OSU as a freshman in 1970.

ANOTHER FRIEND, Mary Blue, of Bluefield, W.Va., echoed Leussler's sentiments. She and Ruppert were roommates in Charleston, W.Va., 30 years ago.

Ruppert is originally from Doddridge County, W.Va.

Jennings presented Ruppert with an official Ohio State Alumni Association chair, a wooden captain's chair with cherry arms and the OSU crest on the back. The chairs are usually given on special occasions to OSU vice presidents and trustees. Co-workers presented her with a gold watch with the OSU seal on its face.

At the summer commencement in September, Ruppert will receive an Ohio State Distinguished Service Award.
Jennings' pay, OSU tuition up

By Ray Belew
Dispatch Staff Reporter

Ohio State students will pay 11 percent more to attend the university this fall, and President Edward H. Jennings will get 7.7 percent more to run it.

The university’s Board of Trustees yesterday passed a $938 million budget that raises undergraduates’ quarterly tuition to $630, up $62 (10.9 percent), and Jennings’ salary to $139,000, up $9,200. They also raised room and board fees by 5 percent.

The university has been operating on a provisional budget since the fiscal year began July 1. There was no tuition increase last year.

An interim OSU budget setting in-state undergraduate tuition at $613 was scrapped because the General Assembly gave state universities and colleges $30 million less than had been contained in the Senate version of the state budget.

Jennings said the reduction in the state budget “flies in the face of accessibility” of higher education, meaning fewer people will be able to afford to go to Ohio State. But he also said the legislators, considering the money available, “treated higher education very well.”

He credited the university’s cost-containment program with keeping down tuition increases.

Of his raise, Jennings said, “I think this is very generous of the board, and I appreciate it very much.”

The budget increases faculty, administrative, professional and classified employees’ salaries by 2 percent and includes money for 3 percent merit increases, said Weldon Ihrie, vice president for finance. The budget also includes $3 million for staff members who qualify for an additional merit raise.

In other business, the trustees approved:

- Adding an elevator and two floors with 288 parking spaces to the Arps garage on College Rd. for $2.3 million.
- Extending 18th Ave. from High St. to the Arps garage for $215,000.
- Spending $433,000 for waterlines to the northwest portion of the campus.
- Renovating Enarson Hall for $3.2 million.
- Replacing the veterinary hospital’s air-conditioning unit for $198,000.
- Accepting a $500,000 endowment from the Ameritech Foundation for research on public policy and telecommunications.
- Accepting two grants totaling $10.9 million from the Midwest Universities Consortium for International Activities Inc. for administration of the final phase of a project to improve Indonesia’s higher education system.
- Reappointing 742 members of the medical staff and appointing 115 new members.
Trustees raise fall tuition, Jennings' salary

By Heather Loughney
Latern staff writer

The cost of being a student rose under the new university budget approved Friday by the Board of Trustees, including tuition, parking, residence hall fees, and health insurance.

President Edward H. Jennings said the average student share of college costs will now be more than 40 percent, compared with the 30 percent national average. “We did have a state fund working very well the last several years, bringing this (student share) down to the traditional one-third,” Jennings said. “This is reversed. I hope it is a temporary reversal.” The board also increased Jennings' salary by $9,740, making his earnings $129,000.

Edmund Redman, chairman of the Board of Trustees, said Jennings has developed a “consistently constructive record over the past six years.” He said the increase was kept in context of salaries of presidents at comparable educational institutions.

The $938 million budget raises are:

- 10.9 percent from $568 to $630 for resident undergraduates.
- 10.9 percent from $746 to $827 for resident graduate students.
- 12.7 percent from $1,796 to $2,024 for non-resident graduate students.
- 12.8 percent from $1,472 to $1,660 for non-resident undergraduates.

Students at the four regional campuses and Agricultural Technical Institute will pay $53 more each quarter. Higher levels of state funding for the lower division undergraduate and technical courses offered at these campuses are the reason for this lower rate of increase.

Jennings had recommended a 7.9 percent tuition increase in a provisional budget last month, which was based on the Senate version of the budget. But the state budget passed last month assumed a $125 tuition increase instead.

Jennings said given the money available, he felt the legislature treated higher education very well. “But I think, nevertheless, a tuition increase of $125 a quarter flies in the face of the mission of a land-grant university in being accessible,” he said.

He credited the university cost-containment plan with reducing the $125 tuition increase to $63.

Other increases in fees include:

- a five percent increase in residence hall fees, raising the average cost of room and board from $961 to $1,009 a quarter.
- a 7.8 percent increase in student health insurance, from $51 a quarter to $55.
- a 10 percent increase in student parking fees, raising them $3 to $3.30. Faculty will pay $124 for an “A” decal, a $4 increase.

Staff “B” decals rose from $60 to $63.

- a four percent average increase in OSU bookstores' merchandise.
OSU president urges support for Lima campus

By JENNIFER FEEHAN
News Staff Writer

Even though he earned a doctorate in finance from the University of Michigan, the president of Ohio State University encouraged Lima area residents to support the Lima Campus to keep good students and promising graduates in the Lima area.

Edward H. Jennings, president of OSU since 1981, spoke Wednesday at a dinner recognizing those who have established endowments at OSU Lima and Lima Technical College.

Jennings joked with the crowd about the Ohio State-Michigan trade-offs before expressing his appreciation to the campus' supporters.

"There are 20 endowed funds at OSU Lima and Lima Technical College that help us achieve many important goals," he said. "The first way is helping us promote a broad accessibility of education to students."

The regional campus itself "gives students access to the wide diversity of resources at Ohio's largest land grant college," he said. The Lima Campus is one of four OSU regional campuses.

Jennings said the university hopes that students who start college at one of the regional campuses will continue their education at the main campus in Columbus — "just as you hope they will return to the community as contributors."

CONT FROM PAGE 4

"The scholarships established here encourage students to start their educations in Ohio — particularly at Ohio State — and stay in Ohio to start their careers," Jennings said.

Currently 18 endowments exist at OSU Lima and two at LTC. Last year, OSU Lima students shared nearly $70,000 in scholarship money between the endowments.

Jennings pointed to four factors that are making OSU one of America's preeminent universities: size, diversity, accessibility and support for interdisciplinary studies.

"Size allows us to benefit from the economy of scale," he said. "... At major universities, size alone can generate diversity, but tradition actively develops it."

OSU has a total enrollment of about 60,000 students, most of whom are undergraduates, Jennings said.

He said land-grant colleges like OSU have educated half of the members of Congress, half of the country's governors and half of the Fortune 500 executives.

Speaking before Jennings' presentation, Dr. James S. Biddle, director of OSU Lima and president of LTC, pointed to the campus production of "West Side Story," which was being rehearsed in the auditorium across the hall from the recognition dinner.

"That is an example of the things that could not be done without private contributions. It could not be self-supporting," he said.

The Martha W. Farmer Theater Scholarship Fund, one of 18 funds at OSU Lima, supports such projects and provides scholarships to students who plan to major in theater.

All of the endowments at the campus are self-perpetuating. Only the interest earned from the funds are used to award scholarships each year.
Subject: President Jennings' Resume

Date: August 5, 1987

From: Mary Basinger

To: Steve Sterrett

Steve -

Would you please add the following to Dr. Jennings' resume:

**Awards**

Affirmative Action Award of Distinction, Committee on Women and Minorities, The Ohio State University, May 14, 1987.

Louis Nemzer Award, American Association of University Professors, The Ohio State University, May 27, 1987.

If you have any questions, please let me know. Thanks.
Mr. Edward H. Jennings, Ph. D.
President
The Ohio State University
205 Bricker Hall
190 N. Oval Mall
Columbus, Ohio 43210-1357

Dear Mr. Jennings:

Thank you for agreeing to serve as an honorary member of our Olympics fund-raising committee.

Your support of this effort will prove a great benefit to the 1988 United States Olympics team, including Ohio athletes going for the gold.

Starting with dinner invitations, you will be receiving information on our fund-raising efforts throughout the year. We hope that you will choose to become personally involved in our efforts.

Again, thank you for lending your name to our efforts for the 1988 United States Olympic team. We are proud to add you to our list of Ohio's outstanding leaders.

Sincerely,

Gerald C. McDonough
USOC State Chairman
Chairman & CEO
Leaseway Transportation

Dwane R. Houser
President & CEO
Community Mutual
Blue Cross & Blue Shield
Jennings takes to the sky

By Donna Heisler

What do President Edward H. Jennings, Tom Cruise, and Miss America have in common? They have all had the rare chance to fly in a Navy combat jet.

Friday morning the Navy's Flight Demonstration Squadron, called the Blue Angels, gave Jennings and 1987 Miss America Kellye Cash a ride in a F/A-18 Hornet jet fighter, a ride they will not soon forget.

"It was great," Jennings said. "We got up to 22,000 feet, and boy, do you get up in a hurry in one of those."

Jennings said the most exciting part of his 40-minute flight was the acrobatic maneuvers.

"We did a four-point roll - that was something," he said. "We also did a lot of upside-down things. I (flew) it and I did one roll myself. The plane was incredibly responsive.

"When (the pilot) goes straight up and then corkscrews, you think 'how can this keep flying?'"

Jennings' flight started with a briefing on the jet itself and included instructions on what to do if the aircraft should fail.

"(The pilot) gave me a little briefing on ejection (procedures) but he said if we had to eject, he'd do it," Jennings said.

During his flight, Jennings said he reached a speed of Mach .9, which is equivalent to approximately 700 mph.

"It didn't bother me as much as I thought it would," Jennings said. "However, I wouldn't want to have to fly a plane in that condition."

Cash said the flight was something she had always dreamed of doing.

"My father is a Navy fighter pilot and I have always wanted to go up with him," Cash said. "But there must be a rule or something that says a pilot can't take a relative up with him, because I was never allowed to do it."

"I always wanted to be a fighter pilot, Miss America, and an Olympic swimmer, in that order," she said. "Now I've made the first two. But I think I'm going to give up on the swimming. I don't have the time."

Cash said she was in town for the Miss Little Brown Jug pageant, and was glad to accept the Navy's invitation for the flight.

"I've been trying all year to do something with the Navy, and finally, with only a month left in my reign, I got to do it," she said.

Lt. Cliff Skelton, the Blue Angels pilot who flew Jennings and Cash, said the Blue Angels have a long history in the Navy.

"(The Blue Angels) started in 1946, originally to demonstrate the team's (expertise) and to motivate the men," Skelton said. "Now we are used as a recruiting tool."

He said Jennings was invited to fly for two reasons.
As president of The Ohio State University, Edward H. Jennings is committed to increasing the University's margin of excellence and strengthening the awareness of the high quality of education and research at Ohio State.

Jennings became the 10th president of Ohio State on Sept. 1, 1981, after two years as president of the University of Wyoming. He also is a professor of finance and teaches a course on investment management.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Raised in Washington, D.C., Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959, his master of business administration degree in 1963 from Western Reserve (now Case Western Reserve) University in Cleveland, and his doctorate in finance at the University of Michigan in 1969. He is co-author of a textbook, "Fundamentals of Investments," now in its third printing.

Jennings' background includes international experience in both the academic community and private enterprise. He was a visiting professor in finance at the University of Dar es Salaam, Tanzania, in 1972-73 and an adviser to Tanzania's National Development Corporation and to the Rockefeller Foundation on management education in East Africa.

In 1983 he visited the Wuhan Province of the Peoples Republic of China to strengthen ties between it and Ohio State. In 1984, he was a member of the Governor's Trade Mission to Japan, Korea and Taiwan. In 1986, he met with Ohio State students and alumni in France, Spain and Italy during a trip to expand the University's relationships with European institutions.

Jennings is a member of several boards of directors, including the United Negro College Fund Central Ohio Advisory Board and the Ohio and Columbus Chambers of Commerce. He also is a trustee of Children's Hospital and the Columbus Council on World Affairs. In 1985 Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. He also serves on the NCAA Presidents Commission and is a member of the board of the National Merit Scholarship Corporation. He is a member of the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the city's 1992 celebrations.

He was appointed by Gov. Richard F. Celeste in 1983 to the state's Development Advisory Council. In 1981, he received the Ohio Governor's Award for his contributions to education from Gov. James A. Rhodes.

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**The President's Staff**

- Myles Brand, Vice President for Academic Affairs and Provost
- Herb B. Asher, Special Assistant to the President
- Sue A. Blanshan, Executive Officer for Human Relations
- Michael Covert, Executive Director of University Hospitals
- Jack M. Hollander, Vice President for Research and Graduate Studies
- Frederick E. Hutchinson, Vice President for Agricultural Administration and Dean of the College of Agriculture
- Weldon E. Ihig, Vice President for Finance
- Richard D. Jackson, Vice President for Business and Administration
- Sue L. Mayer, Special Assistant to the President
- Madison H. Scott, Vice President for Personnel Services
- Russell J. Spellman, Vice Provost for Student Affairs
- Larry R. Thompson, Special Assistant to the President
- Thomas L. Tobin, Vice President for University Communications and Development
- Manuel Tzagournis, Vice President for Health Services and Dean of the College of Medicine
- Frank W. Hale, Jr., Special Assistant to the President and Vice Provost for Minority Affairs
President Edward H. Jennings and Eric K. Busch, assistant vice provost for student affairs, team up Monday in a volleyball game for Challenge '87—students vs. administration—as part of the activities for Welcome Week. Jim Schaefer, USG vice president is on the opposing side.
Going for it

Edward Jennings, president of Ohio State University, merited at least an 'E' for effort yesterday during a volleyball game outside the Ohio Union. He joined students and faculty members for some fun before classes begin Wednesday.
OSU puts teeth into efforts to draw minorities

By Ruth Hanley  
State, University President  
Edward H. Jennings said yesterday that he will spend $7 million annually on affirmative action, and he will take money away from departments that do not hire enough minorities and women.

Jennings identified affirmative action as OSU's most pressing issue this year. The assertion was made in his annual state-of-the-university address to the University Senate at Dreyer Laboratories on the OSU campus.

Despite previous attempts at increasing the numbers of minority students, faculty and staff, he said, "The best I can call my improvement is inadequate."

"I need only to look around this room and note that this University Senate is essentially a white organization. Indeed, as I review my own staff or the Council of Deans, I see the rare exception, but these areas also remain too much white male preserves."

ACCORDING TO OSU officials, about 21 percent of the tenured faculty members are women. About 13 percent are members of minority, and about 2.5 percent are black.

Last fall, 4.5 percent of the students on OSU's main campus were black. Figures have not been compiled for this year.

Jennings said he will increase by 20 percent, or $2 million, the current annual budget of $5 million for affirmative-action programs.

Departments and programs will be required to establish and meet goals in hiring minorities and women, he said. If these goals are not met, additional funding will be the reward. If not, budgets will be cut. The goals have not yet been set.

Merit salary increases for deans and program managers will be based in part on how well the goals are met, he said.

"These penalties may seem like harsh penalties," Jennings said. "Some may say they place too much emphasis on affirmative action."

"But I do not believe there can be too much emphasis on affirmative action at this institution. If we truly intend to become pre-eminent, we must accept excuses."

THIS WEEK, OSU Provost Myles Brand will announce "a very strong and ambitious plan" to increase the number of minorities at OSU, Jennings said.

The plan will be based on the work of three committees, which last year compiled reports on how to attract and keep black students and others who are academically "at risk" of not finishing college.

A major goal will be to increase the statewide pool of black students who go to college, Jennings said.

Nationally, the number of blacks who graduated from high school rose 21 percent from 1973 to 1982, but the number who attended college dropped 17 percent, he said.

THIS YEAR, OSU will establish a program in which minority sixth- and seventh-graders around Ohio will be guaranteed admission to OSU and financial aid if they complete a college-preparatory curriculum in high school.

James J. Bishop, who started this month in the newly created position of special assistant to the president for minority affairs, said after Jennings' speech that the young scholars program is still under development. He does not yet know how many students will be selected or how much the program will cost.

Recruitment likely will focus on the eight urban areas - Columbus, Cleveland, Cincinnati, Dayton, Toledo, Youngstown, Akron and Canton - where close to 60 percent of the state's minority youth live, Bishop said.

Students in the program will visit OSU or another college campus for summer programs, he said.

OSU will meet with public school officials, community leaders and parents to develop the program. Other universities also may participate, he said.

JENNINGS SAID he expects that program to increase the number of black students at OSU. "But even if some of these students ultimately choose other colleges or universities, much will be accomplished by our leadership in this effort," he said.

For too long, universities have said that minority students are academically unprepared to attend college, he said.

"We use as an excuse that universities are not to blame, and therefore we have no obligations. We can blame primary and secondary education . . . parents . . . historical circumstances. We might even be tempted to blame the black community."

"Obviously, there is plenty of blame to go around. But we must blame ourselves first and foremost," Jennings said.
$7 million given for minorities

Affirmative action progress will be rewarded in budgets

By ALAN VANDERMOLEN
Lantern staff writer

To improve the success rate of affirmative action programs on campus over the next five years, President Edward H. Jennings said he is prepared to add $2 million annually to the existing $5 million spent each year on affirmative action incentives.

In his state-of-the-university address to University Senate Saturday in Dreeze Lab, Jennings said that he is also prepared to use sanctions against appropriate academic programs and their leadership for not meeting affirmative action goals outlined in a plan by the university provost.

"These suggestions may seem like harsh penalties," Jennings said, "but I do not believe there can be too much emphasis on affirmative action at this institution."

Jennings' goals, referred to during his speech, are part of the Provost's Affirmative Action Plan.

The plan, according to Provost Myles Brand, has been in the works for the past year and focuses on three task force reports prepared over the summer.

Brand said the areas are black student recruitment on the professional, graduate and undergraduate levels; black student retention; and monitoring of academically at-risk students.

Brand said that a draft of the plan will be distributed widely sometime within the next 10 days. He added that the first part of the plan is for different academic areas and programs to establish their own goals within the framework of the plan.

Sanctions could begin as early as January 1 if an area fails to set its goals, Jennings said.

Addressing the three areas of the provost's plan, Jennings said, "It (the plan) emphasizes filling the pipeline through student recruitment and retention and, most importantly, through increasing the black college-going rate, whether to Ohio State or any other institution."

One program that the university will undertake to increase the pool of black undergraduate students is the Young Scholars Program. This program will target sixth and seventh graders throughout the state who will be admitted to the university and be given the financial aid they need, if they complete a prescribed high school curriculum, Jennings said.

"These suggestions may seem like harsh penalties. But I do not believe there can be too much emphasis on affirmative action at this institution."

Edward H. Jennings

"These students will have continuing contact with the university and attend summer programs at Ohio State, which should increase our own black student enrollments," Jennings said.

Brand and James Bishop, who will be the administrator in charge of the young scholars program, agree that the program could be a model program for other universities to follow.

Jennings did praise two areas related to affirmative action. He said black freshman admissions have increased by eight percent over last year and the College of Law has a 13 percent minority enrollment in its first-year class.

The task force report on the young scholars program will be distributed in three weeks.
Word-counters monitor Jennings

The continuing emphasis on excellence by OSU President Ed Jennings sparked some informal bets among Ohio State University faculty members as to how many times he would use the word in a speech Saturday.

"I hope you all picked high numbers because I'm going to use it a lot," Jennings said at the start of his state-of-the-university address to the University Senate. "I am enormously proud of Ohio State's excellence."

Jennings used the word 19 times during the 40-minute speech. Another favorite was "pre-eminent," which he applied 10 times to OSU.

Gerald Reagan, an OSU professor, said later that Jennings did not let the faculty down. Despite the jokes, excellence is something many faculty members apparently can't get enough of.

"However many times he mentioned it, it wasn't too many," Reagan said.

— Ruth Hanley
Jennings sets emphasis on affirmative action

Editor's note: President Jennings presented the following address to the University Senate at its Sept. 30 meeting. His speech is published in full.

Good morning, and welcome back for the 1987-88 academic year.

It is a great pleasure for all of you assembled here for this annual State of the University address. I enjoyed chatting informally with many of you in the lobby as we prepared to open the Senate's first meeting of the year. I also noticed several of you deeply involved in taking seats in the pool.

As you all know, I'm always interested in financial activity. So I decided to look into this pool. Apparently, the bets were among those of you who have heard me speak about Ohio State before. The bets were on how many times I would use the word "excellence." I hope you all picked high numbers, because I'm going to say it a lot. I am extremely proud of the excellence at the Ohio State University.

I come before you this morning with a great sense of pride in the accomplishments of the Ohio State University family and an equally great sense of confidence in our future. I come with pride and confidence in our faculty, our students and our staff members; pride and confidence in the loyalty of our alumni and friends; pride and confidence in the wisdom and support of our Board of Trustees; pride and confidence in the recognition we are receiving as Ohio's flagship university throughout the state, the nation and, indeed, the world.

As I outlined last year, Ohio State is in a strong position to take advantage of the major opportunities and to exploit the significant advantages bestowed upon us by the size and the world-renowned excellence of the faculty; the unique opportunity for interdisciplinary activity inherent in our comprehensive nature; and the diversity that is vital to our land-grant mission of teaching, research and related public service. Our size and our cost-effectiveness allow us to maintain accessibility to all qualified students, independent of their financial means.

Our progress must continue to flow from a firm foundation of comprehensive excellence. Quality in depth and comprehensiveness is our hallmark. We must respond magnificently through the years. They will sustain and energize our response to opportunities in the future.

With the special characteristics that we have, both by design and by accident, to sustain us throughout our history, we see the Ohio State University as even better positioned now, in the fall of 1987, to take full advantage of them.

This is exemplified in the growing academic quality of our student body. In this first year of selective admissions, our freshmen is better than ever. More than 90 percent ranked in the top half of their graduating class, and half ranked in the top 25 percent. We have seen an impressive point-two increase in average ACT scores, which places a third of our entering class among the top 10 percent in the nation. Our average freshmen now ranks among the national ACT top 25 percent.

Five years ago, when conditional admissions were implemented as the first step toward selectivity, we reviewed the academic preparation of the freshman class. Comparing those 1982 freshmen with our current entering class, we see a dramatic improvement.

For example, deficiencies in mathematics are down by more than 25 percent. Less than 2 percent are deficient in English, compared with almost 15 percent in 1982. Less than 4 percent are deficient in foreign language, down from more than 30 percent.

Better preparation for Ohio State means better retention. We are increasingly educating upper division undergraduates. In 1979, we had 8,300 entering freshmen. This fall, we have approximately 20,000, while our total enrollment remains the same.

Adapting to the changing character of the student body is one of the most exciting challenges for our future. As undergraduate quality improves, curriculum review -- the outcome of the Faculty Council's initiative -- becomes even more crucial. The initial efforts of our review committee move us away from a consumer model to one which have as their goal the elimination of a stronger set of structured requirements.

Under this revised curriculum, more senior faculty will be involved in general education. More students will have small class experiences. Writing and oral communication skills will be emphasized across the curriculum. Full attention will be devoted to the diversity and pluralism of our society. Students will explore world areas, liberal disciplines and gain an international dimension to their thinking and understanding. Perhaps most importantly, these general education requirements will be integrated throughout the baccalaureate curriculum.

The recommended model for general education requirements is now being changed in the College of Arts and Sciences faculty. As you participate in this process in your home departments and colleges, I hope you bring to it a level of enthusiasm that will enhance long-term support for pre-eminent institutions.

Curriculum review recognizes our fundamental obligation to develop human capital -- educated individuals who will become tomorrow's leaders in a society of continuing political, technological and social change. Ohio State is sustaining our foundations in the American land-grant tradition, linking professional education and the liberal arts core to not only well-trained, but also broadly educated individuals who have learned how to learn and to adapt to change.

Each class of better-prepared students will benefit from continued faculty improvement. Qualitative growth is perhaps nowhere more important than here, in the heart and soul of the academic enterprise. There is absolutely no question that our alumni, department chairs and faculty are taking extraordinary care in faculty hiring, insisting on the very best.

There is a new recognition of the importance of each individual decision to the overall quality of the institution.

The same holds true for promotions and tenure, where each decision is fundamental to sustaining comprehensive excellence. We must remain vigilant in the face of the difficult judgments that hold the institution to the highest standards. Tenure is the time-honored guarantee of academic freedom as fundamental to a university. Our continued success tomorrow is dependent upon making current tenure decisions today.

Just as not every college-bound student should come to Ohio State, neither is every holder of a Ph.D. the right person to meet the three-part challenge of an Ohio State University faculty member: to engage in teaching, research and related public service. Dozens there are many fine scholars well-qualified for university positions. But some individuals' best opportunities may lie in disciplines with less comprehensive missions. At Ohio State, we must continue to hire, promote and tenure only those who excel in all aspects of our missions.

To retain and attract outstanding faculty members, we must continue to be competitive in our compensation measures and comparable will nationally against our peer group of major research-oriented universities. Attention first or second in the Big Ten in all compensation measures and competes nationally against our peer group of major research-oriented universities. Attention to the pay of our faculty members is a vital ingredient of excellence.

While the headlines may concentrate on our eight Ohio Eminent Scholars and other high-profile senior professors, the fundamental source of our long-term strength is a university of our associate professors, professors in virtually every field. Their preeminence may not yet be secured, but their quality is national in perspective. We are truly gathering the best minds of the national academic community into the Ohio State University family.

Recruitment of noted scholars and promising new talent is successful because of the faculty quality already concentrated on our campuses, symbolized in the naming of our first Presidential and University Professors. Ohio State represents an attractive opportunity to work with outstanding colleagues.

Our faculty has been the major source of enormous improvement in our competitive position on sponsored research funding. Awards coming to the University through the Research Foundation have increased by an average of 12 percent per year over the past five years. And we should all recognize the outstanding efforts of the Ohio State University Research Foundation staff in effective service to the faculty.

Ohio State now ranks 23rd nationally in research support. This ranking would be significantly higher if comparable support from medical research. Because of the historic focus on excellence in teaching and public service, our College of Medicine, has, in years past, had a smaller dollar volume of research awards compared to institutions.

In recent years, however, the college has adopted a research orientation appropriate to a major academic medical center. Medical faculty initiatives have generated new research awards that show one of the highest growth rates in the University over a period of 23 percent per year.

I am confident that this is not only emerging from the Medical Practice Plan, with the evidence to do so, but that new, that we will rapidly close the remaining gap with our peers. At the same time, the presence of clinical teaching faculty provides continued assurance of the highest quality patient care. Our medical center clearly has unlimited potential.

As we seek to develop potential throughout our academic enterprise, we will continue developing maximum attention to new resources and programs currently among the best in the world or could rapidly achieve that status. Some centers of excellence that have been funded through internal reallocations and the state's Academic Challenge. As we continue this process over a number of years, Ohio State will

President Jennings
have not just a handful of pre-eminent departments, but 20, 30, or even 40. We are making economic quality decisions through the positive approach to assessment that the Office of Academic Affairs has instigated. Program review and assessment are now done on a regular basis. This process has led to the strengthening of the professional and academic programs in fundamental sciences and in evaluating programs in non-instructional units as well. Accountability and the formulating of policy on issues of priority are central to this process.

Some may perceive our attention to be focused on an increasing number of grants, not because of the large funding requirements, but because we will always sustain our liberal arts core and the quest for aggressive university greatness. Our diverse departments are deeply interdependent and dynamic in ways that cannot be clearly measured by short-term judgments. We must continue to nurture programs fundamental to our comprehensive identity, including some that seem arcane.

Our summer commencement speaker made this point well. A scholar in Middle Eastern studies, she was often told early in her career that she could never be at the center of First Frontier Specialization because it was obscure. Such dire warnings were made to Professor Marilyn Wildman at the Ohio State University of the "ob-sure" nation of Iran.

Our comprehensive excellence depends upon our commitment to sustain broad diversity and quality. Growing is the need for excellence in basic research. At the same time, it is necessarily dependent upon financial resources. There will never be greater time in which we are satisfied with our funding.

But Ohio State's great advantage is the multiplicity of resources available. These come externally from the state, from student tuition and auxiliary service income, and from private funding, and internally from reallocation, our own auxiliary units and our faculty.

The expected savings from cost containment allowed us to reduce by half the tuition increase that would have been required under the final state budget. Nevertheless, we were disappointed that tuition had to be increased by nearly 11 percent. We believe our policy of maintaining a strong state-sponsored institution to maintain accessibility through low tuition, work opportunities and adequate student aid, is the model that is supported by financial accessibility that equates well with the priorities of our society.

Even with this year's increase, however, Ohio State remains a low-tuition institution. We are one of few large and state-assisted four-year institutions in Ohio, and remain substantially below the average of the public Big Ten schools.

Increasingly, our best opportunities to maintain access and enhance quality will be derived from taking full advantage of the financial flexibility the state has provided and from fully understanding and applying the ingredients of total resource management.

The flexibility of our partnerships with the state also has numerous advantages. We are true partners with state government in economic redevelopment — witness the importance of the University's role in the renaissance of downtown Columbus.

Super Cider Cottol and the centrality of our engineering excellence to the Honda Motor Company's decision to expand in Ohio.

State Program Excellence funding has, correspondingly, added a new dimension to undergraduate teaching, the foundation of an educated workforce for Ohio State Research Center, a partnership that helped us commit to a supercomputation for this campus, which has become the nucleus of the center.

These are prime examples of the benefits of our partnership with the state.

Generalizing internal savings through cost containment is a major new issue of the year, and one of the most challenging our community has had to address — perhaps because it affects not only all units, but also all levels.

We should realize that as we continue our experiment with cost containment in a university environment is introducing a new way of interacting with students, staff and faculty members. It demands sharing in information and perhaps the need for the new role of manager. It requires difficult decisions that are, indeed, uncomfortable to make.

At the same time, cost containment requires creativity and inventiveness and gives the opportunity to establish a new way of relating to these users — which often may be more time-efficient than time-honored. The same process that yields some strategies also produces ideas for new programs, new procedures and, yes, new expenditures that enhance quality in creative ways.

I fully expect to see us achieve our fiscal year goals, and the University community as a whole to share in cost containment's success. We are not short of ideas, but we are short of discipline. We are not in the habit of asking for increased revenues. We will never do that.

Because we do all that is possible to help ourselves that support for this University has been earned from the community-at-large, from the Board of Regents and from the Governor and General Assembly. Despite our long-range debates over appropriate levels of funding, we can be confident that the public understands that Ohio State is the state's university.

The benefits that accrue to Ohio from our growing academic strength far exceed beyond the state's boundaries. The impact of this University's worldwide scope has not gone unnoticed by the state. Our campus resources are regularly showcased for visiting trade missions from abroad. There is no doubt that beyond the academic advantages for excellence and diversity which are achieved through stronger international ties, mutually beneficial economic opportunities also are created for Ohio.

I believe that not only our University community, but the public as a whole share our belief in Ohio State's potential. Indeed, the public fully expects this institution to become one of America's pre-eminent institutions in the 21st century.

I also believe the public accepts that this expansion will be for all of Ohio people; that academic excellence must be driving force of the Ohio State University. At our recent conference, some people raised concerns about our goals and resources.

As we approach this new challenge, we must remember that the case for state funding is equally as necessary as it was a few years ago.

Yet we cannot count on state funding, or at least not soon enough to allow us to plan and act as rapidly as necessary. We also naturally assess our financial condition and the potential of state funding for various projects in the potential area. Undoubtedly, we are going to have much to do ourselves.

In our reassessment, certain fundamental characteristics have been defined that our capital needs share in common:

- More specialized than general purpose space is needed, as well as more space.
- Need to adapt to new technologies.

One of my earliest official duties at Ohio State was to delineate a new agricultural facility on West Kinnick Hall.

We will complete a $15 million renovation to that facility, responding to the rapid change of the last few years.

Today, we have the opportunity to expand our research and educational facilities.

Continued on page 12.
Jennings sets emphasis on affirmative action

Continued from page 11.

While Ohio State can in some ways be proud of its record and proud that selective admission has helped, not hindered affirmative action, it is abundantly clear that we are facing major national problems in terms of black young people receiving the fullest benefits of America's educational opportunities.

Even as high school graduation rates across the country rose 39 percent for black students between 1975 and 1982, college enrollment rates declined by 11 percent. The black community is seriously underestimated in higher education throughout the nation. And, unfortunately, I must say that the patterns for the Ohio State University are not much better.

We have for some time been talking about affirmative action and attempting to bring more diversity to this institution. I have espoused affirmative action each time I have come before you to begin a new academic year. You have all, in your credit, nodded your endorsement. Yet as we come together again, the best I can call our improvement is inadequate.

I need only to look around this room and note that this University Senate is essentially a white organization. Indeed, as I review my own staff as I review the Council of Deans, I see the rare exceptions; but these areas also remain too much while male preserves.

We have followed a philosophy, in some instances, that if a program existed to address these issues, that was sufficient. If advertisements were placed in appropriate periodicals, that was enough. If we made the "good college try" to bring in minority students or faculty, that was all that was required. If we were doing better than most, we could be satisfied.

Worse, we have all used excuses. We claim that we cannot do anything about this because these students are unprepared. But if we look at students at Ohio State who are in the top 10 percent nationally in ACT scores — students who are far from unprepared — the graduation rate for black students is roughly 50 percent, compared to a graduate rate of 75 percent for all such students.

Our poor record on black student retention is probably to some extent a financial aid issue, but it is also a quality of life issue that must be addressed. Establishing a focal point for cocurricular life in the Black Cultural Center planned for Bradford Commons will be helpful. But it is only one element of the comprehensive solution we need.

We use as an excuse the pool size, and we say we cannot add black faculty because there are none or few available. While I can appreciate that this is true in certain areas, it is not an excuse for inaction. If black faculty are not available, then we must increase doctoral enrollments. If qualified Ph.D. students are not available, we must focus our efforts on increased enrollment at the master's and undergraduate levels.

We use as an excuse the traditional academic resistance to "hire our own" when we fail to take advantage of Ohio State's long tradition as one of the largest producers of black doctoral graduates in the nation. There is validity in our concern about becoming too insular. But we should not be overly rigid when the advantages of diversity and quality outweigh the potential disadvantages. Our size and comprehensive nature enable us with great opportunities for flexibility.

We use as an excuse that universities are not to blame and, therefore, we have no obligations. We can blame primary and secondary education. We can blame parents. We can blame historical circumstances. We might even be tempted to blame the black community. Obviously, there is plenty of blame to go around. But we must blame ourselves first and foremost.

I also have heard the excuse that quality and affirmative action are inconsistent — that the top people we seek to attract may, indeed, be put off by all this focus on black community because they think it is incompatible with excellence. Such racial attitudes have no place at the Ohio State University.

Enhancing our diversity is an absolutely necessary precondition for achieving preeminence. More necessarily is not enough. If we do not insist upon affirmative action results, we can never become a preeminent institution by any definition which I would accept.

As a land-grant institution, we have an obligation to bring all aspects of our homogeneous society into higher education. Further, as an educated community, we must do all that is possible to ensure those individuals who have not traditionally had full access to equality of opportunity.

During this past year, three major studies of this issue were commissioned: one on recruitment of black students, one on quality of life retention issues, and the third on an retention of academically-at-risk students. Combined with earlier studies of affirmative action results among faculty and staff members, they form a powerful summary of the essence of our problems and point the way to solutions.

In response to these studies, we faculty initiatives of years past, and to the current disturbing circumstance of reversals in black participation in higher education, the president's office has developed a very strong and ambitious action plan. It will be distributed soon in full detail.

Fundamentally, it emphasizes filling the pipeline through student recruitment and retention and, most importantly, through increasing the black college-going rate whether to Ohio State or any other institution. The key to long-term success is increasing the pool from which all universities draw.

We are developing a pioneering young scholar program in which targeted sixth and seventh graders from around the state will be admitted to Ohio State and provided necessary financial aid if they complete an appropriate college preparatory curriculum. These students will have continuing contact with the University and attend summer programs at Ohio State, which should enhance our own black enrollments. But even if some of these students ultimately choose other colleges or universities, much will be accomplished by our leadership in this effort.

I am extremely satisfied with the provost's recommendation, but I think we need to put a greater deal more teeth into our plan. I am prepared to add $2 million to the $2 million we already spend annually on affirmative action as additional incentive money over the next five years to enhance our results in all areas.

But I also am prepared to develop conciliatory sanctions for not accomplishing the affirmative action goals that the provost's plan requires each area to establish by Jan. 1.

While individual units will be able to claim incentive funding to reward recruitment results, if an area does not meet its goals, appropriate budgets will be reduced. And while affirmative action results will be important considerations in awarding merit increases, at the same time, if goals are not met, merit salary increases will be reduced for the responsible leadership.

These suggestions may seem like harsh penalties. Some may say they place too much emphasis on affirmative action. But I do not believe there can be too much emphasis on affirmative action at this institution. If we truly intend to become pre-eminent, we must not accept excuses.

We must do more to make our campus truly diverse environments in which all individuals are valued. The new action plan calls for all of us to participate, whether formally as one of 2,000 mentors helping to retain students or simply by challenging the spot any person who has the bad taste and bad judgment to make a racist remark.

We do have some cause for optimism at Ohio State. This academic quarter, it appears that our black freshman admissions have increased by about 8 percent over last year. Our College of Law shows a total minority enrollment of 13 percent in its first-year class. These achievements merit praise.

Affirmative action must be a top priority for all of us — in the context of results, not simply programs; in the context not only of enhancing the diversity as vis-à-vis to our greatness, but also of our obligation to lead society as a whole.

I believe our potential for comprehensive leadership is being fulfilled on many levels. We are benefiting from historic circumstances that quantitative growth is no longer a factor diverting our resources. And we are building upon the enormous foundation of strengths so well represented in the faculty, staff and students I see gathered in this room today.

I have no doubt that our academic community is determined to continue to focus all of our resources; human, financial and intellectual; on excellence. As we reflect upon the achievements underway and encounter the fresh promise of a new academic year, we can truly embrace qualitative growth as the dominant driving force at this institution.

Excellence it elusive. It is hard to define, beyond saying "I know it when I see it." I come before you today with pride and confidence because I do see excellence growing. More importantly, I see the pursuit of excellence expanding and accelerating. And I take great pride in our shared confidence that pre-eminence is within our grasp — because the Ohio State University will be satisfied with nothing else.
Jennings says center will benefit university

By ALAN VANDERMOLEN
Latern staff writer

The passing of Issue 4, the proposed .25 percent sales tax increase to fund a downtown convention center and arena, is beneficial to Ohio State, according to President Edward H. Jennings.

Bringing major conventions to Columbus will give faculty and students the chance to hear international scholars and notable speakers, Jennings said.

"Just as the Ohio broadcasters' meeting brought Dan Rather to Columbus last week, many other conventions would bring leaders in their fields to visit our city," Jennings said.

"This access to persons at the forefront of their professions informs and energizes the scholarly community," Jennings said.

Jennings voiced his support for Issue 4 during a speech to the Columbus Regional Minority Supplier Development Council at the Columbus Chamber of Commerce Wednesday morning.

Jennings, a member of the board of directors of the Columbus Chamber of Commerce, was also speaking to the council to welcome them as a new affiliate of the Chamber.

He said he was confident the new relationship between the council and the Chamber of Commerce would benefit both groups, as local businesses are encouraged to support minority enterprises.

"This council and the Ohio State University share a common concern for progress that touches all segments of our community -- progress that provides opportunities both for access, and for success," Jennings said.

Michael Gordon, executive director of the council, said his organization, as well as the Chamber of Commerce, supports Issue 4.

"The arena and convention center will add to the economic opportunities for minority businesses," Gordon said.

"Jerry Hammond has already said he supports minority construction contracts for the center."

Jennings said the center will bring jobs, careers, cultural events and educational opportunities to Columbus. These, he said, will attract people to the city and make them want to stay here.
Jennings endorses arena tax
OSU could use center for big academic conventions

By Robert Sohovich
Dispatch Development Reporter

Edward H. Jennings, president of Ohio State University, endorsed the proposed Columbus convention center and arena yesterday, saying they would give central Ohio more jobs and new cultural and entertainment events.

He told the Dispatch that OSU's hockey and basketball teams occasionally would play in the arena.

Speaking to the Regional Minority Supplier Development Council, Jennings said the 300,000-square-foot center would enable OSU to host international academic conventions that cannot be held here now because of a lack of facilities.

The council has just become an affiliate of the Columbus Area Chamber of Commerce.

"I am excited about the possibility of attracting major conventions to Columbus," he said. "There are a number of international academic meetings that have never come to Columbus before due to a lack of facilities."

"Not only does this increase the possibility for faculty members, students and the citizens of central Ohio to attend these meetings, it also means a greater awareness of this outstanding city by those who might never otherwise have the opportunity to recognize Columbus as a leading community of this nation."

Jennings did not mention in his speech how the 20,000-seat arena would affect OSU sports.

In a subsequent interview, he reaffirmed OSU's policy of holding sports events on campus, but he said the hockey and basketball teams occasionally would play in the arena.

He said the 20,000-seat arena would make it possible for OSU to bid to host a regional NCAA basketball tournament. St. John Arena seats 13,591.

The convention hall and arena are proposed to be built in the 16-acre parking lot north of the Ohio Center. Franklin County voters Tuesday will be asked to approve an 8-year, 0.25 percent sales tax to pay for the center and arena.

"An important foundation for our success is maintaining a strong economy in central Ohio," Jennings said.

"The voters will have a chance to express their commitment to the enhancement of the life of this community by supporting Issue 4," Jennings said.
Close ties

THE OHIO SUPERCOMPUTER CENTER links technology, education and enterprise to form a "United State of Ohio." Touring the center during its Nov. 2 dedication, are, from left to right, Gov. Richard Celeste, C. William McCurdy, acting director of the center and associate professor of chemistry at Ohio State, President Jennings, and State Sen. Richard C. Pfeiffer Jr., D-Columbus. At the right, behind Jennings, is the $6.5 million, 6-ton Cray X-MP/24, located at Ohio State. It calculates up to 200 times faster than any mainframe computer. The center is the only one in the nation entirely funded with state dollars that serves all public and private colleges, in addition to industry. About 400 researchers use the supercomputer.
Jennings fires Bruce; Bay resigns

Michigan contest will be coach’s last

By JEAN-JACQUES TAYLOR
Lantern staff writer

President Edward H. Jennings fired Earle Bruce as football coach Monday, prompting Athletic Director Richard M. Bay to announce his resignation.

However, Bruce will coach the Buckeyes, who will not play in a bowl game for the first time in 15 years, Saturday against Michigan.

Bay, during a 4:30 p.m. press conference, said he resigned because of philosophical differences with Jennings.

"I told the president earlier, when we were discussing all the rumors, that I could not be a part of firing Bruce. I understand people were trying to do the right thing, but I had to do what I thought was right," Bay said.

Jennings said, "I made the actual decision to relieve him of his duties. I did not have to meet with the Board of Trustees because they put me in charge, as president of the university, and they expect me to make decisions.

"This is a decision I've been thinking about for a while. You don't come to these decisions lightly. One has to do a complete evaluation of the situation. We didn't expect this to happen before the Michigan game, but I felt an obligation that if this were to happen, I would give him as much notice as possible."

Bruce could not be reached for comment.

Bruce, in his ninth season at Ohio State, has compiled an 80-26-1 record and won or shared four Big Ten championships. He is second in career victories behind Woody Hayes and has taken each of his teams to a bowl game.

Bay said he met with Jennings at 1:00 and was told by him that the decision to fire Bruce had already been made. Bay said Jennings wanted to wait until after the Michigan game to make a formal announcement, but Bay said too many people knew about the decision.

Bay met with Bruce and his wife, Jean, at 2:00.

"I knew there was no way to keep it under wraps and there was no way I could work with this staff as hard as I've supported them and deal with them face-to-face knowing the situation," Bay said.

"There was also the possibility that I was going to get one or two calls about bowl bids. I couldn't very well tell someone from a bowl that we weren't going to play — even if we beat Michigan — and not give them a reason. Coach Bruce would not have allowed that. I would have had to give him a reason; so my suggestion to the president was that we meet with the football staff and Coach Bruce," Bay said.

Ironically, at his weekly press luncheon Monday, prior to his firing, Bruce — who was at his side — spoke with conviction about his status as Ohio State's football coach.

"I have beside me my best supporter — my wife — my loyal supporter, for the last 35 years. Not all men have their wives next to them at troubled times," he said.

"There have been rumors about whether or not there's been a vote by the Board of Trustees to retain Earle Bruce or to get rid of him. The athletic director and the president have said there has been no vote taken and the Board of Trustees has said no vote was taken. I believe them to be truthful and honorable men, so I would think no vote has been taken.

"Ohio State (9-4-1, 3-4) has lost three consecutive games — by 16 points — and Bruce has received much of the criticism.

"When you look at the season, you say, 'Well what about the season? We're 9-4-1, we're 3-4 in the conference.' We're 20-24 loss..."

I'm a loyal employee at Ohio State, I believe in Ohio State and I'm staying at Ohio State.

— Earle Bruce at the luncheon before his firing.

I understand people were trying to do the right thing, but I had to do what I thought was right.

— Rick Bay at Monday's press conference

I made the actual decision to relieve him of his duties. I did not have to meet with the Board of Trustees because they put me in charge, as president of the university, and they expect me to make decisions.

— Edward H. Jennings
BRUCE: Losses prompt dismissal action

Continued from page 1

It was a nightmare in the third and fourth quarters and I take full responsibility for it. Last weekend against Iowa (29-27 loss), certainly an outstanding football game, we lost on the last play.”

Bay said he expected any action regarding Bruce’s status to take place after the season.

“I think we all kind of felt the vibrations; we just didn’t know when it might finally happen. I don’t think any of us expected it to happen before the Michigan game. If we were to go and beat Michigan then I think some people thought it might not happen,” said Bay.

“In some ways, I have to tell you as far as the program is concerned, perhaps if it was going to happen it’s good that it happened now. I didn’t want to get into a lameduck situation, I’m sure Earle didn’t either because he’s a fighter. But we all know what would have started the first time we lose a game or we’re out of contention everything would have surfaced again.”

During his luncheon, Bruce spoke about beating Michigan and bringing another Big Ten championship to Columbus.

“I’m a loyal employee at Ohio State, I believe in Ohio State and I’m staying at Ohio State. I like my job and I’m going to prepare and work hard this week for Michigan because it’s the greatest game ever played,” said Bruce, his voice rising.

“I’m going to prepare this team through the winter and through the summer to have a Big Ten championship team here next year.”

The Buckeyes have lost four games for the first time since 1971.

It has caused Bruce to reflect on what former All-America wide receiver Cris Carter would have meant to Ohio State. The National Collegiate Athletic Association ruled Carter ineligible this summer because he accepted money from agents Norby Walters and Lloyd Bloom.

“I remember a Monday morning in August at 7 a.m. when I met with the president and the athletic director at the Park Hotel and we were deciding whether to reapply for the reinstatement of Cris Carter’s eligibility. The decision was made not to because there isn’t a ‘win at any cost’ principle at Ohio State University. These are principles that I believe in also. It’s very important to win, but not at any cost.”

Ohio State, which finished 10-3 last year tied with Michigan for the Big Ten championship, beat Texas A & M 28-12 in the Cotton Bowl. One week later the University of Arizona offered Bruce its head coaching job, but he turned it down.

“We thought we had a good football team, but some things have happened to make the season a little longer than expected. I made the decision to stay a Buckeye because of the team we had coming back and my coaching staff. Rick Bay, in my opinion, is the strongest athletic director, the best administrator, a man with great integrity and I wanted to work with him.”

“At the time that was the right decision for me and for my family. I’m a Buckeye — I want you to know that.”

Stuart Lederer also contributed to this story.
Jennings' decision leaves bitter taste
Bruce just a victim of win-hungry alumni

Two months ago, Earle Bruce was featured in USA Today and referred to across the top of the page as a "legend" as the Buckeyes kicked off their 1987 season.

How quickly Bruce's respect diminished.

My respect for the university, namely President Edward H. Jennings, deteriorated much faster Monday when Bruce was fired at 2:30 p.m.

Athletic Director Richard M. Bay, who resigned his position almost immediately after Bruce was let go, said Monday that Jennings was under pressure from various groups during the Buckeyes' disappointing season and decided to make a coaching change effective after the Michigan game Saturday.

Although Bruce was the Big Ten's winningest coach during his nine-year tenure in the conference, led the Buckeyes to four Big Ten championships and a post-season bowl game every season until this year, the university couldn't accept one mediocre season. Even in the same year, Michigan might lose four games in a season for the second time in four years.

Bruce, who has won no fewer than nine games every year since coming to Ohio State in 1979, is equalled in consistency only by Nebraska's Tom Osborne -- the only other Division I school to win nine games each year from 1979-86.

Let the Cornhuskers join the Big Ten and play Ohio State's schedule every year -- especially this season -- and you'll find Osborne and Nebraska wouldn't be the top-ranked team they are this week.

Sorry President Jennings, I understand Ohio State has to be the best.

I guess Earle should have kicked that field goal against Michigan last year to send the Buckeyes to the Rose Bowl. Earle should have been blocking the line when Matt Frantz had his last-second field goal deflected at LSU. Earle should have caught that fourth-down pass from Greg Frey in the Michigan State game late in the fourth quarter, Earle should have been playing in the backfield at Wisconsin in the second half to prevent a turnover and Earle should have picked up Iowa tight end Mary Cook from the line-of-scrimmage Saturday to end the Hawkeyes' final drive.

I understand a coach must accept his team's defeats. And with almost everyone having high expectations during the summer for the Buckeyes to win a National Championship -- although OSU fans expect that every season -- 5-4-1 is no way to capture the title.

I'm sure Bruce and Bay realized before the season began that refusing Cris Carter's reinstatement to the team, even after receiver Nate Harris had been ruled academically ineligible, would probably cost the Buckeyes a shot at the national title.

Bruce said Monday, which turned out to be his last press luncheon as coach of Ohio State, that he wants to win, but not at any cost, referring to the All-American wide receiver now playing for the Philadelphia Eagles.

That statement reflected the cleanliness of Bruce's program. By refusing to reopen the door for Carter, Bruce made a decision few coaches -- who are on the ropes as he was even at that time -- would have followed.

I guess winning is everything, President Jennings. Forget what's right and wrong.

More importantly, the university couldn't accept three home losses on Saturdays where so much money is pumped into the area's economy. Columbus survives on OSU football, and if the Buckeyes should fall, they should do so on the road so everyone will continue to make road trips here where the Buckeyes are invincible.

With the athletic director's spot at Michigan vacant following this year, Bay, a Michigan graduate, seems a likely choice to fill the position. If Bay chooses to go up north, I just might find enough guts to root for the Wolverines.

Bay, who did the same by supporting Bruce, will be sorely missed for what he accomplished here.

I'd hate to imagine Coach Gary Williams' nerves Monday after Bruce was fired. I'm sure he reached across his desk to tear the word "rebuilding" from his Webster's Dictionary. One bad season and....

Many OSU students get the opportunity to shake President Jennings' hand during graduation ceremonies. When I leave Ohio State, that's one opportunity I'm sure to pass up.

Dave Stephenson is a senior from Columbus majoring in journalism.
SPORTS

Bay says firing a ‘mystery’ to him

By JAMES D. TOUELL
Latern sports writer

After Ohio State lost to Indiana on Oct. 17, Coach Earle Bruce called it the darkest day in the history of the program. Four weeks and three losses later, things have somehow gotten progressively darker.

Monday, President Edward H. Jennings announced the firing of Bruce, who was 80-26-1 in his ninth year at Ohio State. For Athletic Director Richard M. Bay the decision to fire the winningest coach in the Big Ten went against his personal integrity. Bay resigned immediately following Bruce’s dismissal.

It’s a shame, it’s a dark day for Ohio State,” Bay said. Bay said it is a mystery to him why a coach of Bruce’s caliber was fired.

“He has won nearly 75 percent of his games. His record is one of the very best in the country,” Bay said. “Most importantly he has done it with integrity. He did a whale of a job and the graduation rate with our players has been good. Earle is very disillusioned right now.”

Bruce’s strongest critics were just waiting in the wings for him to have a bad season, Bay said.

“The detractors were just waiting for an excuse, and 9-3 wasn’t a big enough excuse,” Bay said. “It wasn’t quite justifiable. But four losses, including one to Wisconsin, a poor showing against Michigan State — with three in a row, the detractors had their excuse.”

Bay said the reasons behind Bruce’s firing did not go along with his personal philosophy toward college athletics.

“I am not self righteous or stoic in any of this,” he said. “If you’re going to do your job well you have to go to work willing to be fired. I don’t think you can run scared in charge of an operation like this.”

Bay said when Jennings indicated to him that he was receiving a lot of pressure to dismiss Bruce a couple of weeks ago, he told the president that he would not have anything to do with Bruce’s departure.

“He had a decision to make and I had one to make and we both made our decisions,” Bay said.

Bay said the Board of Trustees communicated their feelings toward the coach last spring when they refused to give him any incentive to refuse a head coaching job at the University of Arizona.

“I don’t want to point finger or lay blame,” he said. “I have disagreed with the administration from time to time and have done so publically. But when you get into a crisis situation like this you have to get aboard or get out of the way.”

The message Ohio State is sending about the importance of college athletics is disturbing, Bay said.

“I think that football and basketball, major college athletics, is out of perspective in general,” he said. “It always has been since I’ve been involved. It just isn’t that important, it shouldn’t be that important.”

The reason behind the fanatic following of Ohio State is because Columbus is the largest college town in America and there aren’t any distractions except OSU football, he said.

Even with all the pressure a coach and athletic director must face at Ohio State, they won’t have any problem getting applications for the position.

“With all the pitfalls there are going to be some coaches out there who welcome this opportunity, this challenge,” he said.

Bay said his future is unclear but he plans to stay at Ohio State in some capacity until June or least until he finds another job.

“I don’t know if I even want to be in this business.”

AN EDITORIAL

The OSU football players were unable to comment on the firing of Earle Bruce and the resignation of Richard M. Bay. The following quotes are from Sunday.

I don’t know what they want, they can’t get God. I don’t think they know what they are talking about because it would be dumb to get rid of the person that’s doing the best in the league. — SENIOR DEFENSIVE BACK WILLIAM WHITE

He is responsible but I think he’s done a great job. I really do in my opinion and I’m a guy who knows football. He’s a competitor, he’s a winner and his record speaks for itself. His players are having a bad year, he’s not having a bad year. — SENIOR LINEBACKER CHRIS SPIELMAN.

I fully support Earle Bruce. I always have. I think one season doesn’t make a coach. I don’t know the rationale behind their thinking as to why they want him to go now. But hopefully it includes more than just one season. I would think that a person who has a good graduation rate of all athletes on the team, and who has been dedicated to a clean program would get a chance to at least end his contract. — CITY COUNCILMAN BEN ESPY (Former OSU player, OSU Big Ten representative, athletics and academics committee member, played football under Earle Bruce in high school).

Coach Bruce is a personal friend, and he’s a great gentleman as well as a class coach. I told him before the game I was really disturbed with all the pressure and the other things he has been receiving. We’ve tried everything in the world. Every year to win and we couldn’t beat Ohio State — except one year at our place (20-14 in 1983). Everybody knows Ohio State fans are spoiled because you’ve had such great won-loss records. I think it’s a natural reaction. — IOWA HEAD COACH HAYDEN FRY AFTER SATURDAY’S GAME.
Bruce fired, Bay resigns

By George Strede
Dispatch Sports Editor

In a bizarre 5 hours yesterday, Ohio State University fired Football Coach Earle Bruce, Athletic Director Rick Bay resigned in protest, and James Jones, senior associate athletic director, was hired to replace Bay.

President Edward H. Jennings fired Bruce 5 days before the season-ending Michigan game, which will be Bruce's last. Jennings was supported by Edmund Redman, chairman of the university's board of trustees.

In an interview at his home last night, Jennings said the pressure to dismiss Bruce, 56, came from "all over." He said trustees, alumni and fans were among those applying the pressure. Jennings said he voted 5-4 in an informal poll earlier this month to fire Bruce.

JENNINGS SAID he did not confer with the trustees before firing Bruce and told them of the dismissal after informing Bay.

Asked whether the decision was based only on Bruce's coaching, Jennings said, "There are personnel issues. In our judgment, it was time to make a change. That's all there is to it. It was a personnel matter."

Redman, however, said, "It had nothing to do with a bad season. The general public had been dissatisfied. We are a public institution, and we are mindful of what the public thinks."

Bruce, a 1967 Ohio State graduate and a head coach for 32 years, said of his firing, "I'm at a loss. If I was a cruel, or a cheater, or a looser coach, I annoyed myself a damn good football coach."

REDMAN SAID he had planned to put Bruce's status on the trustees' December agenda.

Bruce has the best overall record among Big Ten football coaches since 1979. His Ohio State teams have had victory, 36 victories, 26 defeats and 1 tie and have won or shared four Big Ten Conference championships in his nine seasons.

His overall record in high school and college is 389-62-4.

Bruce's 1987 team will post the school's poorest record since Woody Hayes' 4-3 team in 1966. The Buckeyes are 5-1-1 going into their trip to Ann Arbor Saturday, and will not appear in a bowl game for the first time since 1971.

"We thought we would have a good football team," Bruce said yesterday at his weekly luncheon in the Jai Lei restaurant. "It turns out that things have happened this season that have made it longer than expected."

TWO LOW points have been the first loss to Indiana since 1974, a first loss to Michigan State in their last nine meetings, a first loss to Wisconsin in their last seven games and last Saturday's last-second 29-27 loss to Iowa, the Hawkeyes' first victory in Ohio Stadium since 1969.

Of the 29-27 loss to Wisconsin, Bruce said, "I will take full responsibility for that."

Jennings decided to fire Bruce almost at the same time Bruce was announcing at the luncheon that he planned to remain at Ohio State and coach a Big Ten Conference champion next year.

BRUCE POSTED six straight 9-3 records after opening with an 11-1 record in 1979. His team went 10-3 last fall.

Bay said, "I think his detractors were just waiting for an excuse. And Bruce just wasn't an excuse. Then, the detractors had their excuse."

At first, Jennings wanted to wait until after the Michigan game, but Bay told him if other people knew about the decision, it should be executed yesterday. "It's certainly poor timing, but there was no way you could keep it under wraps," Bay said.

In a terse 17-line statement, Jennings gave no reason for firing Bruce, who is in the 4th year of a 5-year contract that started at an annual salary of $37,120 on July 1, 1986. Jennings did not appear at a news conference in the Fawcett Center for Tomorrow.

THE STATEMENT said Bay, who earns $300,000 annually, had agreed to remain with the university on special assignment for Jennings. Bay said he will complete his fourth 1-year agreement at OSU unless he finds another job.

Last night, speaking of Bay's resignation, Jennings said, "I really regret that."

Earle Bruce is surrounded by members of news media after football practice yesterday

- It was a messy, cowardly affair, Dick Feeney says, Page 1 B
- Bruce doesn't understand why he was fired, Page 1 B
- Reactions mixed among people questioned at random, Page 2 B
- Text of Bruce's statement before he knew he was fired, Page 2 B
- Chairman of OSU trustees supports the firing, Page 3 B
- Fullback George Cooper stands behind his coach, Page 3 B
- Big Ten coaches find it all hard to believe, Page 3 B
- Former OSU assistants among early candidates for coach, Page 3 B
- Firing prompted hoax call to newsrooms, Page 1 D
- How Columbus TV stations covered the firing, Page 7 E

Bay is expected to become a leading candidate to replace University of Michigan Athletic Director Don Canham, who is retiring in June. Bay is a former Michigan wrestler, coach and administrator.

Jennings said he will recommend to the trustees that the university fulfill the financial terms of Bruce's contract, which will expire June 30, 1989. His total package, which includes revenue from radio-TV and shoe contracts, football camp and speaking, is worth more than $300,000 annually.

An immediate search will begin to find Bruce's successor. Jennings said in his statement.

Candidates for the job could be Kent State Coach Glen Mason, Bruce's former offensive coordinator; Marshall Coach George Chaump, a former quarterbacks coach under Hayes; Indiana Coach Bill Mallory, another former Buckeyes assistant; Mike Duffner of Holy Cross; Jack Bicknell of Boston College; Don Nehlen of West Virginia; Ohio native

Please see BRUCE next page
igns

The football career of Coach Earle Bruce

- 1949 — Enrolls at Ohio State to play football.
- 1951 — Injures knee and turns to coaching at urging of Coach Woody Hayes.
- 1953 — Graduates from Ohio State.
- 1953-59 — Serves as assistant coach at Mansfield (Ohio) High School, and as head coach of Salem (Ohio) High School, Sandusky (Ohio) High School and Massillon (Ohio) High School.
- 1966-74 — Serves as assistant coach at Ohio State under Hayes.
- 1972 — Serves as head coach at the University of Tampa.
- 1973-76 — Serves as head coach at Iowa State University.
- Jan. 13, 1979 — Named head coach at Ohio State.
- Sept. 9, 1979 — Guides Buckeyes to first victory as head coach, 31-8 over Syracuse in Ohio Stadium.
- Dec. 1, 1979 — Named Big Ten coach of the year after 11-0 season.
- Jan. 1, 1981 — After leading 18-10 at halftime, Ohio State loses Fiesta Bowl to Penn State 24-13, giving Buckeyes and Bruce first of six consecutive 5-3 seasons.
- Jan. 8, 1981 — OSU Athletic Director Hugh Hindman defends Bruce’s association with the Nike-shoe company.
- Dec. 3, 1984 — Bruce finishes sixth in Big Ten coach of the year voting despite Ohio State’s first outright championship since 1979.
- Dec. 5, 1984 — Columbus, Mo., newspapers include Bruce on list of candidates to become head coach at the University of Missouri. A strong close to Bruce calls the possibility “abandoned.”
- Jan. 1, 1985 — Loses to Southern Cal for the second time in the Rose Bowl.
- Sept. 14, 1985 — Opens season with a 10-7 victory over Pitt in the first night game played in Ohio Stadium.
- June 6, 1986 — “It’s great for our program,” Bruce says in reaction to his unprecedented 3-year contract with Ohio State.
- Jan. 1, 1987 — During the Buckeyes’ victory over Texas A&M in the Cotton Bowl, a Harper-Woyskolskis, the sideline wearing a suit, tie and fedora.
- Jan. 7, 1987 — Bruce announces he is turning down a 4-year contract offer at the University of Arizona to stay at Ohio State. “I have a commitment for 2 more years on my contract and I felt, in final analysis, that was a commitment I could not break. I’m a contract person.”
- Nov. 12, 1987 — Athletic Director Rick Bay, asked about Bruce’s status after the 26-24 loss to Wisconsin, says, “I’m solidly behind him. I’m like he is — I’m more concerned about the rest of the season.”
- Nov. 13, 1987 — OSU President Edward Jennings, asked about the status of Bruce’s contract, says, “Let’s get behind our team right now, beat Iowa and Michigan next week.”
- Nov. 16, 1987 — Bruce is fired.
Mike Gottfried, the head coach at Pittsburgh; and Michigan assistant Gary Moeller, former head coach at Illinois and a former OSU player.

Bay, 44, who became athletic director in 1984, said Jennings called him at 11:30 a.m. and told him of his decision to fire Bruce. At noon, Bruce said, "I'm staying at Ohio State. I like my job. I'm going to prepare this team next year, through the winter and summer, so we can have a Big Ten championship next year."

Bay and Jennings met at 1:30 p.m., and Bay said he was resigning "based on philosophical differences with the administration. You all know I've disagreed with the administration and done it publicly. When you get to a situation like this, you either have to get on board or get out of the way."

BAY TRIED unsuccessfully to get Bruce 2 more years on his contract in January when Bruce was negotiating with the University of Arizona to become that school's head coach. Jennings and the trustees spurned Bay.

"That was a commentary on where the coach was in the minds of some people," Bay said. "I feel responsible now for Earle staying. He let me off the hook when he said he felt strongly about the team and wanted to stay here."

After his meeting with Jennings, Bay met with Bruce and his assistant coaches at 2:30 p.m., his administrative staff at 3:10 and then the press at 4:30.

JONES, 51, has been a member of the athletic department for 20 years and has worked for four of the five OSU athletic directors.

In 1967, Hayes hired him as the football team's athletic counselor. Jones, a 1968 Kent State University graduate, was appointed assistant athletic director in 1970. In 1977, he became senior associate athletic director.

He was one of the final candidates when Bay was hired.

This fall, Jones was interviewed twice for the Northwestern University athletic directorship but withdrew his name from consideration. He also has been considered for similar positions at North Carolina, Wisconsin and Cincinnati.
Jennings: Bruce’s

By JAMES D. TOUVELL and EILEEN MALONE

The firing of football coach Earle Bruce is a 'personnel issue,' with the coach's win-loss record having little impact on that decision, President Edward H. Jennings said Tuesday.

"I decided to make a change in the coaching; that was my decision," Jennings said at a news conference held in his office. "I thought it was best for a change. That’s all that needs to be said."

Jennings refused to elaborate on the reasons behind the firing of Bruce, calling the issue a personnel judgment.

"We never talk about personnel issues," Jennings said. "This was my decision reached Monday morning. This is my judgment that this was best for the Ohio State University."

Jennings notified the Board of Trustees of his decision Monday afternoon and then told Athletic Director Richard M. Bay, who subsequently resigned because of philosophical differences dealing with Bruce’s dismissal. Jennings announced that senior associate athletic director, James Jones, will be Bay’s successor.

"What we need to look to is the next coach, who should represent the institution well," Jennings said.

"Whenever you make personnel appointments, fundamentally, that's what you're looking for. It is something that's ambiguous, but typically we know it when we see it," Jennings said.

Jennings said the search for a new coach will start immediately and expects to hire a new coach by the first of the year.

"I'm confident that we can attract the finest coach in the country and that we will," Jennings said.

Jennings said he thought Bruce knew reasons behind the firing.

Bruce was not as sure.

"I did? I don't think so," Bruce said when asked about Jennings' statement during his Tuesday media teleconference.

"President Jennings has never said anything to me, or Rick Bay, and Rick Bay is my boss.

"Go get all of my evaluations of my job that have been turned in by the people who evaluate you," he said. "It's kind of interesting. That might be more interesting than anything else."

Bruce has a 80-26-1 record while at Ohio State, the best in the Big Ten during that period, and has taken each of his teams to bowl games during his nine-year tenure.

"I'm an Ohio State Buckeye. I went to school here. I coached here under Coach (Woody) Hayes for six years, worked hard. I think I have a fine record," Bruce said.

"I think I've done a great job as far as running a clean program, a high-integrity program like I was left with Coach Hayes. I have also done a great job with our athletes as far as graduation.

"I'm very proud of the job that's been done."

See JENNINGS, page 2
done at Ohio State in my nine years," he said. "Other coaches have had one bad year and seem to make it through the season."

Bruce said the administration has the right to fire any coach, but he is disturbed by the way the university has handled the situation.

"It's not the way that I know Ohio State has done things."

That's the one thing that I question," Bruce said.

Board of Trustees vice chairman Leonard J. Immke agreed.

"It's not the Ohio State way or the human way to handle the situation," Immke said.

"I thought there was a lot of support from faculty and other board members for the decision to fire Bruce at the end of the season, but not before it. It was not Jennings' decision to notify Bruce Monday, he said.

Jennings' intent was to tell Rick Bay to notify Bruce of his decision after the Michigan game Nov. 21, the final game of the season.

But Bay said he felt he had to notify Bruce immediately and also resign because he disagreed with Jennings' decision.

"People say this great friend of Earl Bruce's stood by him, but I think it was in order to line up Bay for the Michigan job," Immke said. "It was a malicious thing for Rick Bay to do."

University of Michigan's athletic director Don Canham is retiring Dec. 31. Bay, a Michigan alumnus, has been mentioned as a possible replacement.

Jennings denied reports that he was under pressure from big money donors and the Board of Trustees to fire Bruce.

"I haven't talked to the big contributors. They haven't contacted me this week or the week before," Jennings said.

"My responsibility is to operate the institution. If they (donors) choose to support the institution, they can choose to influence the institutional decisions on the basis of their donations."

Board member Hamilton J. Teaford said he believes no Ohio State money donors approached Jennings about firing Bruce.

"That never happened," Teaford said. "Even if it did, it wouldn't make a difference, because it's not a decision I would make on my own."

Art Brodeur, director of the Ohio State University Campaign, said the firing of Bruce has had a minimal affect on total donations. He estimated a loss of $2,500.

Brodeur said major donors have not recalled their money because they are not concerned with day-to-day occurrences at Ohio State. Some people have decided to stop making payroll deductions and others have asked to have their names removed from the campaign mailing list, he said.

Board members denied accusations that the board pressured Jennings into making the decision to fire Bruce, but said they supported Jennings' decision.

"There was no Board of Trustees meeting, the vote was not taken, either official or unofficial, to fire Bruce," said board chairman Edmund C. Redman.

"Over the last couple of years, we (the board and Jennings) have gone to the games together, and all sorts of topics have come up. Bruce was just one of those topics," Redman said.

Immke said, "The board does not act in the capacity to tell the president who to hire and fire."

Board members said they fully support Jennings and his presidential decisions.

"They say the top job is a lonely job," said board member John W. Berry. "Jennings is the one who makes the final decision and the board has to back him up. I have confidence in his decisions."

Iowa football coach Hayden Fry, who was involved in a similar situation at Southern Methodist University in 1972 when he was fired after a 7-4 season, said he has high regards for Jennings, who recruited him while he was vice-president at Iowa.

"He's a businessman, he's a management man and he's very tough," Fry said. "I see understanding that he has had a quite a few people change positions at Ohio State, terminated their contracts, members of the faculty, deans or whatever.

"I have no idea what motivated the people that fired Earl," Fry said. "You don't have one man that makes the decisions at any university today. It's a combination of the power structure."

"It might be the regents or trustees are a part of it. It might be the downtown structure. It might be the great big donors who give millions of dollars to the university, but it's not one man," he said.

Jennings said he does not believe his decision will be perceived as an attitude of 'win at any costs.'

"In many ways, it could be interpreted in reverse," he said.

"We have had a winning program for a number of years, under Coach Bruce and that is not a win-lose type of situation. This was a judgmental call that it was best to make a change at this time."
Signs o' the times

Signs throughout the campus and city express different reactions over the firing of Earle Bruce.
Jennings says Bay to blame for timing

Jones starts looking for Bruce’s replacement

By George Strode

President Edward H. Jennings and Ohio State University Trustees charged Athletic Director Rick Bay yesterday for the in-season announcement of Earle Bruce’s firing.

Jennings refused to give specific reasons for firing Bruce as OSU football coach, but he said he made the decision after feeling “unreal pressure.” He said big-money university benefactors did not dictate the firing.

“Donors to this institution fully understand that my responsibility is to operate the institution,” Jennings said during a news conference in his office. “They choose to support the university under those circumstances. They cannot choose to influence me on my decisions.”

Jennings said Bay asked for the Monday news conference to announce Bruce’s firing, Bay’s resignation and the promotion of James Jones, senior associate athletic director, to succeed Bay.

“IT WAS HIS judgment,” Jennings said of Bay. “I would have preferred to publicly develop this decision after the football game. The athletic director said so.”

Trustee Leonard J. Immke Jr. of Columbus was disturbed at the timing of the announcement. “This was the crudest, cruelest way to handle it, and Rick Bay is at fault,” Immke said.

During his news conference, Jennings said several times that the trustees did not take a straw vote on the Bruce issue. However, two sources told The Dispatch before the Iowa game on Saturday that the sentiment was 5-4 against Bruce.

Deborah E. Casto of Upper Arlington, another trustee, also confirmed that the board asked informally at a dinner meeting Nov. 5 that this should be Bruce’s last season.

“It was the consensus of the board that it should be done, and it was done,” Casto said.

Jennings also pointed Jones yesterday to find a new coach. Jones, 45, said he will handle the search himself. He is a 20-year employee of the athletic department.

“I’M NOT CALL the head coach, get out of the kitchen,” said Jones. “At this point, I’m it. The sooner the better. More thorough, however, is more important than the sooner,” he said of the search.

Jones said Ohio State would advertise internally and nationally. He did not set any immediate deadline for applications although Jennings said he preferred to have a coach by Jan. 1.

“Timing is not the critical issue,” Jennings said. “The critical issue is to get the outstanding individual. Time will not be the fundamental pressure.”

The firing 5 days before the Michigan game drew criticism locally, statewide and nationally. As a result, Jennings was asked whether the university had a public relations problem. “Certainly, these things are never comfortable and never good,” Jennings said. “Certainly, there is a problem associated with this.”

JENNINGS MAINTAINED that it was a personnel decision and that state law prohibited him from discussing particulars.

“I am unfortunately not able to talk about it. I am not at liberty to break the state rule. The public should make laws that personnel decisions be made public,” he said.

Jennings said he did not believe his job was in jeopardy if he had not fired Bruce. Jennings maintained that Bruce knew why he was fired, a contention disputed by the coach.

“I did!” Bruce said when the subject was brought up on the Big Ten football coaches teleconference yesterday. “I don’t think so,” President Jennings never said anything about it to me. He’s my boss. He got all of my evaluations. That’s interesting, more interesting than anything else.”
Trustees back
Jennings’ move
Five of nine on OSU board mention several reasons for Bruce’s firing

By Robert Ruth
and Janet A. Pearl
Dispatch Staff Reporters

Five Ohio State University trustees interviewed yesterday endorsed the firing of football coach Earle Bruce for several reasons, including pressure from fans, the team's supposed mediocre future and Art Schlichter’s gambling problems.

All five trustees on the nine-member board who were contacted endorsed OSU President Edward H. Jennings’ decision to fire Bruce. One trustee, Leonard J. Immke Jr., blamed Athletic Director Rick Bay for botching the announcement.

"IT WAS the president’s decision, and I support the president," said John W. Kessler, a Columbus developer who was appointed a trustee last year.

The board had an informal dinner meeting Nov. 5, before OSU’s losses to Wisconsin and Iowa, and though no formal vote was taken, most trustees agreed that this season should be Bruce’s last as coach. Immke and trustee Deborah E. Casto said.

But the final decision was left to Jennings, Casto emphasized. "We very much respect his opinion," she said.

Trustee Hamilton J. Teaford said no vote of any kind was taken Nov. 5 to determine the board’s support of Bruce. There was a discussion but it was decided to delay any further discussion until December, Teaford said.

"IT'S THE president's job to hire and fire, and whatever he wants to do he has my complete confidence," said Teaford, a Columbus attorney. "I think that basically he didn't feel that Bruce's image was the kind of image that was the best for the university."

Trustee John J. Barone, a Toledo attorney, said the board members had been under increasing pressure from friends to let Bruce go.

"Friend upon friend or call upon call, it was, 'When are you going to do something about this?' ’’ Barone said in a telephone interview from Boca Raton, Fla.

"Of course losing those ballgames, it's understandable."

But the recent losses aren't the only problem, he said.

"I don't think Earle Bruce has ever had the complete backing of the Columbus area groups," Barone said. "It's well known that even when he asked for the last contract, it was nip and tuck. It was very close."

THE CONTRACT was awarded only because of Jennings' push to support Bruce at the time, Barone said.

But Bruce didn't project the image, particularly on his weekly television show, Jennings was looking for, Barone said.

Immke said this season's 5-4-1 record is not the main reason for Bruce's dismissal. "It's been the overall performance," Immke said. "We have to look to the future."

The football programs at Michigan State, Iowa and Indiana appear to be improving, Immke said. "But Ohio State seems to be skidding downhill."

Immke, president and general manager of Len Immke Buick Inc., has been a trustee for seven years.

Casto, president of James D. Casto Enterprises, a Columbus real estate investment and shopping center development compa-
ny, believes the team's mediocre showing this year was the major reason.

"I THINK it was mainly this season," she said. "We're not the only ones. We received letters and calls from the community. ... We represent the people and the students. You can ask any man in the street what he thinks. As of Saturday, they weren't real happy and hadn't been happy for some time."

Casto was named to the board in 1985.

Bruce's off-the-field actions also have been questioned. Immke said several trustees believe Bruce must share some of the blame for former quarterback Art Schlichter's gambling problems.

Police sources in 1983 reported that Schlichter was seen "more than once" at local horse race tracks accompanied by Bruce. Bruce, who owned race horses at the time, repeatedly denied taking Schlichter to the tracks. But he acknowledged in 1983, "I might have run into him and talked to him there."

Bruce also confirmed in 1983 that a Columbus undercover police officer told him during Schlichter's junior year that the quarterback had gambling problems. But Bruce said he brushed off the reports. "I asked him to get back with me when he had some facts, but he never did," Bruce said in 1983.

Schlichter's troubles did not come to light until April 1983, after he had left OSU and joined the then-Baltimore Colts of the National Football League. But reports that surfaced later made it clear that Schlichter's gambling problems began while he was attending OSU.

While he agrees with the decision to fire Bruce, Immke is bitter over the abrupt way in which it was announced:

"This was the cruelest, cruelest way to handle it and Rick Bay is at fault," Immke said.

According to Immke, Jennings told Bay Monday morning that Bruce was to be fired at the end of this year's football season.

But Immke and Casto said the announcement was not to be made until after the OSU-Michigan game Saturday.

"It was going to be made the right way. This would have been far more humane. But (Bay) panicked," Immke said.

Minutes after the meeting with Jennings, Bay told Bruce of the coach's impending dismissal and then called a news conference to publicly announce the dismissal, Immke said.

Casto said, "It was Rick Bay's decision to let it out immediately because too many people knew. You really can't hide anything around the university."

Immke said, "Everyone is hero worshipping (Bay), and it's really his fault. ... It was extremely brutal and it didn't have to be that way."

Edmund C. Redman, head of a local public accounting firm and a trustee since 1979, is chairman of the trustees.

Other trustees were not available for comment.

They are John W. Berry of Dayton, a trustee since 1981; Shirley Dunlap Bowers of Williamsport, Ohio, a trustee since 1982; and Milton A. Wolf of Shaker Heights, Ohio, a trustee since May.
College Football

Ohio State Gives No Reason for Bruce’s Ouster

By MICHAEL GOODWIN

The president of Ohio State University declined yesterday to be specific about his reasons for dismissing Earle Bruce as the school’s football coach, saying only that decision was a “personnel issue” that had nothing to do with the team’s record.

Adding mystery to the decision, the president, Dr. Edward Jennings, said in response to a question that Bruce had not committed any serious breaches of school policy or regulations.

“He is an individual who has absolutely followed the rules here,” Jennings said in a telephone interview. “There’s no question about that.”

His comments came a day after Bruce was dismissed and Richard Bay, the athletic director, resigned in disagreement. Bay had sought to persuade Jennings that Bruce, who has been the Ohio State coach since 1979, should be allowed to remain at least through next season, the last of a three-year contract. Bruce has an 80-36-1 record at Ohio State, but calls for his dismissal had grown this year as the team’s record went to 5-4-1 after losing its last three games. Bruce will coach his final game this Saturday against Michigan.

President Under Pressure

Bay had said on Monday that Jennings told him the president “was under pressure” to make a coaching change. Jennings said yesterday that the only pressure he received was “the normal kind that comes to the university president when it involves athletics.” He said it was only “general” and did not come from any “particular person or source.”

Asked whether the university’s board of trustees was behind the action, Jennings said he had only “general” discussions with the nine board members and that none had pressured him.

“I informed the board that it was going to happen,” Jennings said. “They were supportive.”

Edmund Redman, chairman of the university’s board of trustees, did not respond to a telephone message left at his office.

Jennings, who has been president of Ohio State since 1981, said he had been involved in athletic dismissals twice before: once involving the football coach at the University of Iowa, where he was a vice president, and once at the University of Wyoming, where he was president.

Bay, in a separate telephone interview yesterday, said Jennings “was nebulous” about the source of the pressure.

Not Specfic

“He never was really very specific,” Bay said. “He just said he was getting a lot of pressure and thought the time had come when we had to make a change.”

Bay, who became athletic director in 1984, said he resigned because “in a crisis like this you either have to be on board or get out of the way.” He said that he had told Jennings two weeks ago when the possibility of making a coaching change had been discussed that “I cannot be part of that.”

“Ultimately, the won-lost record this year was the excuse Earle’s detractors were looking for,” Bay said. “About all anyone can say that’s derogatory about Earle is that he is not immensely popular. The president made that statement to me a couple of times. He is not particularly charismatic, but he has all the right values for college athletics. He has great integrity. We graduate our players and to boot we win about 75 percent of the time. I don’t think you can find a better package than that.”

Bay, who delivered the message to Bruce that “you’ve been fired by the president,” called the action a “public relations nightmare for Ohio State.”

Support for Bruce

Bruce said on Monday that he did not understand why he had been dismissed and that he was “doggone proud” of his record and achievements at Ohio State. He did not respond to a message left with his office yesterday.

There was widespread criticism of the dismissal from others in college sports. Don Canham and Bo Schembechler, the athletic director and football coach at Michigan, both expressed support for Bruce and Bay, a former Michigan athlete and coach. Joe Paterno, the Penn State coach, said that although he did not know all the facts, the dismissal “is a sad commentary on what’s happening in college football and college athletics.”

The National Association of Collegiate Directors of Athletics issued a statement calling the Ohio State situation “dismaying and praising Bruce and Bay. And Charlie McClendon, executive director of the American Football Coaches Association, called the matter “embarrassing to the coaching profession.”

“It seems like the coaches are out on a limb by themselves,” McClendon said. “When some administration people can’t take the heat, they just saw the limb off.”
Jennings offers to tell Bruce why he was fired

Ohio State University President Edward H. Jennings yesterday invited Earle Bruce to discuss privately the reasons for the football coach's abrupt ouster. But Jennings repeated that he will not divulge publicly the specific reasons.

Jennings made his comments twice — once before 200 law students during a question-and-answer session in OSU's Law School student lounge and later during an interview with The Dispatch.

IN ANSWER to a student's question, Jennings said, "If Earle would like to speak with me, he's welcome to do so. He hasn't done so."

In addition, former OSU Athletic Director Rick Bay was told Monday to inform Bruce about Jennings' willingness to discuss the matter, he said during the later interview.

Bruce was unavailable for comment yesterday. But in the past Bruce has said neither Jennings nor any other university official has ever given him reasons for the dismissal.

Bruce's attorney, John S. Zenak, reportedly is sending Jennings a letter formally asking for the reasons for the dismissal.

Bruce was told Monday that he would be dismissed after today's OSU-Michigan game. Bay, a longtime Bruce supporter, quit Monday in protest of the coach's dismissal.

Jennings repeatedly has said that the football team's record is not the reason for Bruce's firing.

In fact, Jennings during the interview complimented the coach's overall record.

"Earle Bruce was terminated in spite of his winning record," Jennings said.

ASKED TO expand on this comment, Jennings said, "We all have to recognize that any public figure, and a head coach is a major public figure, has responsibilities well beyond the day-to-day operations of their particular profession."

Jennings implied that Bruce was fired because he did not adequately perform these other responsibilities. But Jennings refused to elaborate.

A student asked why Jennings and the OSU Board of Trustees didn't urge Bruce to accept a University of Arizona offer in January.

"That was not in the evaluation at that stage," Jennings said. "Individuals, whoever they are, are entitled to look at other jobs and make their decisions."

A student asked for Jennings' reaction to published reports that "Mr. Berry and Mr. Wolfe were the main people behind pressuring you" for Bruce's firing.

(John W. Berry is a university trustee, and J.W. Wolfe is chairman of the board of The Ohio Company.)

JENNINGS REPLIED, "There was certainly what I would call the standard pressure on any sporting activity that we do at the university. I do not think it was excessive."

"Mr. (J.W.) Wolfe and I have not talked about this issue ever," Jennings also said, "if one believes The Dispatch is in the university's pocket, one should look at some of the editorials that have been run about Ohio State University over the last several years. The Dispatch has been typically critical of us in their opinion. While they were not critical this time, that's not the usual posture of The Dispatch. Mr. Wolfe and I have not talked about this..."

"However, Mr. Berry is a trustee," said Jennings. He offered no specifics about Berry.

A student recalled Bay's statement that college athletics are out of control at some schools.

"I'm not going to be critical of Bay on that," Jennings said. "I don't think it's out of control at this institution."

Jennings said he will attend Bruce's final game at Michigan today and will watch from the press box.

This story was written by Sports Editor George Strode and reporters Robert Ruth and Robin Yocum.

Edward H. Jennings
Statement by Edward H. Jennings
President, The Ohio State University
November 22, 1987

The past several days have been difficult for The Ohio State University and for me as president. My concern is not for myself however; it is for this great academic institution.

As president of the University, I made the difficult decision to relieve Earle Bruce of his responsibilities as head football coach. My decision was made in accordance with the governance structure of the University and, in my judgment, was the right thing to do.

After the decision was announced by Mr. Bay, I steadfastly refused to state the reasons for this action. I have not attacked anyone personally nor have I slandered any individual.

The recent lawsuit brought by Mr. Bruce implies that intercollegiate athletics should transcend the University itself and its governance structure. This is not the case at Ohio State nor will it ever be.

The Ohio State University is a premier institution that must go beyond any controversy. Academic excellence in teaching, research, and related public service will continue at Ohio State, thus demonstrating that this is one of the world's preeminent institutions.

I will not make any further comments on this matter. I will not respond to personal attacks. The lawsuit has been referred to legal counsel. My focus is on Ohio State.
Bruce files $7.4 million lawsuit against OSU

Coach claims firing part of premeditated scheme

Bruce said Sunday night he feels bad about suing Ohio State, but was provoked by Jennings and the administration.

"They're saying some bad things about me," Bruce said. "They're attacking my character."

Additionally, the suit says, "Jennings as part of a scheme, with premeditation and malice, and in bad faith, made false and untrue statements about Earle D. Bruce."

Also, the president "made slanderous and libelous untrue statements to others regarding the good reputation of the plaintiff...and further permitted the dissemination of such statements, knowing they were untrue when he 'made them,'" the suit continues.

Some of these untrue statements and implications were printed in the Lantern, the Columbus Dispatch and several other newspapers as well as local television, the suit says.

Bruce said he would love to coach the Buckeyes next year, but did not think dropping the suit to go his job back was an option.

"I don't know whether I can get my job back," he said. "I wanted to coach the team next year. We had a tough year. I think we got a lot of good football players coming back."

Bruce would not comment on the possibility of an out-of-court settlement, saying only he would leave that decision to Zonak.

In addition to the breach of contract, Zonak said Bruce would simply like to determine why he was relieved of his role. See LAWSUIT, page 2
duties as head coach.

Zonak said he received a notice from the university Friday which essentially said Ohio State does not have to reveal the reasons for the firing.

Jennings has refused to disclose why Bruce was terminated, citing personnel reasons, but has offered to meet with Bruce privately to inform the coach of the reasons.

"I think the time to have done that was before," Zonak said. "What he should have done was call him into his office in the beginning."

Zonak suggested perhaps Jennings was indeed caving in to the pressures of big money contributors of the university.

"I think he (Jennings) exceeded to the wishes of certain people in an effort to vindicate himself and his record," he said. "Those people would be primarily board-related individuals."

Zonak indicated, however, the real problem is a bit more complex.

"The problem is that the president is supposed to protect and support the people that are working for him that are doing a good job, instead of cutting him loose because somebody's putting pressure on him," he said.

"And then he gives us some kind of innocuous answer that Earle isn't a high ideal thing he should be for the university," Zonak added. "Well, that upsets a lot of people."

Zonak said $7.4 was not an unreasonable amount to ask for in the suit:

"It's difficult to measure actual damages to one’s reputation, but in some instances where it's malicious and you never live it down and it smears you, and it impunes your integrity, damages are usually evaluated at a much higher level," Zonak said.

Zonak said Jennings appears to have a problem with his employees.

"If he doesn't like something he just banishes people and that's it," he said. "You just can't go through life doing that."

Along with the lawsuit are requests for three women to appear for depositions — Mary E. Jennings, who is separated from her husband, Board of Trustees member Deborah E. Casto and Barbara Real, regional coordinator for the endowment program at Ohio State.

Zonak said the reason he has subpoenaed Jennings' wife "was to bring some books and records regarding some financial transactions and also regarding the relationship with the president."

The reasons for bringing Casto in for a deposition is to acquire the minutes for the Board of Trustees meetings, Zonak said.

"She made a statement that there had been a consensus or a vote taken or something regarding Bruce's firing," he said.

He said Real has been subpoenaed so she can determine if the university's endowment program has been affected as a result of Jennings' action.

Efforts to contact Mary Jennings, Casto and Real at home and on the phone were unsuccessful.

Jennings read a statement Sunday afternoon but refused to answer any questions.

"My decision was made in accordance with the governance structure of the university and, in my judgment, was the right thing to do," Jennings said.
Chairman says trustees

By Ruth Hanley
Dispatch OSU Reporter

Allegations about the personal life of Ohio State University President Edward H. Jennings were denounced yesterday as "shocking" by OSU trustees Chairman Edmund C. Redman, who said the trustees stand solidly behind Jennings.

Redman was reacting to statements by fired OSU Football Coach Earle Bruce and Bruce's attorney, John S. Zonak. Redman, at a news conference, called Jennings "one of the outstanding university presidents in America."

He also defended the firing of Bruce by Jennings.

Bruce, fired last Monday, filed a $7.4 million lawsuit against Jennings and OSU on Friday. Saturday afternoon, Bruce coached his last game, a 23-20 Buckeye victory over Michigan.

Saturday night, Bruce said at a news conference that family reasons and personal integrity spurred him to file the lawsuit. The lawsuit alleges that Bruce's disapproval of Jennings' conduct is the reason behind the firing.

Bruce implied at the news conference that Jennings' personal life failed to reflect the high standards demanded of a university president.

"I think that will have to come out in the lawsuit," Bruce said.

"But I think when a man judges me he ought to stand high as far as his honesty and his moral character."

At the same Saturday news conference, Zonak speculated that Jennings was in trouble with the board because of his personal life.

"I can only speculate that it probably involves the board of trustees having indicated their disapproval of his carousing and excessive drinking," Zonak said.

"That's my speculation. I don't know that as a fact."

Jennings and Redman yesterday both read statements at a news conference that lasted about 5 minutes. Neither would answer questions, and both left immediately afterward.

Redman said, "The personal attacks made against President Jennings and the Ohio State University by Earle Bruce and his attorney in the last 24 hours are shocking, given the leadership Presiden Jennings has provided Ohio State during the past 6 years."

Redman also said, "The decision to remove Earle Bruce as head football coach was made in accordance with proper governance structure and is fully supported by the board."

Bruce's lawsuit "suggests that intercollegiate athletics are separate from the university and its governance structure," Redman said. "As the board of trustees, we are charged with ensuring that such is not the case and will never be. The president has that same responsibility."

Redman concluded his statement, "Edward Jennings is a proven leader by any measure. We fully support him. His vision for the future is vital for this university and its continued academic excellence."

Redman said he made his decisions in cooperation with President Jennings.

Please see JENNINGS next page

Edward H. Jennings
JENNINGS continued from 1 A

statement after consulting with other members of the nine-member board.

Jennings said, “I will not respond to personal attacks.”

He said, “The past several days have been difficult for the Ohio State University and for me as president. My concern is not for myself, however — it is for this great academic institution.

“As president of the university, I made the difficult decision to relieve Earle Bruce of his responsibilities as head football coach. My decision was made in accordance with the governance structure of the university, and, in my judgment, was the right thing to do.”

Jennings has refused to make public the reasons behind the firing, although he has said that Bruce’s 9-year record as head coach was not the reason.

“I have not attacked anyone personally nor have I slandered any individual,” Jennings said. “The recent lawsuit brought by Mr. Bruce implies that intercollegiate athletics should transcend the university itself and its governance structure. This is not the case at Ohio State, nor will it ever be.

“Ohio State University is a premier institution that must go beyond any controversy.”

Bruce’s suit, filed in Franklin County Common Pleas Court, accuses Jennings and the university of breach of contract, because Bruce is in the 2nd year of a 3-year contract.

The suit, which does not ask for Bruce to be reinstated as head coach, accuses Jennings of making false, slanderous and libelous statements about Bruce.

The suit charges that Jennings fired Bruce for reasons that Bruce “does not approve of President Edward H. Jennings’ conduct.”

The suit also says that Jennings “wrongfully yielded to two small pressure groups in an effort to protect his own personal interests.”

Attached to the suit are requests for depositions and testimony from three people, including Jennings’ wife, Mary Eleanor, who has been separated from Jennings since last spring and whose address is listed as an OSU-owned home in Carroll, Ohio.

The suit also seeks depositions and testimony from OSU Trustee Deborah E. Casto and from Barbara Real, director of regional campaigns for the CSU Development Fund.

The suit asks Mrs. Jennings and Real to produce financial records pertaining to Jennings and asks Casto to produce minutes from trustee meetings.

None of the three women could be reached last night for comment.

Earlier in the day, when asked by The Dispatch whether the trustees had ever chastised Jennings for incidents in his personal life, Redman said, “I haven’t any comment.”

Four other trustees contacted yesterday refused to elaborate on Redman’s statement at the news conference or Jennings’ personal life. They are Hamilton J. Teaford, John W. Kessler and Leonard J. Immke Jr., all of Columbus, and Shirley Bowser of Williamsport.

The board members who could not be reached for comment were John J. Barone of Maumee, John W. Berry of Dayton, and Milton A. Wolf of Beachwood.

Rick Bay, the OSU athletic director, resigned in protest after Jennings fired Bruce. Yesterday, OSU turned down an invitation for the football team to play in the Sun Bowl in El Paso, Texas.
OSU chief to ignore attacks
Denies he slandered Bruce, stands by firing

By MARY ANNE SHARKEY

COLUMBUS — Ohio State University President Edward H. Jennings, severely criticized for firing OSU football coach Earle Bruce, said yesterday he will not respond to the personal attacks of Bruce's lawyer.

At a news conference, Jennings read a prepared statement that said he had made a difficult decision to dismiss Bruce as football coach.

CONT ON PAGE 3
coach and denied he slandered the coach. Bruce filed a $7.44 million lawsuit Friday against Jennings and OSU for breach of contract.

John Zonak, Bruce's lawyer, told reporters Saturday night that Bruce was fired because the coach did not approve of Jennings' personal lifestyle. The eight-page lawsuit says Jennings made false and defamatory remarks about Bruce and "intentionally attempted to lower the morale of the Ohio State University football team by his malicious acts."

Zonak asked in the lawsuit to take the deposition of Barbara Real, who was recently divorced and is director of OSU's regional fund-raising campaign. Zonak said yesterday Real is known to be a companion to the university president.

Jennings, separated from his wife, was to go to London tomorrow with Real for a nine-day vacation, according to the Trans World Airline reservations line. Two reservation clerks confirmed last night that Real and Jennings were "traveling as a party of two" and were to fly on TWA.

Stephen Sterrett, director of the university news service, was asked to check on whether Real and Jennings planned to take the trip. He said Real was going to London tomorrow for a vacation "and Jennings is not going. I know nothing about any of the rest of it."

I. A. Basinger, Jennings' personal secretary, denied Jennings planned to go to London and said the president had a full schedule for the week "and it's been scheduled for a long time. It's just a normal week."

Basinger said her job includes making travel arrangements for Jennings and "I did not make a reservation for him to London. Definitely not."

The TWA clerks independently verified that Real and Jennings were scheduled to depart Columbus tomorrow on Flight 235 at 3:05 p.m. and had booked adjoining seats. The reservations were still being held for Real and Jennings last night.

Zonak said he did not ask for a deposition from Real to harass her. "Her personal life has nothing to do with this lawsuit. I want files and records she has in her possession."

The lawyer said he did not think Jennings' personal life was off limits because "the other guys are just running for president. He is the president."

Edmund C. Redman, chairman of the OSU Board of Trustees, also read a prepared statement at the news conference. "The personal attacks made against President Edward Jennings and the Ohio State University by Earle Bruce and his attorney in the last 24 hours are shocking, given the leadership President Jennings has provided Ohio State during the last six years."

Redman said he consulted with other members of the board "and on their behalf wish to assert our support. ... Edward Jennings is one of the outstanding university presidents in America. His accomplishments during the past six years are unquelled."

Refused to answer questions.

The PD reported last week that Jennings had been warned this year to be more discreet in his personal life. Sources said Jennings told OSU trustees he would not cause the university embarrassment.

Zonak said he was unhappy about Gov. Richard F. Celeste's reported comments in Des Moines, Iowa, that Bruce was fired because he frequented the race track and had mishandled the gambling problems of former quarterback Art Schlichter.

Zonak said his remarks about Jennings were in the same spirit as Celeste's comments about Bruce. "I am taking a cue from the governor," Zonak said. "I do not know what the reasons are for the president's behavior; I can only speculate that it's due to excessive drinking."

Zonak made similar remarks Thursday night about Jennings, which apparently touched off yesterday's news conference with Jennings and Redman. After the OSU-Michigan game, Zonak and Bruce talked about the lawsuit to various media outlets, but refused to talk to reporters from the Columbus Dispatch and WBNS-TV, owned by the Wolfe family of Columbus.

Bruce and Zonak blamed a contract dispute the coach had with WBNS-TV as the reason the Wolfe family allegedly lobbied Jennings to fire the coach. Jennings denied he was pressured by outside forces, including the Wolves.

"It was the Dispatch and the Wolves," Zonak said when asked why Bruce was fired. "The Wolves have as much right as I do to lobby the legislature, the president and anyone else. That's up to them. But the president didn't have to do it. The man is a weakling; he compromised his principles by not fulfilling the terms of the contract with Earle Bruce."

In his statement, Jennings said: "The past several days have been difficult for the Ohio State University and for me as president. My concern is not for myself; however, it is for this great academic institution. ... I have not attacked anyone personally nor have I slandered any individual."

THE PLAIN DEALER
Bruce's lawsuit poses question: Why?

By ELTON ALEXANDER
STAFF WRITER
If Earle Bruce has any skeletons in his closet, he is — in effect — telling Ohio State University officials to put the bones on display.

The $7.44 million lawsuit Bruce's lawyer, John Zonak, filed last Friday in Franklin County Common Pleas Court included a copy of a letter Zonak sent to athletic director James Jones and President Edward H. Jennings on Nov. 17.

It requests: "Pursuant to paragraph 4 of the Employment Agreement ... that you advise us immediately which of the four reasons is the basis for the discharge of Earle Bruce from his position as football coach.

Although President Jennings has made public statements, neither he, nor your department has advised Coach Bruce of the reason."

Bruce signed a three-year contract in 1986 for a base salary of $87,120. The six-page contract — entered as Exhibit A in the suit — lists four reasons for which Bruce could be fired:

1. "If ... the Head Coach commits a serious violation or intentionally violates any law, rule, regulation ... of the University, the United States, the state of Ohio, the Big Ten Conference or the NCAA, including any serious violation which may result in the University being placed on probation.

2. "... the Head Coach knows or reasonably should have known that any member of the Head Coach's staff commits a serious violation or intentionally violates any law rule regulation ..."

3. "... the Head Coach refuses to perform any of those duties which are reasonably related to
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his position as head Football Coach as defined by the Director of Athletics....

4. "... except for circumstances which are beyond the control of Head Coach such as disability or illness, the Head Coach is unavailable to the University to perform the duties as Head Football coach...."

Those are the specific reasons for which Bruce could be fired, but Jennings has, from the beginning, said Bruce's dismissal was a personnel decision made by him.

Jennings said Ohio law prohibited him from saying exactly why Bruce was fired after nine years.

THE PLAIN DEALER

OSU’s players stand tall, quietly
By ELTON ALEXANDER
STAFF WRITER

The Ohio State University football team probably gave its best performance of the season off the field after Saturday's victory over Michigan.

Despite a blitz of reporters, the players refused to take blasts at university President Edward H. Jennings or the Board of Trustees over the firing of coach Earle Bruce.

Joe Staysniak, a sophomore tackle from Eyebra, expressed the sentiments of most players. "What I've got to say (to Jennings and the board), I'd rather say face to face."

Then he decided he had something to say: "It makes no sense at all. I guess the guys are trying to find a coach this team has got to be some kind of superhero.

"If there is such a guy, I don't know of a school that already has him that's going to want to let go of him. I just don't know what the heck they're looking for. "He's a great coach. I thought that's what he was hired to do. But that's not my business, I guess. People who put their money into the university had their say."

Defensive tackle Ray Holliman, a senior from Holland, Mich., said, "Right now, I've hesitating this place with a bad taste in my mouth."

Several players met with Jennings last week to discuss Bruce's firing. According to Staysniak, anything short of a national championship probably would not have saved Bruce's job after this season.

"We (the players) were pretty choked up. We felt so bad because it was our fault. That's the way we thought," he said, referring to OSU's three straight losses before the firing.

"The captains went in and talked to President Jennings and (he) said Coach Bruce would have been let go if he was 10-0-1 this season, anyway."

"So, I don't know. It's kind of tough. Real tough," Staysniak said.

"It's tough trying to keep quiet, because we're pretty furious about the whole thing. We wanted our view stated, too. This is the first chance we're getting to do that."

Until Bruce is employed again, OSU must pay "the Head Coach's monthly budgeted salary, ... (provide) the employee benefits paid by the University on behalf of all University administrative and professional staff...."

"The University's obligation described herein shall be paid on a monthly basis, and continue only throughout the balance of the contract term during which the Head Coach has not obtained a new employment position."

If Bruce is employed before the end of his final year of the contract, OSU will pay the difference between his $87,120 salary and his new salary.

Zonak said yesterday that Bruce had not yet been contacted about any coaching positions. "I don't know of any," Zonak said. "If he has, we haven't talked about it. But after this thing quiets down over the next few days, we'll look at things realistically and see what develops."

The New York Times

Dave Anderson
Sports of The Times

A Sense Of Class, Anyone?

FOR anyone interested in the Mets and college football, all gall was divided into three parts:

Dwight Gooden threatened to go to the major league arbitration agency when he's eligible in, but now he don't offer him at least $14 million for how he has done for at least $5 million in 1987. As for a raise, that now don't worry him. His 1987 left-handed pitcher's earned runs average was 2.33.

Meanwhile, in Columbus, Ohio, where Woody Hayes was sacked for having punched a Clemson player at the 1976 Gator Bowl, Earle Bruce was sacked after a sneak punch from Dr. Edward Jennings despite eight consecutive bowl-game seasons. Jennings, the university president since 1981, justified his decision by calling it a "personnel issue, but Rick Bay, who resigned as athletic director in protest, quoted Jennings as having acknowledged "a lot of pressure," presumably from influential Ohio State followers.

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Bruce leaves with an 81-25-1 record, plus a 5-3 record in bowl games, including a 28-12 victory over Texas A&M in the Cotton Bowl last New Year’s Day.

In his official statement, Jennings described Bruce as a “loyal Buckeye through-out his career.” But when Ohio State lost three consecutive games to Michigan State, Wisconsin and Iowa by a total of only 10 points, other loyal Buckeyes howled loud and long. And these loyal Buckeyes obviously had more influence with Jennings than Bay did.

“About all anyone can say that’s derogatory about Earle is that he’s not immensely popular,” Bay said. “But he has all the right values for college athletics.”

The right values, but not the right image and the right clothes. Some loyal Buckeyes thought Earle Bruce was too fat and too frumpy with what one longtime Ohio State observer described as the “personality of a prune.” Surely a respected biology professor with a comparable record would not have been dismissed at Ohio State for being overweight, for wearing a sweat suit in the laboratory and for having three pre-med students transfer to Michigan State, Wisconsin and Iowa. But biology professors are not on television. Biology professors don’t lose three consecutive games.

In other years while coaching other football teams, Lou Holtz yearned to return someday to Ohio State, where he once was one of Woody Hayes’s assistants. Presumably, he’s content at Notre Dame now. But when Bruce was dismissed, Holtz remembered words of wisdom from Pappy Lewis, once the West Virginia coach.

“Pappy used to say that there were two types of football coaches,” Holtz said. “Those who have been fired. And those who are going to get fired. I used to laugh about that. But there’s a lot of truth in it. It’s not done fairly in many instances.”

Columbia’s indiscretion wasn’t done fairly either. Certainly not fairly to the 11 applicants who were not admitted despite having better academic qualifications. Al Paul, the Columbia athletic director, defends the 11 football players as having been “highly qualified academically” and progressing now toward a degree in Columbia’s demanding curriculum. And to some degree, Columbia isn’t to blame as much as Ivy League deans are.

When a committee of Ivy League deans permitted Columbia to accept a few football players who did not meet the standard academic requirements, as a similar deans committee had done for Penn several years ago, Columbia invoked the ruling. In its desire to end the football team’s losing streak that is now at 41 game after yesterday’s 19-16 loss to Brown in the season finale, Columbia didn’t break any Ivy League rules. It only followed them.

But when Paul was asked why Columbia doesn’t consider dropping out of Ivy League football to compete in a lower division, the athletic director replied, “It’s not the thing to do.” Accepting the 11 football players also wasn’t the thing to do.
Past caught up with Bruce

Image problems annoyed university power brokers

KNIGHT NEWS SERVICE

COLUMBUS, Ohio — It was the third quarter of the Nov. 14 game against Iowa. The Ohio State Buckeyes' third straight loss was more than 20 minutes away.

The door opened to the “poor man's sky box,” from which six of the nine Ohio State University trustees and others sat watching the game.

Ohio State President Edward H. Jennings, hot dog in hand, walked in and sat down next to one of the trustees.

Jennings’ message was clear: He wanted to fire head football coach Earle Bruce. So was the trustee’s answer: Yes.

Jennings had the same conversation with at least three other trustees that day, including Leonard J. Immke.

“I gave him the impression I would be supportive,” said Immke, a car dealer appointed by former Gov. James A. Rhodes. “I think everyone did.”

By midafternoon last Monday, Bruce was out.

The exact reason is still known only to Jennings and Athletic Director Rick Bay, who resigned in protest. Bruce has written to Jennings for an explanation, something Jennings has refused to give publicly except to say it was not the team’s won-lost record.

Still, interviews with university trustees, administrators, faculty members, state officeholders and Columbus insiders lead to one inescapable conclusion: Bruce’s troubles past caught up with his troubled present.

The talk of the town focused on the Buckeyes’ worst season in 16 years, but it also put Bruce in the wrong place (the horse track) with Art Schlichter and on the wrong side of the Columbus establishment, including the powerful Wolfe family. Bruce was also trailing a string of image problems, including shoe contracts, a player endorsement and, most recently, the Cris Carter eligibility case.

There was also talk of trustees in secret meetings, contributors in a huff and Jennings, separated from his wife, Mary Eleanor, under duress because of his private life.

No one factor can withstand full scrutiny. When taken together, they make the firing, in a way, inevitable.

Jennings seized the opportunity

“Rather than the record being the reason, it was the opportunity,” said trustee Hamilton “Joel” Teaford, a Columbus lawyer and former campaign treasurer to Gov. Richard F. Celeste.

“I know if it would have been 12-0, it would have been pretty hard to get rid of him.”

Bruce got the job as Ohio State’s head football coach courtesy of a punch — the one Woody Hayes threw at Clemson linebacker Charlie Bauman in the Buckeyes’ Dec. 29, 1978 loss in the Gator Bowl.

The punch cost Hayes the coaching job he’d held for 28 years at Ohio State. Just two weeks later, on Jan. 12, 1979, the university named Bruce as Hayes’ successor. It was hardly a break with the past.

Hayes had recruited Bruce out of Maryland to play for Ohio State and Bruce later served as an assistant under his old coach.

By the time Bruce came back to Ohio State, he’d run up an impressive winning record of his own as a head coach at Massillon’s (Ohio) Washington High School, the University of Tampa and Iowa State University, where he twice was named Big Eight Coach of the Year.

Bruce’s first year at Ohio State was almost perfect. Without smashing watches, throwing yard markers or showing cameramen, Bruce guided the Buckeyes to a 11-0 regular season record.

Ohio State lost the Rose Bowl, and probably the national championship, 17-16 to the University of Southern California. Still, Bruce was named Big Ten and NCAA Coach of the Year.

That was the best Bruce ever did at Ohio State.

The next year the Buckeyes finished 9-3 overall, the first of seven consecutive 3-loss seasons.
Shoe contract was first misstep

The year brought Bruce a hint of the unfavorable publicity that helped lead to his dismissal. The incident involved a $5,000 fee Bruce received from shoe manufacturer Nike Inc. to serve as a consultant.

As part of the agreement, Nike provided Ohio State with free playing and coaching shoes valued at up to $30,000.

No players or coaches had to wear Nike shoes, but the company benefited by those who did before capacity crowds at Ohio Stadium and national television audiences.

Bruce directed Nike to donate his fee to a scholarship fund for varsity football managers, and then-athletic director Hugh Hindman said he knew and approved of the deal in advance — with the stipulation Bruce personally would receive no money.

Coaches at other schools had similar agreements with shoe manufacturers, but to many Ohio State fans, this didn't make what Bruce did right. Their football program was supposed to be special — not used to sell shoes.

If the fans had the notion that Ohio State's football program was something special, so did Jennings, who was inaugurated OSU president in September 1981.

His idea was that football players could be 'both winners on the field and scholars in the classroom. It wasn't long before he was talking about making eligibility requirements among the toughest in the Big Ten, a notion that offended both Bruce and then-OSU basketball coach Elton Miller.

Jennings, however, came to Ohio State with a history of having his way with football programs.

As president of the University of Wyoming, he dismissed Bill Lewis as head coach in 1979 after three consecutive losing seasons, said Doug Skipper, a spokesman for the Wyoming athletic department.

At the University of Iowa, Jennings had a big hand in picking Hayden Fry to succeed Bob Connings, who lost the head coaching job in 1978 after a five-year record of 18-37. Jennings, vice president for financial affairs, had been dispatched to help interview finalists, letting the candidates know "the president of the university was very serious about this position," said Iowa sports information director George Wine.

At Ohio State, Jennings put his imprint on the athletic department by hiring Bay as athletic director in 1984, when Hugh Hindman, a holdover from the era when Hayes dominated the sports program, took early retirement, a retirement encouraged by Jennings.

In 1986, Bay, with Jennings' blessing, let Miller go as basketball coach and hired Gary Williams.

In Jennings' first five years, two of the athletic department's three top jobs — athletic director, football coach and basketball coach — had been filled by newcomers with no link to Ohio State's athletic past.

Only Bruce, the head football coach, remained.

Never again, the woman told telephone-weary trustee Immke three days after Bruce's firing, would she buy another car from him.

Immke, who has dealerships in Columbus and Dayton, was willing to sacrifice that sale and others for a decision he believed was right.

"(Bruce) didn't really broaden his horizon ... I don't think he ever grasped the whole meaning of the job," said Immke.

"It's more than a won-lost record."

The "more," according to Immke and others, is involvement in the community and in the university's efforts to improve its academic standing.

"Really and truly, I don't think the football program in the recent years had the overall quality of striving for quality," said Immke.

Coach ran afoul of newspaper owners

That assessment was echoed with a vengeance by the Columbus Dispatch, which is owned by the Wolfe family.

"During his nine years as head coach, Bruce failed to appreciate the university's goals or to realize what the university expected of him," the newspaper said.

Teaford, who would not be expected to agree with the establishment and Republican Dispatch, had only one word for the editorial: "Superb."

In 1983, shortly after Bruce concluded his third consecutive 9-3 season, he ran afoul of the Columbus establishment in the form of the Wolfe family.

WBNS-TV, which is controlled by the Wolves, began airing "The Woody Hayes Show" in 1951. It became "The Earle Bruce Show" in 1979. It was a popular and lucrative venture for both the Wolves and the coaches.

But after four years of Bruce, general manager Gene D'Angelo announced the show was being scratched.

Neither he nor Bruce would say why, although there have been reports since that Bruce made monetary and other demands WBNS did not accept.

And as everyone but Bruce seemed to know, the Wolves weren't the kind of people you antagonized if you wanted to survive in Columbus.

While Bruce returned to television that fall on a different station, he may have wished otherwise. The National Collegiate Athletic Association and Jennings certainly did.

In one segment ("I Beat the Coach"), Bruce predicted the outcome of key football games scheduled the following week.

The NCAA gently suggested, then firmly stated that such prognostications were contrary to its principles and could aid organized gambling activities. Bruce ignored both warnings; Jennings did not, ordering the segment canceled.

Bruce argued, correctly, that other coaches picked college games every week. Other coaches; however, did not have a quarterback named Art Schlichter.
When Schlichter gambled, Bruce lost

Only months earlier, federal investigators disclosed that Schlichter, who played three years for Bruce, gambled on college and professional sports while playing for the Baltimore Colts in 1982, a compulsion that began at Ohio State.

But it was not only that Bruce had coached Schlichter and, presumably should have known he was making bets, but he had been seen at horse tracks with his former star quarterback.

"Did it not dawn on Bruce that he, too, was risking much when he was seen at the race track with Art Schlichter? Bruce is, after all, the keeper of the long, proud tradition of athletic excellence at one of the nation's finest schools," the Dispatch wrote in an April 15, 1983, editorial.

And Schlichter wasn't the only player who gave Bruce and Ohio State off-the-field headaches that year.

In June, the school had to rule — temporarily, it turned out — quarterback Mike Tomczak ineligible because he endorsed clothes in a department store advertisement.

It didn't matter that the endorsement fee was to go to charity. NCAA rules forbid such endorsements. And although Tomczak won an appeal that made him eligible to play, the Buckeye image again was tarnished.

Two months earlier, it had been tarnished in a Franklin County grand jury room, where nine athletes, including eight football players, were called to testify about a highly publicized campus rape.

None were suspects and no indictments were issued, but the damage already had been done.

Bruce never had another year with as many off-season problems as 1983, but this year had its own particular low lights.

Coach switched direction in Carter case

The lowest came even before the season started, when investigators found that senior All-American wide receiver Cris Carter had received money from a professional sports agent while playing at Ohio State. Carter was declared ineligible and is now playing with the Philadelphia Eagles of the NFL.

At first, Bruce condemned Carter's actions in the harshest terms. Then, only one month later, he lobbied heavily for Ohio State to appeal the NCAA ruling. Bay and Jennings, however, stuck to their decision that Carter had to go.

A first months later, Carter's replacement, flanker Nate Harris, was declared academically ineligible before the first game.

Then the losses started, first to Indiana and then three in a row, by a total of 10 points, to Michigan State, Wisconsin and Iowa.

It was, as William Protheroe, an astronomy professor and former member of the OSU Athletic Council, wryly noted, "the golden moment" to fire Bruce.

Jennings did so — but intended to delay public announcement of the decision until after the season finale against Michigan. Bay went public two hours later, then resigned.

After Ohio State beat Michigan Saturday, some Buckeye players expressed hope that Jennings would reconsider his decision. But that's not likely.

"This one's over," observed trustee chairman Edmund C. Redman.

"The fat lady has sung."
Jennings stands by firing

ENQUIRER NEWS SERVICES

COLUMBUS, Ohio — Ohio State President Edward Jennings, facing a $7.44 million lawsuit by former football coach Earle Bruce, said Sunday he stood by his decision to fire Bruce.

"As president of the university, I made the difficult decision to relieve Earle Bruce of his responsibilities as head football coach. My decision was made in accordance to the governance structure of the university, and in my judgment was the right thing to do," Jennings told reporters at a hastily arranged news conference.

Jennings, reading from a carefully worded one-page statement, denied he had slandered Bruce or otherwise attacked him personally. He also reasserted his sweeping authority as president of Ohio's largest public university.

"The recent lawsuit brought by Mr. Bruce implies that intercollegiate athletics should transcend the university itself and its governance structure. This is not the case at Ohio State, nor will it ever be," Jennings said.

He declined to further comment, saying the lawsuit had been referred to legal counsel. Jennings again declined to give a reason why he fired Bruce.

Edmund Redman, chairman of the university board of trustees, said the board supports Jennings, whom he called one of the most outstanding university presidents in the country.

"The personal attacks made against Edward (Please see JENNINGS, Page D-12)
Jennings
CONTINUED FROM PAGE D-1

Jennings and the Ohio State University by Earle Bruce and his attorney in the last 24 hours are shocking, given the leadership of the university. President Jennings has provided Ohio State during the past six years," Redman said.

Redman also refused to answer questions from reporters.

Bruce filed a lawsuit Friday against Jennings and the university, claiming he was wrongfully dismissed and that Jennings slandered him in statements to the media.

"It was the cumulative effect of statements made by board members and the president, and the president's general, evasive attitude," Bruce's lawyer, John Zonak, said in explaining why the suit was filed.

"More than anything, Coach Bruce felt it was the effect on his family. He saw them crying and suffering," he said.

Jennings has not publicly disclosed why Bruce was fired and said the decision to fire him was his alone. But the suit claims, "Jennings wrongfully yielded to two small pressure groups in an effort to protect his personal interests."

Zonak said it was primarily the Ohio State Board of Trustees which pressured Jennings to fire Bruce.

"One (of the trustees) said he was too old. Another said they had voted (on firing Bruce). Another said there was no vote, and another said there was a consensus," Zonak said.

Bruce, reached at home after the news conference, said he filed the suit "with great regret."

He said he has not yet been contacted by Jennings for an explanation of why he was dismissed.

"I never thought a university could be run this way," Bruce said.

Zonak said Bruce would not have filed the suit and would have sought other employment if Jennings and the board had told him why he was fired.

"We still don't know if he is relieved of all his duties. Is he supposed to teach? No one has given him (Bruce) anything in writing. No one has told him anything, for that matter," Zonak said.

Jennings has said he is willing to meet privately with Bruce to discuss the reasons why he was fired.
Jennings cancels London vacation
Office denies trip's existence

By TRACY JAMES and GEORGE VONTSOLOS
Lantern staff writers

President Edward N. Jennings had planned to leave for London today for a London Theater Week tour with Barbara Real, regional director of the university's fundraising program.

A reservation clerk for TransWorld Airlines said Jennings and Real had confirmed reservations for the trip to London on September 23.

A spokesman for the office of the president has denied that any such plans have existed, but Monday three TWA reservations clerks confirmed that Real confirmed the reservation to her name and cancelled Jennings' reservation.

Instructions were left for the reservation attendants not to release information to anyone except Real.

Real has been subpoenaed by John S. Zonak, the attorney for former football coach Earle Bruce, who has filed a $7.44 million lawsuit against the university and Jennings.

The suit claims Jennings intentionally and maliciously made false statements about Bruce and in bad faith broke the university's three-year contract with the coach which was to end next year.

On Sunday, Zonak said Real has been subpoenaed merely to give a deposition, to determine if contributions to the university have been affected by the firing of the football coach Nov. 16.

Real, in her capacity as Ohio State's regional director for fundraising, is responsible for soliciting funds, promotions and publicity for the university's $350 million campaign.

In her position she travels throughout the country to coordinate the fundraising.

Real could not be reached for comment. Her secretary said she is on vacation.

The Ohio Attorney General's office appointed the Columbus law firm of Vorys, Sater, Seymour and Pease, Monday, to represent the university.

John Elam, appointed by the firm to serve as the university's counsel, said he has no idea if the case will be settled out of court.

Elam said his law firm has represented the university in several lawsuits and at one time was handling most cases for the university.
OSU combatants tone down fight

By MARY ANNE SHARKEY and MARY BETH LANE

COLUMBUS — Amid mounting spectator interest in a wild slugfest between two collegiate giants, fired Ohio State University football coach Earle Bruce and President Edward Jennings tried yesterday to stop throwing punches.

Bruce asked his lawyer, John Zonak, to cool his public speculation about Jennings' private life, Zonak said. University officials and Jennings' lawyer refused to comment on Jennings' on-then-off plans to vacation in London with a female companion.

Also yesterday, a Franklin County Common Pleas judge denied a request for a temporary restraining order that sought to block OSU from hiring a new head football coach. And legal questions were raised about whether the university's board of trustees might have violated Ohio's open meetings law by reportedly taking a secret vote to fire Bruce.

The developments open the second week of a sports high drama that began Nov. 16 when Jennings fired Bruce. Last Friday, Bruce sued Jennings and the university for $74.44 million and accused the president of defaming and impugning his character.

Sources said the attacks on Jennings were helping to place the president's job in jeopardy. The Plain Dealer has reported the trustees had questioned Jennings, who is living apart from his wife, about his personal life.

Zonak said Saturday that Jennings was trying to save his hide by firing Bruce, and the seven-year president was in trouble with the trustees for “his carousing and excessive drinking.” Zonak named Barbara Real, listed as a $45,250 employee of the university fund-raising foundation, in the suit Bruce filed last week.

The Plain Dealer reported yesterday that Jennings and Real, recently divorced, were booked together on a flight to London today and returning Dec. 1. Two Trans World Airways reservation clerks verified the arrangements, including their seating together.

Yesterday, a TWA reservation clerk said Jennings' reservation was canceled in the morning, and Real had booked a different flight to London. Two Columbus television stations reported last night they had verified the flight plans for Jennings and Real.

Jennings' personal secretary denied Sunday that her boss planned a trip to London and said he had “a full schedule” this week. The university communications office yesterday referred all questions to Jennings' lawyer, John C. Elam.

Elam declined to comment on any aspects of Jennings' personal and professional life. "It's unfortunate that what is essentially a contract dispute has been used to assert personal charges that are not part of that contract dispute," Elam said.

The Bruce lawsuit also asks to take the deposition of Jennings' estranged wife, Mary Eleanor, listed as living in a university-owned apartment on Overlook Farm in Fairfield County. Use of the apartment, and a university-owned house, were part of the benefits package Jennings received when OSU hired him in 1981.

Jennings is living in the president's house at 265 Crosswell Rd. in Columbus. He earns $128,000 annually and has a university car as part of his benefit package. He also has an expense account.

Zonak said yesterday that Bruce asked him Sunday night to refrain from publicly commenting on the coach's dispute with Jennings. Zonak said he also wanted to clarify that he did not consider the Wolfe family, owners of the Columbus Dispatch and WBNS-TV, responsible for Bruce's firing.

"I don't think Jennings did this for any other reason than to save his own skin," Zonak said. Zonak said he would respect Bruce's wishes and not make further public attacks on Jennings.

The lawyer said he would explore whether the board of trustees failed to give public notice of its Nov. 5 dinner meeting. Board member Deborah E. Casto told the Dispatch the decision to fire Bruce was made at the dinner meeting. Casto has been unavailable for comment the last few days.

Edmund C. Redman, trustees chairman, has denied the board met on firing Bruce.

A spokesman for the Ohio attorney general's office confirmed the board of trustees was subject to the open meetings law and must give public notice of meetings and specify the topic of the meeting.

Zonak said he was taken by surprise when Columbus lawyer Philip D. Cameron, a former OSU athlete, filed for the temporary restraining order to prevent the university from hiring a replacement football coach. The motion for a restraining order was denied, but Franklin County Common Pleas Judge William T. Gillie scheduled a hearing next month on Cameron's request for an injunction against OSU.

Cameron, who declined comment on his suit, said in a letter to Jennings that Bruce's firing was a waste of taxpayers' money and an embarrassment to the university.

"Your actions, apparently taken with some degree of support from the board of trustees, amounts to administrative meddling and deliberate interference with the performance of Mr. Bruce's contract," he wrote.
Some OSU teachers stand by Jennings

By David Lore and Ruth Hanley
Dispatch Staff Reporters

The Edward Jennings-European crisis has some Ohio State University faculty members scrambling to organize a show of support for Jennings, the university president.

Meanwhile, students ques-tioned about the mood on campus regarding Thanksgiving vacation and final exam schedules are uppermost in their minds, although the firing of Bruce, the football coach, remains a hot topic.

Jennings fired Bruce last week, and Bruce sued him 4 days later. Jennings has come under a great deal of criticism for the firing, and some faculty members are eager to show they support him.

ON MONDAY, however, the OSU Faculty Council found itself unable to muster a quorum to consider a resolution supporting the president. The special meeting was scheduled in conflict with regular departmental meetings. The Jennings resolution is being handled by mail ballot.

"A university acts very slowly," said philosophy Professor Bernard Rosen, who sponsored the resolution. "It seems as if nothing can happen without three or four committee meetings. Actually, as things go, this is moving very quickly."

Rosen and other members of the 4,500-person faculty who were interviewed said they are angry and frustrated by the way OSU is being portrayed.

Woman named in Bruce's suit goes to London; Bruce rates high on evaluation, Page 4 D

After Bruce's firing, members of the Council on Academic Affairs moved quickly to support Jennings in a formal statement. But Ronald Rosbottom, chairman of Romance languages and a member of the panel, said the statement never was mentioned in the news media coverage.

JENNINGS' supporters cite his role in ending open admissions at OSU, recruiting a number of top scholars and scientists, and providing leadership for such prestigious projects as the Wexner Center for the Visual Arts and the Ohio Supercomputer Center.

Rosen, who is also president of the campus chapter of the American Association of University Professors, noted that the chapter last spring gave Jennings its Nemzer award for supporting academic freedoms. It is probably the only time an AAUP chapter anywhere has so honored a university president, Rosen said.

Chemist C. William McCurdy, who is involved in finding a director for the supercomputer center, said he is worried that continued controversy will affect faculty recruiting.

Others, however, see no impact on recruiting.

"What they're looking for is a place to do their teaching and research," said William A. Jenson, dean of biological sciences. "I talked with two people visiting the campus last week, and they didn't care about any of that," meaning the Jennings-Bruce controversy.

TODAY is the last day of classes before the 4-day Thanksgiving break, and finals week starts Dec. 7. Students say the Bruce-Jennings controversy pales in comparison.

Bruce's firing has been talked to death, and, "People are just sick of it," said Cynthia Mahone, a sophomore aviation major from Cleveland. "They fired the man. Let it rest now."

"Graduation" said Rick Hannon, a communications major from Lexington, Ohio, when asked what he was thinking about. He hopes to be done with OSU on Dec. 11 and then find a job.

"That's why I'm not giving two hoots about Earle Bruce," he said.
OSU fund-raiser leaves on London trip without Jennings

By Robert Ruth and Robin Yocum
Dispatch Staff Reporters

One of the women named in Earle Bruce's lawsuit against Ohio State University was on her way to London yesterday, and one was at home recovering from an automobile accident.

Barbara Real, director of regional fund raising for Ohio State, left for London without her planned traveling companion, university President Edward H. Jennings.

OSU Trustee Deborah Casto was at home, meanwhile, recovering from a broken right arm suffered in a one-car auto accident Friday. Her passenger, Donald W. Dick, 34, was in fair condition with chest injuries yesterday in Ohio State University Hospitals.

REAL, 40, and Jennings, 50, had been scheduled to leave together on a 5-day vacation. But Real canceled Jennings' reservation Monday morning, after she was mentioned in connection with the $7.4 million lawsuit the ex-football coach filed against Jennings and OSU, and after news media reports about the planned vacation.

Bruce's suit, filed after Jennings fired him as coach, requests depositions from Casto and Real.

The suit alleges that Jennings fired Bruce because the former coach disapproved of Jennings' personal conduct.

Real's 12-year marriage to her husband, Mark, was dissolved in Franklin County Domestic Relations Court on Oct. 13. The OSU Board of Trustees announced in March that Jennings and his wife, Mary Eleanor, 48, had separated after 28 years of marriage.

Questioned at her home yesterday, Casto said she didn't know why Bruce's attorney wanted a deposition from her. A tearful Casto said, "You try to do something for free and look what happens." Casto said she had been advised by her attorney not to talk about the case.

Columbus police said Casto was driving a 1986 Jaguar eastbound on Kinnear Rd., just west of Kenny Rd., when she lost control on the icy road about 7:30 p.m. The car slid off the south side of the road and hit a telephone pole.

POLICE CHARGED Casto with failure to control her vehicle.

Dick is a partner in a family business, D&D Investments, which owns Dick Cold Storage and Capital City Ice.

In another matter, John Elam, an attorney for OSU and Jennings, said yesterday that the OSU trustees' informal discussion about Bruce at a Nov. 5 dinner meeting did not violate the state's open-meetings law.

The trustees usually have a closed session to discuss personnel and legal matters during dinner the night before their monthly public meeting.
OSU lawyers say Bruce firing is legal

By Robert Ruth and Ruth Hanley
Dispatch Staff Reporters

Ohio State University's 3-year contract with Earle Bruce allows the former football coach to be fired for any reason, as long as the university pays off the balance of his contract, two OSU attorneys say.

The university's right to fire Bruce is a key issue in a $7.4 million lawsuit that Bruce filed Friday against OSU and its president, Edward H. Jennings.

IN A related matter, university trustees, administrators and Jennings denied broadcast reports that Jennings was planning to quit. "I am not resigning," Jennings said last night.

Bruce's lawsuit, among other allegations, charges Jennings and the university with breach of contract. Bruce's pact, signed in June 1986, is to expire on June 30, 1989.

But the contract allows Bruce to be fired for any reason, even before it expires, said John C. Elam, an attorney representing OSU and Jennings in the lawsuit, and Larry R. Thompson, special assistant to Jennings for legal affairs.

"They (OSU officials) have the right in Paragraph 5," Elam said. "We think the contract is valid. We reviewed the contract with Jennings before Bruce was fired."

The contract first stipulates conditions under which Bruce can be fired without paying his salary or benefits: serious violations of federal or state laws or regulations of the university, National Collegiate Athletic Association or Big Ten; any such violations by his staff; refusal to perform his duties as defined by the athletic director; and being "unavailable" to perform his duties, excluding disability or illness.

PARAGRAPH 5 of the contract says that if the university fires Bruce for any other reason, it has the following stipulations:

- OSU is required to pay Bruce his full monthly salary and fringe benefits until the end of the contract period, June 30, 1989, or until he finds a new job. Bruce's annual salary as head football coach was $75,120.
- If Bruce finds a new job at a salary lower than $75,120 a year, OSU is obligated to make up the difference until June 30, 1989.
- The university has no financial obligation if Bruce gets a new job at the same or higher salary.
- Bruce must make reasonable and diligent efforts to obtain a comparable employment position as soon as reasonably possible after termination.
- The university shall not be liable for consequential damages of any kind.

OSU OFFICIALS have said the university will continue paying Bruce's full salary until he finds another job.

Former Athletic Director Rick Bay announced Bruce's dismissal Nov. 16 and resigned in protest. The firing took effect 5 days later, following OSU's season-ending 23-20 victory over the University of Michigan. Bruce was midway through the second year of the contract when he was fired.

John S. Zonak, Bruce's attorney, filed the breach-of-contract lawsuit last week in Franklin County Common Pleas Court. The suit also accuses Jennings of slander and libel.

"Untrue statements and implications... by defendant President Edward H. Jennings were repeated to third parties," and some were published, the suit says.

Zonak was out of town yesterday and unavailable for comment, his secretary said.

OHIO BOARD of Regents Chancellor William Coulter expressed his support for Jennings yesterday. He urged him "to tough it out," despite criticism over the firing of Bruce.

"I'm sure his job is a lonely one, but I'm among his supporters," Coulter said.

"He's terribly important to OSU... He's a simply outstanding...
Bruce, Jennings express regrets, vow no more comments

By Janet A. Pearl and
James Bremer
Dispatch Staff Reporters

The settlement reached yesterday in the lawsuit filed by fired Football Coach
Earle Bruce against Ohio State University was accompanied by statements of
regret from both sides.

"I am sorry for any embarrassment that this incident has caused." Bruce said.

"I express regret to the family of Earle Bruce for the anguish this matter

I am sorry for any
embarrassment that this incident has caused."
— Earle Bruce

has caused them," Jennings said. "We at
Ohio State thank Earle Bruce for his years of service to this institution and wish him success in his future endeavors."

The settlement ended a difficult 2 weeks for both sides.

"There has been a tremendous strain on everyone," John Elam, attorney for
Jennings and OSU, said yesterday. "And that is one of the reasons why in the

statements that have been issued both by
President Jennings and Earle Bruce you will see the expressions of regret.

To state the obvious, all of you are certainly aware that every one of them
has been in the eye of the needle and this has created tremendous pressures, and it
is hoped with this now being resolved that those pressures will be relieved.

Neither Bruce nor Jennings made an appearance at the news conference announcing the settlement, and neither was available for an interview.

Bruce and his family are staying at their apartment in Pompano Beach, Fla., where "we've been going to the beach with our grandchildren and trying to have a good time," Jean Bruce, the ex-coach's wife, said in a telephone interview.

Asked about her reaction, she said, "As far as the monetary settlement, it's what he would have earned if he had stayed here. He never wanted any more than that. That's all he ever asked for."

"I don't know that anything can make me feel right again" after the firing, she said. "It has really altered our life. If I knew there was a good reason for it, I could understand it."

"We'll go on, but it breaks my heart. It's just real sad, that's all."

"As far as he knows, Bruce has not received any job offers or any feelers about other coaching jobs, she said.

Jennings could not be reached for comment beyond his prepared statement.

Elam said the agreement calls for both Jennings and Bruce to refrain from making further comments about the firing.

"I thought a great deal of that which has been printed has been unfortunate," Elam said about comments made about Jennings' personal life. He said the whole matter was "a contract dispute between Bruce and the university, and anything else (said about Jennings), in my opinion, was improper."

Both Edmund C. Redman, chairman of the OSU board of trustees, and trustee Hamilton J. Teaford said they fully support the settlement of the lawsuit, but neither would comment further.

Redman said part of the agreement was that none of the parties would comment, and "I have to do what it says."
Damage to image brief, according to professor

By ALAN VANDERMOLEN
Lantern staff writer

Ohio State’s image has suffered during the last two weeks as a result of the firing of Earle Bruce, but a public relations professor says the damage is only short term.

"People’s emotions are always at a high level when events happen, but this needs to be kept in perspective," said Lyle J. Barker, associate professor of journalism.

Barker said Ohio State has the cancer research center and great academics and this event is only a piece of the pie.

But, Barker said that the firing and the events surrounding it should have been handled in a different way.

"It should have been handled quickly with what we teach in public relations education — maximum disclosure, minimum delay," Barker said.

In the first week, the entire incident was handled a bit at a time, Barker said. This created a situation that could have lasted for weeks instead of one that could have ended in days.

The lawsuit filed by Bruce against President Edward H. Jennings and the university introduced another public relations problem, according to Barker.

"The suit put legal limitations on the information," Barker said. "Public relations and legal people must work hand and glove in a situation like that to get all of the information that can be released out."

The most important thing to concentrate on for the university’s image is dealing with the media, Barker said. They have the greatest impact on the situation.

Sandy Clary, president of Clary Communications firm and president of the Columbus chapter of the Public Relations Society of America, agrees that the media is the key public for the university to deal with now.

"Now that this is in the media, public opinion is controlling the whole issue," Clary said. "Strong communications could have changed the approach and diffused 80 percent of the problems."

Clary said Jennings should have been counseled to do the firing after the Michigan game, to inform a few people on the inside first, to make the announcement himself and to give as much information as possible up front.

"It is unfortunate that a school as prestigious as Ohio State gets attention due to a personnel action," Clary said. "But, this is a classic example of crisis communication run amuck."
Faculty Council backs Jennings

By TRACY JAMES
Lantern staff writer

The OSU Faculty Council recently passed a resolution supporting the ability of President Edward H. Jennings as chief administrator of the university.

The 68-member council passed the resolution by secret ballot with 39 votes for the resolution, 11 votes against and one formal abstention.

The council meets periodically to discuss issues to go before the council. They met Nov. 23 to discuss an issue concerning a change in rules.

Because not enough people were present to vote, the ballots were sent out by mail.

The resolution supported Jenning's ability as an administrator and was not intended to show support for his decision to fire former football coach Earle Bruce.

"It's not taking a stand on whether he did the right thing or the wrong thing in firing Bruce," said Bernard Rosen, associate philosophy professor and the resolution's author.

"Some people, who voted for it, think he did the right thing and some people, who voted for it, think he did the wrong thing," he said.

The Faculty Council consists of all the elected faculty members on the University Senate.

The council brings issues before the senate, as well as providing faculty consideration to the issues.

The senate consists of the council, 40 students and 24 administrators.

Rosen said there were two reasons why 17 ballots were not counted. The members were away for Thanksgiving or the ballots were mailed in after the deadline.

John Gabel, professor of English, said the resolution is a means for the faculty to voice an opinion concerning criticism aimed at Jennings.

"We made it at a time when there were many negative things being said in the press and we thought the faculty should be heard from," Gabel said.

"This happens to Ohio State about every half dozen years," he said. "We go through this sort of embarrassment as an educational institution because of the sports programs."

"The resolution indicates that the faculty in general thinks very highly of the president," Gabel said.

Because the ballots were anonymous, it is impossible to identify who voted against the resolution. Rosen said one comment on a ballot against the resolution implied the faculty supports the firing of Bruce.

Douglas Kerr, associate professor of computer information sciences, would not comment on the resolution except he and other faculty members are not satisfied with how Bruce was fired.

"I don't think this particular action was necessary," he said.
Faculty give Jennings vote of confidence

By Malcolm Baroway

By a vote of 39 to 11, faculty members of the University Senate have endorsed a statement praising the academic leadership of President Jennings.

The faculty support came in a week which saw lawyers for the Board of Trustees and dismissed football coach Earle Bruce reach a settlement of all disputes between Bruce and the University.

Seventeen faculty members of the University Senate did not return their ballots.

See page 4 for the full texts of the University Senate faculty members' endorsement and the Council on Academic Affairs statement.

statements, and one member officially abstained.

A copy of the resolution has been transmitted to the Board of Trustees, according to Richard Firestone, professor of chemistry and chairperson of the Faculty Council of the University Senate, the majority constituent body.

The endorsement commended Jennings "for the superb job he has done in furthering and promoting the educational, research, and service missions of the Ohio State University.

"The academic mission of Ohio State is well understood and supported by President Jennings," the citation further read. It cited the signers' "confidence in his ability to continue to be an exemplary university president..."

Continued on page 10.
Continued from page 1.

The senate faculty document was distributed to its members the day before Thanksgiving, which was two days prior to the settlement. The results of the vote were announced the night of Dec. 1.

Under the terms of the settlement, Bruce will receive $471,000. The sum represents the money to be paid on the remainder of his three-year contract, other University obligations, and remuneration for funds he would have received from sources outside the University if he had remained as head football coach.

The payment will come from Athletic Department revenues, which include income from ticket sales, facility rentals, concessions and golf course fees. This is consistent with past disposition of funds from other lawsuits involving staff of other University earnings units.

The settlement also stipulates that income received from other employment by Bruce between Dec. 31, 1987, the date of his termination, and July 1, 1989, "shall be reimbursed to recoup payments made pursuant to this settlement and its contract."

The terms also include the caveat that both the president and the former coach "agree that it is in the best interest of both parties not to comment on this incident."

This sentiment also was expressed by John C. Elam, the attorney who represented Jennings and the University in the $7.4 million suit that Bruce had filed Nov. 20 in Franklin County Common Pleas Court.

Asked who he thought was the winner in the case, Elam said at a news conference announcing the settlement, "Hopefully, the Ohio State University will be the winner in that the focus can come back to a tremendous institution."

Myles Brand, vice president for academic affairs and provost, will bring that focus back Dec. 5 in his annual message to the University Senate at 9:30 a.m. in Dreese Hall.

In preliminary remarks released to onCampus, Brand noted that he will state that, "We need to tell ourselves — and others — that Ohio State stands for excellence. Let's not be overly shy. Every faculty member, every staff person, every student has the right to trumpet the virtues and accomplishments of the Ohio State University."

He said he will remind the senate of the "significant progress (made) in the past six years.

"President Jennings has rightly emphasized academic achievement. Under his leadership, Ohio State has made excellence its goal. We have striven to set high standards for academic programs and for support services. He has shown us that we should accept nothing less than the best. For without academic excellence, we would be just another large university."

The first statement of faculty support following the announcement of Bruce's dismissal came on Nov. 19, when the Council on Academic Affairs released a statement to the press.

The council said, in part, "we have witnessed over the past few years intense efforts on the part of the University's administration, and especially its president, to make Ohio State one of the leading public universities in this country."

Three days later, at a news conference in the Fawcett Center, following the filing of the Bruce lawsuit, statements were read by Jennings and Edmund C. Redman, chairman of the Board of Trustees.

In his statement, Jennings said that "Ohio State is a premier institution that must go beyond any controversy."

He said that "my concern is not for myself... it is for this great academic institution."

He concluded, "My focus is on Ohio State."

Redman cited both the president's accomplishments as "one of the outstanding university presidents in America" and the role of the president in personnel actions such as the dismissal of Bruce.

"As the governing authority for this University, the board recognizes that Edward Jennings is expected to make difficult decisions in all areas of the University, including intercollegiate athletics," he said. "The decision to remove Earle Bruce as head football coach was made in accordance with proper governance structure and is fully supported by the board."
Statements echo much support for president

University Senate faculty members

Editor's note: The following is the full text of the statement in support of President Jennings that was approved by the faculty members of the University Senate.

"In light of the recent unfortunate publicity concerning the release of Coach Earle Bruce, and his subsequent lawsuit against President Edward H. Jennings and the University, we must not lose sight of the important academic issues.

"To this end, we hereby commend President Jennings for the superb job he has done in furthering and promoting the educational, research and service missions of the Ohio State University.

"The academic mission of Ohio State is well understood and supported by President Jennings. Our confidence in his ability to continue to be an exemplary university president remains high.

"We support President Jennings' efforts to make clear that athletics are not an autonomous activity, but are to be judged by their contribution to the main mission of the University."

Council on Academic Affairs

Editor's note: The following statement was adopted by the Council on Academic Affairs at a meeting on Nov. 19.

"Recent local and national attention to our intercollegiate athletic program has overshadowed the academic mission and leadership of Ohio State.

"The Council on Academic Affairs, a committee composed of faculty and students, is concerned that such criticism detracts from recent substantial efforts to maintain and enhance the academic stature of our University.

"The council, in its weekly activities, reviews and evaluates all issues relating to academic matters at the University. In that capacity, we have witnessed over the past few years intense efforts on the part of the University's administration, and especially on the part of its president, to make Ohio State one of the leading public universities in this country.

"Since the early 1980s, these efforts have included a strong commitment to the adequate preparation of high school students for college-level work — especially for students most often deprived of a chance for a college education — an important revision of the undergraduate curriculum, designed to prepare those students for success in the decades to come."

"Through these and numerous other faculty-initiated research programs, the University has been highly successful in attracting some of the world's best teaching and research faculty.

"These advances were made possible not only through creative leadership, but also through adept fiscal management and sensitivity to the academic tradition of a land-grant institution. The Council on Academic Affairs is confident that Ohio State, through its leadership, has provided and will continue to provide academic excellence for its students."
Ohio State U. Settles with Coach It Fired, Strives to Quiet Debate

COLUMBUS, OHIO

By settling the lawsuit filed by Earle Bruce, the football coach it fired last month, the Ohio State University has quieted discussion on campus of the controversial affair and is working to put the episode behind it, faculty members say.

But in the wake of public criticism of President Edward H. Jennings’s dismissal of Mr. Bruce, the university will have to bolster its efforts to fight a “football school” image, they say.

“This was Jennings’s first decision that has been so highly criticized,” Ronald C. Rosbottom, a professor of French, said. “It’s a shame that it was over football. It’s a shame that football continues to attract so much attention here. Listening to sportscasters who have been commenting on how this will affect the academic future of Ohio State—that’s been infuriating.”

Mr. Jennings fired Mr. Bruce with one game remaining in a disappointing season, although the coach had built the best record in the Big 10 Conference during his nine years at Ohio State. This season, the team ended with six victories and a tie in its 11 games.

The president declined to cite his reasons for the dismissal, calling it a “personnel matter.” But critics blasted him, accusing him of bowing to pressure from alumni and boosters unhappy with Mr. Bruce’s performance.

Richard M. Bay, the athletic director who opposed the firing, resigned in protest.

No Public Discussions

Mr. Bruce filed a $7.44-million lawsuit against Mr. Jennings and Ohio State, charging breach of contract, wrongful dismissal, and slander. But a few days later, he agreed to drop the suit in exchange for a settlement of $471,000. University officials said that Mr. Bruce would be paid from athletic department funds generated from ticket sales. Under terms of the settlement, neither Mr. Bruce nor university officials will publicly discuss the matter further.

Some faculty members said they thought the publicity surrounding the incident would cause only short-term damage to the university, but others were not so sure.

“There’s definitely a concern about the impact on the image of the institution,” said Russell Spillman, a professor of education and vice-provost for student affairs.

“We’ve made great strides in academics and as a research institution in the past few years, but, of course, an incident of this nature makes everyone think of us as a football school.”

Leadership Praised

While many faculty members said the firing of Mr. Bruce was mishandled, most praised Mr. Jennings’s leadership in other areas of the university.

The faculty council—a group of 68 professors who serve on the university senate—last week overwhelmingly adopted a resolution backing Mr. Jennings’s leadership. It read, in part:

“In light of the recent unfortunate publicity concerning the release of Coach Earle Bruce and his subsequent lawsuit against President Edward Jennings and the university, we must not lose sight of the important academic issues. To this end we hereby commend President Jennings for the superb job he has done in furthering and promoting the educational research and service missions of Ohio State University.”

Richard Firestone, a professor of chemistry and chairman of the faculty council, said Mr. Jennings had in the past been adept at projecting a positive image of Ohio State. “I think a lot of people can’t understand how he could have slipped up so badly this time,” he said.

The mood on the campus is becoming quieter now, said Mr. Rosbottom. “With the resolution of the suit, preparing finals for students, and the basketball season starting, we’re busy with other things,” he said.

“It’s been an embarrassment and a distraction, but I don’t think it’s a long-term problem.”

—SUSAN OBERLANDER
Jennings, wife seek dissolution

By Harry Franken
Dispatch Court Reporter

Ohio State University President Edward H. Jennings and his wife, Mary E. Jennings, petitioned the Franklin County Domestic Relations Court yesterday to dissolve their marriage of 29 years.

The case has been set for hearing Jan. 19 before Judge Clayton W. Rose.

In the separation agreement filed with the court, Jennings will pay his wife a $75,000 property settlement and alimony of $5,000 a month until the death of one of them or the remarriage of Mrs. Jennings. The payment will decrease to $3,750 a month when Mr. Jennings is 65.

The petition said the Jenningses were married Jan. 27, 1959, at Raleigh, N.C. The two children born of the marriage are adults.

The OSU board of trustees announced in March that Mr. Jennings, 50, and his wife, 48, had separated.

Under the agreement, Mr. Jennings will pay Mrs. Jennings' moving expenses up to $4,000.

Mrs. Jennings will get the 1987 Buick Park Avenue she is driving and will have her choice of the household goods, furnishings and fixtures.

Mr. Jennings is to pay for medical insurance for his wife for a year and is to maintain her as the beneficiary of a $360,000 life insurance policy.

Records show Mr. Jennings has $129,000 a year in income from employment, his wife has no income from employment and neither owns any real estate. The only liability is a bank loan that Mr. Jennings agrees to pay.

Mr. Jennings was represented by attorney Dominie A. Chieffo and Mrs. Jennings by attorney Jeffrey A. Grossman.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor.
with Merck and Co., West Point, Pa., from 1963-65.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

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His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

-more-
Edward H. Jennings -- 3

He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

Jennings is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the board of directors of the National Merit Scholarship Corp. and a member of the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; the Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the President's Committee on Intercollegiate Athletics of the American Council on Education, and the National Collegiate Athletic Association Presidents Commission and Select Committee on Athletic Problems and Concerns in Higher Education.

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He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, an honorary trustee of the Columbus (Ohio) Council on World Affairs, and a member of Rotary.

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Jennings has two sons, William F. and Steven W. Jennings.
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor —more—
with Merck and Co., West Point, Pa., from 1963-65.

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EDWARD H. JENNINGS

PERSONAL
Home Address: 285 Croswell Road
Columbus, Ohio 43214
Telephone: 614/262-2322
Business Address: The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, Ohio 43210
Telephone: 614/292-2424
Born: February 18, 1937
Minneapolis, Minnesota
Family: Married, two children

EDUCATION

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<td>Finance</td>
<td>Ph.D.*</td>
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*Ph.D. Dissertation Title: An Empirical Examination and Analysis of the Diversification Requirements of the Common Stock Investor -- 1969

PROFESSIONAL EXPERIENCE

Academic Administration

September 1981 - present President, The Ohio State University
1979 - 1981 President, The University of Wyoming
1976 - 1979 Vice President for Finance and University Services, The University of Iowa
1975 - 1976 Assistant Dean of Faculties and Director of Summer Session, The University of Iowa
1974 - 1975 Chairman, Department of Business Administration, The University of Iowa
--Department includes Business Law, Finance, Industrial Relations, Management Science, Marketing, and Organizational Behavior
Academic Faculty

September 1981 - present
Professor of Finance, The Ohio State University

July 1979 - August 1981
Professor of Finance, The University of Wyoming

1976 - 1979
Professor of Finance, The University of Iowa

1973 - 1976
Associate Professor of Finance, The University of Iowa
--Graduate and undergraduate in portfolio theory, investments and statistics

1974
Visiting Associate Professor of Finance, University of Hawaii

1972 - 1973
Senior Lecturer, Department of Management, University of Dar es Salaam, Tanzania
--Rockefeller Foundation grant to teach finance and assist in formation of a College of Management

1969 - 1972
Assistant Professor of Finance, University of Iowa

1967 - 1969
Visiting Lecturer in Finance, Eastern Michigan University, Ypsilanti

Business

1963 - 1965
Merck & Company
Merck Sharp & Dohme Division
West Point, Pennsylvania

Senior Industrial Engineer
Economic analysis of projects and proposed innovations
Production Supervisor
Biological packaging department
Production Planner
Forecasting and inventory control of biological product line, development of computer scheduling techniques

1959 - 1961
Deering Milliken Service Corporation
 Spartanburg, South Carolina

Industrial Engineer
Economic analysis of projects and proposed innovations, work measurement, work simplification, plant layout analysis
American Association of Colleges of Nursing
--Chair, National Panel for Essentials of College and University Education for Nursing

National Collegiate Athletic Association
--Presidents Commission
--Select Committee on Athletic Problems and Concerns in Higher Education

Community Boards
City of Columbus Christopher Columbus Quincentennial Jubilee Commission

United Negro College Fund, Central Ohio Advisory Board
Columbus School for Girls Board of Trustees
United Way of Franklin County Board of Trustees
Columbus Area Chamber of Commerce Board of Directors
Center of Science and Industry Board of Trustees
Children's Hospital Board of Trustees
I-670 Corridor Development Corporation, President

State/National
National Merit Scholarship Corporation Board of Directors
Banc One Corporation, Board Member
Ohio Bell Telephone Company, Board Member
Ohio Supercomputer Center, Interim Governing Board
Ohio Governor's Development Advisory Council
Ohio Chamber of Commerce Board of Directors

International
The Ohio State University's Quincentennial Committee Delegation to France, Spain, and Italy

Governor's Delegation to the People's Republic of China, Taiwan, and Japan
Governor's Trade and Investment Mission to Japan, South Korea, and Taiwan
PROFESSIONAL ACTIVITY

Publications


PROFESSIONAL SERVICE

Higher Education

Association of American Universities
--Health Education Committee

American Council on Education
--Testimony before the U.S. House of Representatives Ways and Means Committee, July 1985
--President's Committee on Intercollegiate Athletics

National Association of State Universities and Land-Grant Colleges
--Committee on Financing Higher Education
--Ad Hoc Committee on Regulatory Reform
--Committee on Federal Legislation
--Subcommittee on Federal Tax Issues
--Subcommittee on State Relations
Columbus Project Council
--Governing board of the consortium for development of the 11.3 meter, twin objective telescope with the universities of Chicago, Arizona, and Florence, Italy

Advisor to National Developmental Corporation of Tanzania

Advisor to Rockefeller Foundation regarding development of management education in East Africa

Advisor to World Bank on establishing interest rates on loans to developing countries

SELECTED HONORS AND AWARDS

Marietta College, Honorary Doctor of Laws

Bethany College, Honorary Doctor of Laws

Honorary Fellow, Honda Foundation, Tokyo, Japan

Ohio Governor's Award

Case Western Reserve University Distinguished Alumnus Award
Weatherhead School of Management

Ohio 4-H Board of Directors, Honorary Member

Columbus Council on World Affairs, Honorary Trustee

NDEA Title IV Fellowship, 1966-1969

REFERENCES

Supplied upon request

January, 1987
Jennings happy to finish search

By Tim May
Dispatch Sports Reporter

The most relieved man in the room at John Cooper's coming out party yesterday as the new Ohio State head football coach appeared to be university president Edward H. Jennings. "You guys have been picking on me a little bit. Sure I'm relieved," Jennings said, chuckling. "But you'll find something else to pick on us for."

The "picking" began Nov. 16 when Jennings fired Earle Bruce five days before the season finale with Michigan. It continued after Bruce's team rallied behind him for a 23-20 win.

It wasn't appeased by Jennings' statement that Bruce was fired for "personnel reasons," and despite Bruce compiling the best record in the Big Ten (81-26-1) during his nine-year stay.

Yesterday, however, after Cooper finished his first news conference with Ohio media, onlookers applauded in the crowded auditorium of the Woody Hayes Athletic Center.

JENNINGS SMILED broadly.

Cooper was impressive and entertaining in answering questions. His record in 11 years as a head coach is 82-40-2. He led Arizona State to a 22-15 Rose Bowl victory over Michigan in 1987.

Jennings and the search committee found their man — one they hope will help people forget about the Bruce firing, the lawsuit and settlement that followed, and the general ill will that festered.

OSU FOOTBALL

Jennings didn't mind admitting the pressure had been relieved.

"Sure that's part of it," he said. "It's on to the next issue now."

Jennings said the search, spearheaded by Athletic Director Jim Jones, went smoothly. Eight days ago, when Cooper was interviewed by the search committee and Jennings, it reached fruition.

"WHENEVER YOU do a national search and whenever you see outstanding people the usual result is there is one person who stands out head and shoulders," Jennings said. "John Cooper did. That doesn't mean the others couldn't do our job."

"I am extraordinarily pleased we were able to attract John, and I'm particularly pleased we were able to attract him in the context of conducting a truly national search. We interviewed a lot of different people, a lot of quality people."

The search included contacts with big-name coaches such as Tom Osborne at Nebraska and Terry Donahue at UCLA. But Jennings said Cooper never felt one of those kind of guys would have to be lured just for the sake of hiring a big-name coach.

"Tom Osborne is a great football coach, but Tom Osborne is also at one of the great football jobs in America," Jennings said. "There are five or six people who are the national stars, and those people aren't going to change ... but talking to Tom Osborne is the way we should be doing things, talking to the great coaches in America."

HE SAID the sights weren't lowered, merely refocused.

"Obviously at Ohio State we should be looking at a person who is already a head coach in a bowl game and it's not fair to upset the other schools' bowl opportunities."

Cooper was in his third year at Arizona State, after taking Tulsa to five straight Missouri Valley Conference championships. He was designated a coach on the come, and a coach willing to come.

"John understands this is one of the great academic and athletic institutions in America and this is a great opportunity for anybody, for a football coach, provost, dean or faculty member," Jennings said.

Cooper was hired as much for his off-the-field demeanor as his on-field intensity. Bruce supposedly was fired for his shortcomings off the field.

"Obviously I think a coach has an awful lot of responsibilities, as do I," Jennings said. "I think John Cooper will represent us very well."

He said Cooper was not hired with a mandate to win a national championship, or even win big. At least not immediately.

"Let's not put any expectations out there," Jennings said. "I'm sure we'll represent ourselves well on the field, but let's let him look at what kind of players he's got. Let's don't set goals that are in any way implying what is going to happen next year."
January 13, 1986

Mr. Thomas J. Fitzpatrick
President
Rotary Club of Columbus
34 North Fourth Street
Columbus, Ohio 43215

Dear Tom:

As I am sure you are aware, I have been consistently remiss in attending the meetings of the Rotary Club of Columbus. In reviewing my anticipated schedule for the coming year, it is evident that I will not be able to improve upon my past record of participation. Since I have not been a contributing Rotarian, I feel obliged to resign my membership at this time.

Please be assured that despite my lack of official status as a Rotarian, I remain fully supportive of the Rotary Club and will be more than happy to assist the organization in any way possible in the future. I hope you will feel free to continue to call upon me if there is any way I can be of service.

Best wishes for another successful year in 1988.

Sincerely,

Edward H. Jennings

EHJ/ls

bcc: Malcolm Barroway
     Mary Basinger
     Stephen Sterrett
TO: Steve Sterrett
FROM: Mal Baroway
DATE: January 20, 1988

SUBJECT: President's resume and biographical data

Because of President Jennings' schedule for the coming year, he has resigned his membership in Rotary. Please make such adjustments in President Jennings' biographical information.

cc: President Jennings
    Vice President Tobin

May 24, 1967
Honorary Doctor of Humanities
from Kenyon College
Jennings receives award
Clergy praise affirmative action program

By MICHAEL C. KEHLMANER
Lantern staff writer

OSU President Edward H. Jennings received the Distinguished Service Award from the Black Clergy of Greater Cleveland for his role in implementing Ohio State's affirmative action plan.

Sen. Howard Metzenbaum, D-Ohio, presented Jennings with the award during intermission at the Cleveland Orchestra Inner-city Concert, a part of the three-day celebration of Dr. Martin Luther King Jr.'s birthday called "Making the Dream Come True."

This is the second year the black clergy has given the award for outstanding work in affirmative action.

The inscription on the award plaque reads "In recognition of the personal integrity and courage you (Jennings) have expressed in implementing the Ohio State University affirmative action plan," said Christopher E. Sodlock, director of Ohio State's Cleveland office.

Sodlock said the award also recognizes that Ohio State's affirmative action plan "demonstrates that Ohio State University is an institution in which all Ohioans can take pride and one which proves that Ohio State is correctly regarded as one of this nation's top universities."

Metzenbaum, last year's winner, said "Jennings is a compassionate and caring individual who gave us a program that serves today as a model for the nation."

Jennings said, "I was deeply honored to be chosen for the Martin Luther King award, but I feel that it is an even greater tribute to the university community, which recognizes that diversity is essential to a sound educational environment."

"We can best realize Dr. King's dream by acknowledging that diversity is necessary to the creation of educated men and women and by providing an atmosphere which invites and encourages that diversity."

Senator Howard Metzenbaum, D-Ohio, gives the Distinguished Service Award presented by the Black Clergy of Greater Cleveland, to OSU President Edward H. Jennings. Metzenbaum was last year's recipient of the award.
Edward, Mary Jennings are granted dissolution

Edward H. and Mary E. Jennings will not celebrate their 29th wedding anniversary next Wednesday.

Yesterday, Jennings, the president of Ohio State University, and his wife stood before Domestic Relations Judge Clayton W. Rose with their attorneys and said they wanted to dissolve the marriage that began Jan. 27, 1959, in Raleigh, N.C. Rose granted the dissolution.

Both told Rose they were satisfied with an agreement reached Dec. 14.

That agreement divided the couple's property and provided for Jennings to pay his ex-wife $5,000 a month alimony until he reaches 65, when the amount will be reduced to $3,750 a month. Alimony payments will stop if Mrs. Jennings remarries.

The Jenningses have two adult children.

Mr. Jennings, who stood with his attorney, Dominic J. Chiesa, lives in a university-owned house at 285 Crosswell Blvd.

The agreement calls for him to pay Mrs. Jennings' moving expenses. She has been living in a university-owned house at Carroll, Ohio. She was represented by attorney Jeffrey A. Grossman.
COLUMBUS, Ohio -- Ohio State University President Edward H. Jennings has been awarded the 1988 Distinguished Service Award by the Black Clergy of Greater Cleveland.

The award, presented Jan. 17 during intermission of the second annual Cleveland Orchestra Inner-City Concert, recognized Jennings for his "personal integrity and courage in implementing the Ohio State University affirmative action plan -- a plan that demonstrates Ohio State University is an institution in which all Ohioans can take pride, and one which proves that Ohio State is correctly regarded as one of the nation's top universities."

The concert at Cory United Methodist Church in downtown Cleveland was the highlight of "Making the Dream Come True," a three-day series of communitywide events commemorating the birthday of Martin Luther King Jr.

"There is no priority of greater urgency than ensuring all citizens true access to full participation in our society," Jennings said. "We look to a brighter future because our record, our goals, and our commitment to affirmative action represent the right thing to do for Ohio State, for Ohio, and for society as a whole."

Jennings was praised by last year's award recipient, Sen. Howard Metzenbaum, as a "compassionate and caring individual who gave us a program that serves today as a model for the nation."

#

Contact: Ruth Gerstner, University Communications, (614) 292-2711.
PRESIDENT JENNINGS ACCEPTS the Distinguished Service Award from the Black Clergy of Greater Cleveland as Cleveland Mayor George Voinovich, left, the Rev. James Thomas, Cleveland City Council President George Forbes and Sen. Howard Metzenbaum look on.
Edward, Mary Jennings are granted dissolution

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Contact: Ruth Gerstner, University Communications, (614) 292-2711.
Jennings promises he’ll stay at OSU

By Alan Miller
Dispatch Staff Reporter

Faculty members gave Ohio State University President Edward H. Jennings a standing ovation yesterday after he promised to stay at OSU despite public criticism about the way former football coach Earle Bruce was fired.

"You have placed your trust in me to speak and act on behalf of the university. I intend to remain worthy of that trust and to remain at this university," Jennings told the University Senate in his annual State of the University address.

The speech was recorded and will be broadcast at 7:30 p.m. Monday on WOSU-TV.

Jennings fired Bruce on Nov. 16, 1987, shortly before OSU beat the University of Michigan in the football season’s finale. Bruce sued the university, claiming the firing violated his contract, but settled out of court for $471,000.

Jennings, 50, has been OSU president since September 1981.

He did not mention Bruce by name but said, "I will be the first to admit that my decision to dismiss the football coach created far more attention than I had expected. I regret that."

He praised the faculty and trustees for standing by him during the furor after the firing.

"The members of this faculty told their community and the world that Ohio State endures, that what we passed through in November and December is but a sentence, even a phrase, in the long historical narrative of this university," he said.

He asked the faculty for continued support and advice.

"Through all this, unchanged, is the recognition that my personal responsibility is to lead this university," Jennings said.

OSU weathered the turbulence and is moving forward, he continued.

"Let us look forward now, let us respond imaginatively to happenstance, whether it be lost opportunities or major advances," he said.

"You have placed your trust in me to speak and act on behalf of the university."

— Edward Jennings
What next for OSU and Ed Jennings?

He had been one of Ohio State’s strongest presidents. Then, after the uproar over the firing of football coach Earle Bruce, the question began to be asked: Can Ed Jennings survive?

By Ray Paprocki

The university had always been a giant, but a sleeping giant,” says Herb Asher, special assistant to the president. “Now, the university is seen as on the move, and Ed deserves credit for that.”

But Jennings fumbled the firing of an unpopular football coach by allowing Rick Bay, the athletic director who resigned in protest, to take control. Bay denounced the firing at his press conference, and, in the ensuing outrage, Bruce became a sympathetic figure and Bay a hero. In turn, Jennings, who held no press conference, was cast as a villain—Machiavelli in a gray suit.

When Jennings faced reporters, he made the situation worse by refusing to explain why Bruce actually was fired. The whole incident left the ugly impression that OSU was a football factory, and that Jennings was an inept administrator.

And Jennings was doubly damaged when his personal life became an issue—rumors swirled about campus and downtown that Jennings, separated from his wife, had relationships with various women. There were press reports that the OSU board of trustees had cautioned him privately to be more discreet.

Then Bruce filed the $7.44 million lawsuit, and his attorney, John Zonak, dropped a bombshell by speculating to reporters about Jennings’s “carousing” and “excessive drinking.” The following day a newspaper story appeared describing Jennings’s intentions to accompany a female OSU employee on a London vacation.

Speculation mounted on a subject that before Nov. 16 would have been unthinkable: the forced resignation of Ed Jennings. Could he pull himself through and, if so, still maintain his credibility?

Ohio State and Jennings moved quickly to end the turmoil. They settled the lawsuit for $471,000—a decision that saved the institution and its president from the effects of potentially nasty public testimony. Almost as suddenly as the story had ignited, it was extinguished—except for reports on Bruce’s job hunting, OSU’s search for his replacement and Jennings’s dissolution agreement with his wife a week before Christmas. Jennings, for the most part, had dropped out of the spotlight. And speculation about his job security was over.

Although some still blame Bay for starting the mess, even supporters believe that Jennings botched the situation, damaging the reputations of Ohio State and himself. But Jennings survived because of his strong track record. He had a long list of academic successes in moving the university forward. Unlike his predecessor, Harold
Enarson, he also impressed the movers and shakers outside of campus by playing the game of community leader—joining boards and regularly visiting the Statehouse. Jennings had established his worth to the university and to the community; he would be too valuable to lose.

The OSU trustees, the people with the power to fire Jennings, strongly backed him. When the pressure reached its peak—after Bruce announced the lawsuit—chairman Edmund Redman defended Jennings and called him “one of the outstanding university presidents in America.”

“When the going got tough,” says one observer, “they closed ranks quick- ly. If he didn’t have their support, you wouldn’t have found that happening.”

But there’s some speculation that the trustees had no choice except continued support of Jennings. Ironically, they added to the problem with their meek attempts at damage control: They couldn’t get their stories straight on whether they voted to remove Bruce, and they publicly raised the issue of Bruce’s character, which helped prompt the furious football coach to file his lawsuit. By backing Jennings early on, the trustees plumped themselves into the same boat he was in. The options were to sink or stay afloat, so they supported Jennings.

Some skeptics contend that the trustees may have engineered a back-room deal, privately telling Jennings to find a new job in the next year. Jennings says, “There is simply no truth to that at all.” The trustees say that Jennings is their man, and commend his career at Ohio State. They list his accomplishments, such high-profile projects as the Wexner Center for the Visual Arts, the Ohio Supercomputer Center, the ambitious $350 million development fund drive. There is a “better atmosphere of excellence” concerning academics, says trustee Joel Teaford, a Columbus lawyer. Jennings pushed for and got a selective admissions policy, which toughened eligibility standards, and an ambitious affirmative action program designed to attract more black and other minority students and faculty.

Trustee John J. Barone, a Maumee lawyer, says, “We now financially able, because of the fund drive, to go out and get the best teachers available.” Trustee John Berry, a Dayton multimillionaire, says, “The average person has no concept of the magnitude of running Ohio State,” which along with its 59,000 students has an annual budget of nearly $1 billion and a work force of 28,000. “He has to be an educator, a businessman, a politician for dealing with the legislature—and to take care of the needs of faculty and represent the university with the public and alumni.” Berry adds. “There aren’t too many people I know who have these qualities. He gets an A rating in all of these.”

But there were suggestions that the trustees were disturbed by Jennings’s private life. The Plain Dealer reported in November that six sources confirmed that trustees had told Jennings his job was in jeopardy because his personal life style was causing considerable gossip. The story quoted one source as saying that Jennings had been told to be more discreet.

The five trustees who agreed to interviews denied the story, except Columbus developer Jack Kessler, who said, “No comment. I fully support Dr. Jennings.” Berry adds, “To my knowledge, it’s never been discussed. If some individual trustee told him, then I’m not aware of it. But I know the other trustees pretty well and I think they would have told me.

Jennings also had faculty members come to his defense. When Jennings arrived at Ohio State in 1981, he immediately made a positive impression with faculty. He was thrust into a state financial crisis that had potentially disastrous consequences for the university. There was talk of huge tuition increases and faculty cutbacks, even including the drastic measure of releasing tenure faculty members. Jennings stepped in and, by most accounts, handled the crisis admirably. “His management of affairs got us through,” says Bernard Rosen, associate professor of philosophy and current campus chapter president of the American Association of University Professors (AAUP). Faculty members, particularly tenured ones, were naturally relieved about keeping their jobs and preserving the sanctity of tenure.

Also in his first year, Jennings acknowledged a faculty request to eliminate what many considered an embarrassment to the university: a loyalty oath (swearing nonmembership in the Communist Party and pledging to uphold the U.S. Constitution). Says one faculty member. “He got rid of it quietly, and it showed that he understood academia—that it was an insult.”

Jennings also gets good grades for involving faculty in decisions. “He is open and we have access,” says Rosen. “He interacts with faculty in a way Enarson and [former OSU president Novice] Pawcett never did. He listens and understands.” Professors are normally a fractious bunch, grumbling about one thing or another, and, indeed, there are complaints. Some grouse that Jennings, who has a PhD in finance and follows a business like operating style, runs Ohio State with an MBA mentality. “The bottom line and public relations is what counts,”

In the beginning: incoming OSU president Jennings, left, with outgoing president Harold Enarson.

Jennings, on the left at the head of the table, and the board of trustees at their December meeting. Board president Edmund Redman is next to Jennings.
says one. And Rosen is critical of the university’s cost containment program, which is modeled after private industry attempts to save money.

But there apparently is less complaining now than under previous administrations. “What’s amazing is how little griping you hear these days,” says a higher education official. Rosen says his disagreements with cost containment are not directly aimed at Jennings. “OSU is a bureaucracy and changes come slowly. I am reasonably comfortable that he’ll listen and consider the criticism,” he adds. “The relationship between the faculty and president is the best in my 22 years at Ohio State.”

During the Bruce backlash, some faculty members, says one source, “were in horror when people were clamoring for Jennings’s resignation.” The Faculty Council took a highly unusual step and voted on Jennings’s overall job performance. The tally landed on Jennings’s side, 59-11 (with one abstention and 17 ballots not returned).

Last year the faculty indicated its respect for Jennings when Ohio State’s AAUP chapter gave Jennings its Nemzer Award for academic achievement—probably the first time any university president had been so honored. “That’s unheard of,” says a higher education official.

Jennings, hardly the personification of the tweedy intellectual, has gone beyond the campus to lobby important constituencies, making friends with community leaders who enjoy having access to the university president. One such constituency is the Statehouse. The president has impressed many by how easily he, unlike his immediate predecessors, has worked with legislators. “A high priority of his was to know the legislature as quickly as possible,” says one source. The first week of his administration, he visited the Statehouse to sit in on a finance meeting. His interest gained legislators’ respect.

“He is present at the Statehouse other than when asking for money,” says one lobbyist. Jennings also returns calls himself, and interacts easily, learning and remembering lawmakers’ names. “He doesn’t see it as dirty work,” says Asher.

Jennings’s lobbying paid off during the Bruce crisis. “Notice that during the time of difficulty, no one in the legislature was quoted as being critical of him,” says one observer. “If someone wanted headlines—to get some front page—they could have easily gotten it by saying something negative about him.”

“I feel very good about having a president of his abilities at Ohio State,” says Ron Gerberry, chairman of the Ohio House Education Committee.

Jennings also gets high marks for quickly plugging into the city’s power structure; in contrast, Enarson concentrated more on national education bodies than city affairs. Jennings sits on a number of community and state boards, such as those of the Ohio and Columbus Area Chambers of Commerce, Banc One Corp. and Ohio Bell. He also is a member of the Mayor’s Christopher Columbus Quincentennial Jubilee Commission, which is planning the city’s 1992 festivities. “Jennings was sensitive to the criticisms of Enarson, and by joining boards it offered him a chance to circulate with high-ranking people,” says one ex-OUSI administrator. Notice that during the uproar over the Bruce firing, Mayor Buck Rinehart was uncharacteristically close-mouthed.

Jennings is a player; he has worked with others in bringing a hub to Port Columbus and traveled with the delegation to St. Louis that tried, albeit unsuccessfully, to entice the football Cardinals to move the team here. “He’s accessible,” says one community leader. “He returns calls promptly and gives input.”

Jennings has taken stands on emotionally charged topics, but, according to observers, he can smooth out problems. One potentially explosive issue was his push for selective admissions, which could have sparked an outcry by local and state black leaders. Selective admissions policies are thought by some blacks to shut minorities out of higher education.

Rep. Ray Miller, a leader in the city’s black community, says he disagreed with the policy, but followed Jennings’s request to wait and see.

Miller says now he thinks selective admissions has cut blacks off from Ohio State, but feels the university corrected itself with its affirmative action campaign. But why the absence of a stronger protest? Says one source, “He touched the right bases in the black community, giving them reassurances.” Miller says, “He is astute enough to know when to change policy. I believed that he would improve the situation if it adversely affected blacks.”

It seemed that the university-related groups who cried the loudest during the Bruce affair were students and alumni. The Lantern, the campus paper, blasted Jennings repeatedly in editorials and student columns. Some of the editorial cartoons were vicious; one showed Jennings as a puppet whose strings were being pulled by trustees and downtown power brokers. There were “Dump Jennings” signs and a petition drive to oust the president. Fuming alumni phoned radio call-in shows and Ohio State’s Alumni Association. There was heat, but nothing approaching a concerted effort to bring about Jennings’s resignation.

Jennings, though, has had a good relationship with students and alumni. Normally, students go about their business with little regard to the president, unless a cause moves them to action. One such cause developed in 1985, and Jennings responded to protests, spurred by OSU students, over the university’s financial connection to apartheid South Africa. The board of trustees voted to divest $10.8 million of stocks in companies that did business in that country. Overall, says Scot Zellman, this year’s University Student Government president, Jen-
As for alumni, "He is as open and available as any president we’ve had in the 22 years I’ve been here," says Dan Heinlen, director of alumni affairs for the Alumni Association. He adds that most alumni have the "perception that he was and is an outstanding university president," James Chapman, president of the Cleveland OSU alumni club, says that he hasn’t heard of any move to dump Jennings. "We’re supportive of Dr. Jennings’s leadership... and quite frankly, in the minds of a lot of people, Cleveland used to barely get any attention." Under Jennings’s command, it has, he says.

Of course, Ohio State and Jennings got a lot of the wrong kind of attention in November because of the Bruce firing. But was there any lasting damage?

Trustees and other supporters downplay the damage—and say that Jennings and the university will continue the march toward Excellence.8 Teaford says, "The effect was zero." And William Protheroe, an astronomy professor who has compared Ohio State to a large rocket blasting off, says his analogy still holds, "It’s very hard to bring the rocket back to the pad once it has lifted off.

But the verdict is not yet in. Two key benchmarks by which to assess the damage will be fund raising and faculty recruitment.

Whether Jennings’s handling of the firing hurts the fund drive can’t be determined until the totals are released in the coming months. As of mid-December, right after emotions ran highest, 251 pledges totaling more than $420,000, were canceled. The largest pledge withheld was $400,000 from Worthington Industries.

Was that an indictment of Jennings’s job performance? "We are not blaming anyone," says Worthington CEO and chairman John McConnell, who also has endowed a chair for aviation with gifts to Ohio State of more than $1 million. "We did not want to cause any difficulty for the university. We just felt that in business, it [the firing of Bruce] would not have been done that way... we didn’t like how it was handled." But McConnell said in December that "once the situation has stabilized," the company would reconsider its decision.

"There is no animosity between John and me," says Jennings. "I’m totally confident that John will continue to support us."

The effect on faculty recruitment, too, is difficult to gauge—most recruiting is done at national conventions through the spring. Jennings has said that a great university is made by great people. If those great teachers, thinking that OSU puts football above all else, stop coming, then Jennings and the university get hurt. As Jennings says, "If a physicist from Columbia University thinks we’re a bad place because of this, I worry about it. But I don’t think that is happening."

He says he has asked a few prospective faculty members whether the Bruce firing would cloud their decision about teaching at Ohio State. "They said it had no effect."

Trustees say the university will continue to attract bright stars. "All universities strive to get top-notch educators, but there are only so many top-notch educators available," says Berry. "It is very competitive, but OSU has a lot to offer. In my opinion there will be no long-range effect on faculty recruiting." Protheroe agrees, but says it’s hard to judge how prospects react to offers. "Some, if they know they can’t get football tickets, won’t come," he says, "And then there are others who, if even the word ‘football’ is mentioned, won’t come."

And, as for hiring a new football coach, some wonder if the November fiasco scared off some big-name candidates from seriously considering moving to Ohio State. "We had absolutely no problem in recruiting a replacement," says Jennings, referring to new football coach John Cooper from Arizona State. "Let’s win the Rose Bowl next year," he says, with an upbeat intensity. Then there’s a pause, he laughs, and adds "Well, let’s give him more time than that."

Supporters also brush off suggestions that Jennings’s credibility has been tainted. The rumors concerning his personal life, however, won’t soon be forgotten. People might see him in a different light now: There may be gossip at social occasions if he has a drink in his hand or a woman on his arm. Can a university president function capably in such an environment? If not, then Jennings’s effectiveness, no matter how sterling his previous record, is diminished.

"If my credibility is hurt, then time will tell," Jennings says. "I haven’t changed my behavior. I still go to parties, still go to functions. I will not try to be different. The campus accepts that my personal life is my personal life."

Jennings did move quickly to reach a dissolution agreement (a hearing was set for January) with his estranged wife, Mary Eleanor. There is speculation that the dissolution came at a steeper price than if the Bruce firing hadn’t occurred. According to court records, Jennings agreed to pay, among other benefits, a $75,000 property settlement and alimony worth $50,000 a year ($44,400 after Jennings turns 65) unless Mrs. Jennings remarries.

But how will the agonizing events of November affect his own job performance? There had to be emotional pain, hearing the rumors and the calls...
Nobody likes to get criticized. We live in a public world, particularly in academia. If I can’t stand up to criticism, then I’m not true to academic freedom.”

In the long run, Rosen says, “If the guy does his job, then the rumors will float off. If he doesn’t do his job, then people will take these things more seriously.” Adds Barone, “A weaker man would have buckled under the pressure. He proved that he had fortitude.”

Ironically, the furor over the Bruce affair may keep Jennings at Ohio State longer than expected. “He likes a challenge,” says one ex-administration official, “and people were afraid that after initiating the programs at Ohio State he’d be bored and would want to move on.” There had been stories about Jennings’s being lured to other major universities, perhaps Iowa or Michigan, or even into private industry. (Jennings served as financial vice president at Iowa and received a doctorate in finance from Michigan.)

The possibility still exists of Jennings’s being wooed, but now, with the Bruce fiasco linked with his name, observers speculate that the courtiers may back off for a while. “And people are happy about that,” says one insider. “It would be a great loss if somebody did pick him off.”

“In the past, I have gotten a lot of job inquiries, and systematically turned them down,” Jennings says. “In fact, I got one the other day. I intend to stay here. Things do change in time, but I have no intention of leaving and see no reason to.”

And Rosen echoes other Jennings supporters when he says, “If you look at his overall record, this is one mistake, and you can’t judge what he’s done by that one action.”

Ray Paprocki is a staff writer for Columbus Monthly.
Jennings thanks faculty

By JOAN SLATTERY
Lantern staff writer

President Edward H. Jennings, at his address to the University Senate Saturday, thanked the faculty for their support following the firing of football Coach Earle Bruce.

"Of the many truths brought home to me since the events of Nov. 16 and following, none is more profound than that of the value, strength and loyalty of the faculty of this university," Jennings said.

"The members of this faculty told their community and the world that Ohio State endures, that what we passed through in November and December is but a sentence, even a phrase, in the long historical narrative of this university. It was the faculty who maintained the focus of Ohio State," he said.

"The nature of a university requires that the president be of the faculty, not above the faculty," he said.

"As president, I am not, and should not be, immune from such review (from my peers)," he said.

Jennings admitted that his decision to fire Bruce brought far more attention than he expected, and said he regretted the extra attention.

"In the days since mid-November, I have seen the university community live through a broken moment, repair itself and come back together," he said.

After being fired, Bruce sued the university for violation of contract. He settled out of court for $471,000.

for loyalty in firing

Alluding to the affirmative action and cost containment plans, Jennings asked the faculty "not to chafe at the repeated requests for data and the burdens of planning."

Also at the University Senate meeting:
• Ceroletta Curtis, co-chairwoman of the Committee on Women and Minorities, reported that the committee has been working on the Distinguished Affirmative Action Awards Program, examining promotion and tenure issues for women and minorities, and compiling statistics on women and minority faculty at Ohio State.
• Jim Schaefer, vice president of Undergraduate Student Government, said the group is trying to find ways to increase student participation in USG elections. Schaefer also said the USG executive branch recommends the university encourage minorities to apply for the position of Sports Information Director, open because of the retirement of Marv Homan.
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor...
with Merck and Co., West Point, Pa., from 1963-65.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

-more-
He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

Jennings is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the board of directors of the National Merit Scholarship Corp. and a member of the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; the Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the President's Committee on Intercollegiate Athletics of the American Council on Education, and the National Collegiate Athletic Association Presidents Commission and Select Committee on Athletic Problems and Concerns in Higher Education.
Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus (Ohio) Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.

Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its third printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings has two sons. William F. and Steven W. Jennings.
Jennings receives tongue-in-cheek award

By JEFF RAPP
Lantern staff writer

The Gridiron Show, a series of skits and songs that pokes fun at locally publicized events, took aim at Ohio State University President Edward H. Jennings during Tuesday night's performance at the Palace Theatre.

Coincidentally, cast members voted Jennings the winner of the annual "Boner Award" for his involvement in the firing of coach Earle Bruce.

About 500 people attended this year's event, which is sponsored and organized by The Press Club of Ohio. The award was presented during intermission of the two-hour show.

Pat Vandevoort, chairperson of the 32-year-old show, said, "The awards are traditions with the club, and we've been giving them as long as we've been doing the show."

"The Boner Award is given to the man that is judged to have committed the biggest faux pas or blunder," Vandevoort said. "The woman that has done the same wins the Adam's Rib Award. Of course, this is all in good, clean fun."


Vandevoort said Jennings' blunder made him the "clear favorite" of the 25-member cast.

Malcolm Baroway, executive director of University Communications, accepted the award in Jennings' behalf.

"It's a tongue-in-cheek thing," Baroway said of the show's roasting of public officials. "There's no question that the situation with the coach and the athletic director made news this year and was a continuing story."
Jennings offers thanks to colleagues

By Greg Brown

President Jennings in a speech to the University Senate Jan. 30 thanked the faculty and trustees for providing "a steadying hand...during the most uncomfortable hours of late 1987" when dismissal of then head football coach Earle Bruce created so much public attention.

He said he regretted the notoriety that arose from the November action.

But he stressed that Ohio State has mended this "broken moment," with the collective goodwill of its many supportive constituent groups including alumni, friends, staff, students and faculty.

In singling out his fellow faculty members he told them how grateful and proud he was to be their colleague. "You are the rock upon which this University is built," said Jennings, "and upon you it will continue to be built with new visions, toward new completions."

Furthermore, the president reiterated his commitment to lead Ohio State, and to continue that leadership in a vigorous fashion.

"The business of the university, this University, is the mind, the exercising of the intellect that distinguishes us as human beings from all other forms of life," Jennings told the senate.

"It is the creation of an environment where debate, and the disagreement which may arise from that debate, is not only fostered and nurtured, but required."

To this end, where building a greater body of knowledge is the goal, the presi-

dent asked that faculty, staff and students be patient about the "seeming plethora of plans" that they have been asked to help formulate with the administration.

"I ask you not to chafe at the repeated requests for data and the burdens of planning. This is our attempt to listen as comprehensively as possible. If we succeed, there is a greater good, and that greater good is a university with direction, with values, with intentions, and with the ability to satisfy those intentions and hold to those values.

"That greater good is also a university where the plans and the planning are flexible, where individuality is honored, where social consciousness prevails, where unexpected problems and opportunities can be addressed, where today's bizarre concept can become tomorrow's breakthrough."

The president called upon the extended University family to continue in its forward movement toward the highest academic scholarship it can achieve.

As Jennings left the Dreese Lab Auditorium stage, the audience rose to its feet, giving rousing applause to the president's speech.
President praises faculty, seeks continued input

Editor's note: President Jennings presented an address to the University Senate Jan. 30. The following is the text of his speech.

Over the six-and-a-half years of my tenure at Ohio State, I've addressed the University Senate and participated in its deliberations many times.

I have become comfortable with this group and this setting. I know many of you on a first-name basis. I have approached this session, however, with the awareness that today's meeting is different.

I would like to take a few minutes of your time to discuss briefly the impact on me and this University of the events in November and December. This is not an easy assignment.

Moreover, my remarks will not include the list of recent accomplishments and the agenda of new projects with which I am familiar. Instead, I will put on my professorial hat and offer you my view of the essence of our great University.

I would like to begin my remarks with a brief story... a very personal anecdote about Ed Jennings when he was growing up in Washington, D.C. This happened when I was 11.

My brother and I were wrestling in the living room, and we accidentally knocked over a lamp. Now that lamp was special. My mother, a librarian, had bought it as a treat for herself, which was very, very unusual, and we knew it.

To this day I can recall, in vivid detail, looking at the multi-colored pieces of glass scattered across the floor, and wishing there were some way to put them back together to the chagrin of my mother.

She returned, saw the lamp, and said nothing. In fact, she would not let us clean it up. She left the pieces of glass on the floor for several weeks to make a point: Something broken cannot be repaired.

And while it was a good lesson concerning a lamp, we have learned here in recent months that this lesson does not necessarily apply to human endeavors.

In the days since mid-November, I have seen the University community live through a broken mousetrap, repair itself and come back together.

How did this happen?

The answer, I believe, lies in the cumulative goodness, empathy and love of our faculty, staff, students and their families.

Of the many truths brought home to the members of N.Y. Tech and elsewhere, none is more profound than that of the value, strength and loyalty of the faculty of this University.

This trinity of characteristics is a constant that withstands, indeed, rises above, the tests and furies, the intrigues and attacks, the storms and fusty flurries, that beset the great institutions. It was the faculty who kept the purpose of the University in focus.

During the most unforthcoming hours of late 1977, the members of the Board of Trustees and the members of the faculty provided a steady hand, and took public and private postures which were calming and consistent.

The members of this faculty told their community and the world that Ohio State University, that what we passed through November and December is but a sentence, even a phrase, in the long historical narrative of this University. It was the faculty who maintained the focus of Ohio State.

Nevertheless, I will be the first to admit that my Ohio State football coach created far more attention than I had expected. I regret that.

So, I say to the faculty: I am grateful to you and proud of you, for more than you can possibly imagine. You are the rock upon which this University is built, and upon you, it will continue to be built, with new vistas, toward new comple.

I thank you and Ohio State thanks you for your wisdom.

A university is a kaleidoscope of people and purposes, of seeking and finding, of learning and serving. There is bending and there is durability. It is a kaleidoscope, so it proves, as the poet Elizabeth Waterhouse has written: "that broken things can fall back together and be as perfect as before."

The University has experienced a broken moment, but that has passed. My purpose today is to acknowledge again my commitment to proceed with you toward the "confident tomorrow" of which Wordsworth wrote.

My vision for this University has not been diminished, and I trust your vision for the Ohio State University has not been impaired. Be that vision should be constant and consistent. In fact, I suggest that our vision of the future might be improved, remembering Benjamin Franklin who said, "The things which hurt, instruct."

Though all this, unchanged, is the recognition that my personal responsibility is to lead this University.

I am pleased with the progress I have been charged by the Board of Trustees to be a leader that proceeds from the necessary relationship between a university president and a university faculty. With your support and your counsel, I will succeed.

Trusting in that support and counsel, I want to reaffirm for you today my loyalty to the Ohio State University, in that reaffirmation, I welcome your collegial wisdom.

You have consistently given me such counsel, and I welcome it again today, for it is not easy to evaluate fully all the effects of recent events, although it is my determination that our forward progress has not and will not be impeded.

My confidence in this institution remains unshaken. You have placed your trust in me to speak and act on behalf of the University. I intend to remain worthy of that trust and to remain at this University.

This is not a time for irrevocable leadership or managerial misgivings. One must tend to business.

The business of the university, this University, is the mind, the exercising of the intellect that distinguishes us human beings from all other forms of life.

The business of the mind includes the creation, transmission and preservation of knowledge.

The business of the mind is the development of our analytical powers, our experimentation with new ideas.

It is the creation of an environment where debate, and the disagreement which may arise from that debate, is not only fostered and nurtured, but required.

The mind of the nation asked at a given moment, and I was asked, even in the face of the human spirit.

Because our business is the mind, we have been worked hard, and with effect, to preserve and protect those fundamental precepts which govern and sustain our academic community and ensure our academic freedom.

By experimenting, by conducting research, by the period of scholarship, we seek knowledge, not for its application or its immediate benefit to society — but for its sake.

The applications of research will come, but they will come faster, stronger, better, if we understand that each of us has the privilege and the responsibility to seek knowledge only for the sake of knowing.

It is essential to the growth of any mind that it be taught and allowed to question. We must continue to foster an environment in which traditional knowledge can be questioned, and scholarly hypotheses freely debated.

We must maintain attitudes which hold nothing sacred, that question all assumptions. It is through such questioning that progress is made; that societal issues are addressed and resolved; and that the quality of life is improved.

Knowledge is built slowly, in small steps, bit by bit. It is built with hard work and experimentation; sometimes this process fails, but we learn from our failures.

Further, within the University, we will challenge, stimulate and support each other in the quest for knowledge.

As president, I am not, and should not be, immune from such review.

To lead this University, to be its president, one must accept that administration, including the president, are servants of the University. I remain challenged and stimulated by the idea that Ohio State is ultimately run by the faculty.

I see myself as a faculty member first, and president second. When I make decisions, I have confidence in those decisions because they arise from our sense of faculty values, reinforced by our sense of collegiality.

As president, I continue to be inspired by the faculty and continue to learn from them. And I trust that they feel that they have much more authority over their individual lives than is the past, and that our intellectual lives have gained renewed sustenance as a result.

There is a mindset which holds that faculty only teach, do research and perform their public service, and administrators only devise and implement policy.

That mindset is incorrect. We must continue to recognize the generation of ideas and the implementation of ideas are not restricted either to faculty or to administration.

I hope that a part of my legacy here Continued on page 5.
would be that the Ohio State University was not only governed, but also led by the faculty and the administration, together, not always in harmony, but always with the advancement of the human spirit in mind.

And in the context of advancement, I want to answer your concerns about the seeming plethora of plans that has fallen upon you.

Now I know at the mere mention of “planning,” there is a burst of tension in this room, and the suppressed desire to say with Yogi Berra: “It’s deja vu all over again.”

But nevertheless, we should remember that at a university, to plan is to listen. The nature of a university requires that collegiality be a part of the planning process. The nature of a university requires that the president be of the faculty, not above the faculty.

I trust you agree that the components of institutional planning today are far, far from the isolated introspection of Emily Dickinson. But something she wrote is pertinent: “We never know how high we are/ Till we are asked to rise/ And then if we are true to plan/ Our statures touch the skies.”

Certainly, we are all committed to assuring that the stature of Ohio State touches the skies. To know how high we can rise, we must plan and be true to our plan. We must recognize and foster imaginative management to ensure Ohio State’s future.

But be assured that your intellectual destiny rests in your colleges, your schools, your units, in the academic localities, and not in Bricker Hall alone.

I ask you not to chafe at the repeated requests for data and the burdens of planning. This is our attempt to listen as comprehensively as possible. If we succeed, there is a “greater good” and that greater good is a university with direction, with values, with intentions and with the ability to satisfy those intentions and hold to those values.

That greater good is also a university where the plans and the planning are flexible, where individuality is honored, where social consciousness prevails, where unexpected problems and opportunities can be addressed, where today’s bizarre concept can become tomorrow’s breakthrough.

Let us look forward now, let us respond imaginatively to happenstance, whether it be lost opportunities or major advances.

Let us not look backward, as a university or as individuals, but let us learn from what has gone before. This is the hallmark of a well led and well governed university.

A university, of course, changes. But then again, it does not. It transcends time, and people, and events. The university carries on; it is carried forward.

In that transcending spirit, let us make a commitment to continue — to complete together the tasks, to achieve together the goals, to continue together, vigorously and undiverted, our reach for academic excellence.

Thank you.
President, AAUP meet to talk curriculum, cost

By Ruth Gerstner

The undergraduate curriculum changes now under review will have numerous effects on the University, but a new academic calendar and a two-track faculty evaluation system are not likely to be among them, according to President Jennings.

His comments came during an hour-long informal question and answer session at the Ohio State chapter of the American Association of University Professors winter meeting Jan. 25.

About 50 persons attended the session in University Hall. The topics they most wanted to discuss with the president were curriculum review and cost containment.

Jennings said “there is absolutely no question (the curriculum changes) will cost a lot of money” and will have implications on staffing, scheduling, and a whole group of issues.

When asked whether the curriculum revision would provide a good opportunity to switch the academic calendar to semesters, Jennings said, “We’re biting off enough with curriculum review; let’s not bite off more right now.”

He noted that there are strong arguments for both the semester and quarter systems and that the Ohio State faculty is split evenly — “within a tenth of a decimal point” — on the subject.

In general, the president said, he is not in favor of two-track faculty systems, in which one group of faculty is judged for promotion and tenure on the traditional research and teaching criteria and another group is judged solely on research, teaching or another basis.

“Our function at Ohio State is teaching and research, and these are not separate activities,” Jennings said.

However, he cited medicine as one area where double-tracking is appropriate because clinical demands prevent some faculty from undertaking a typical teaching and research load.

The $12 million cost containment program implemented last calendar year had some serious problems, Jennings admitted.

“There’s no question that cost containment didn’t really work all that well. There’s a lot we’ll have to change — from the way goals are set to the way bonuses are awarded — but the fact that we’re going to have to help ourselves (by saving money) will continue,” he said.

The program is being discussed and evaluated in preparation for a revised program this year, he said. “We must focus on not hurting quality.”

A participant asked how disciplines with extremely low numbers of minority candidates, such as mathematics, should meet affirmative action goals for faculty hiring. Jennings said the effort in those areas should be to recruit students.

“We should focus on getting people into the Ph.D. program, on building up the pool,” he explained. “We produce some of our own, and we have an obligation to produce minority candidates for ourselves and other universities.”
Jennings wins Boner Award

Ohio State University President Edward H. Jennings was voted the winner of the Press Club of Ohio's annual Boner Award last night.

Jennings won the award, which recognizes a noteworthy blunder, for his handling of the firing of former football coach Earle Bruce.

Jennings "created the first public martyr since Joan of Arc," said the cast of the club's annual Gridiron Show, which votes on the award.

State Rep. June H. Lucas, D-Mineral Ridge, won the Adam's Rib Award, which honors a blunder by a woman. She was recognized for a published insult directed at fellow Democrat and Speaker of the Ohio House Vernal G. Riffe.

The awards were presented during the Gridiron Show in the Palace Theatre.
TO: Steve Sterrett
FROM: Mal Baroway
DATE: March 7, 1988
SUBJECT: President Jennings' resume

Please add the attached appointment to President Jennings' resume and biographical data sheet. He is now a member of the National Committee on United States-China Relations Inc.

As standard operating procedure on such appointments, send out a short news release (include other prominent members) and give to Greg Brown for onCampus.

cc: President Jennings
    Vice President Tobin
    Greg Brown

Attachment
TO: The National Committee on
United States China Relations, Inc.
777 United Nations Plaza
New York, New York 10017

I agree to join you as a member of the National Committee on United States China Relations.

Edward H. Jennings, President
The Ohio State University
205 Bricker Hall
190 N. Oval Mall
Columbus, Ohio 43210

ADDRESS

ASSOCIATIONS (for identification purposes on Committee brochure)

SIGNATURE
February 3, 1988

Mr. Edward Jennings
President
Ohio State University
205 Bricker Hall
190 N. Oval Mall
Columbus, Ohio 43210

Dear Ed:

On behalf of the Board of Directors and Governor Raymond P. Shafer, I am pleased to invite you to become a member of the National Committee on United States-China Relations.

Founded in 1966, the Committee is comprised of some 750 distinguished American business, academic, professional, and civic leaders who share a belief that increased public understanding of China and U.S.-China relations is essential to the effective conduct of the nation’s foreign affairs. The Committee takes no policy positions, but seeks to stimulate public interest and awareness of important issues in a variety of ways.

Our major work is in public and international policy. The Committee’s delegation exchanges over the years have involved major leaders in the fields of economic development and management, governance, mass communications, international affairs, and educational administration. We also engage in exchange-related educational activities by sponsoring public meetings, symposia and workshops, distributing reference materials, and providing a range of advisory services. In New York, we conduct a luncheon seminar series designed especially for the Committee’s corporate sponsors.

Though the Committee is proud of its important role in the process of establishing "normal" relations with the People’s Republic, we believe that the relationship is entering a new and very delicate phase. With this in mind, the Board of Directors has established some clear priorities for future programs. In the months and years ahead, we shall focus on the central issues in U.S.-China relations, seek to extend the reach of our programs to interior areas of China, and place more emphasis on development issues and multilateral relationships.
It is our hope that members will participate in the Committee's meetings and in local exchange-related programs. Members receive the newsletter and periodic mailings of articles and reference materials on China. No annual dues are assessed, but members are invited to make voluntary contributions and to render whatever services they can in furthering the Committee's objectives. I have enclosed our twentieth anniversary report and two other Committee brochures for your information.

I sincerely hope that you will join us, indicating through membership your interest in the National Committee's work. Please let us know by completing the enclosed card. We would also appreciate receiving a brief biography for our files.

Sincerely,

David M. Lampton
President

DML/ek
Enclosures

Dear Ed:

I miss my teaching of political science at OSU but also am enjoying my new job in New York. Ohio State has been an acknowledged leader in academic ties with China and your joining our Committee would be one small recognition of that fact!

Best wishes,

Millie
BIography of: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the academic faculty of finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina at Chapel Hill in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western) in Cleveland. He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He began his teaching career as a visiting lecturer in finance at Eastern Michigan University, Ypsilanti, in 1967. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor —more—
with Merck and Co., West Point, Pa., from 1963-65.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar-es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance Associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

-more-
Edward H. Jennings -- 3

He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. In December 1985, he was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas.

Jennings is a member of the National Association of State Universities and Land Grant Colleges and serves on its Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform. He also is a member of the board of directors of the National Merit Scholarship Corp. and a member of the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The two-year project, "Essentials of University Education for Nursing," is supported by a $400,000 grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the United Negro College Fund's Central Ohio Advisory Board; the Health Education Committee of the Association of American Universities; the Executive Committee of the Board of Electors of the Insurance Hall of Fame; the National Committee on United States-China Relations; the President's Committee on Intercollegiate Athletics of the American Council on Education, and the National Collegiate Athletic Association Presidents Commission and Select Committee on Athletic Problems and Concerns in Higher Education.
Jennings is a member of the boards of directors of the Ohio Chamber of Commerce, Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus and the Columbus School for Girls.

He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus (Ohio) Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.

Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings is the co-author of a textbook, "Fundamentals of Investments," now in its third printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings has two sons, William F. and Steven W. Jennings.
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Jennings has two sons, William F. and Steven W. Jennings.
OSU chief, employee to marry next month

COLUMBUS (AP) — Ohio State University President Edward Jennings will marry Barbara Real, a university employee who was mentioned in connection with a lawsuit last year over the firing of former football coach Earle Bruce, the university announced.

A two-sentence statement released Thursday said Jennings and Real would be married in September at a private family ceremony in Columbus. No date was announced.

Bruce, who sued Jennings and the university after being fired in November, had requested a deposition from Real, who is director of regional fund-raising for the university.

Jennings and Real reportedly had planned to go on a nine-day vacation together to London in November after Bruce’s dismissal. But Real canceled Jennings’ reservation after she was mentioned in connection with the $7.4 million suit and after news media reports about the vacation.

Real’s 12-year marriage to Mark Real was dissolved in Franklin County Domestic Relations Court Oct. 13, 1987. Jennings at the time was separated from his wife, Mary Eleanor. The two dissolved their marriage Jan. 19 after 28 years.

Jennings fired Bruce Nov. 16 but never specified his reasons for the dismissal.

Bruce’s suit alleged that he was fired because he disapproved of Jennings’ personal conduct. The suit was later settled out of court. University spokesman Malcolm Barrow said Real submitted her resignation in June. It is effective Aug. 31.
Coach Earle Bruce had a record that surpassed that of his legendary predecessor, Woody Hayes, but he had one failing. He could never be Woody Hayes. For nine seasons, fans criticized him as colorless, inept, out-of-date. No one loved Earle Bruce until he was fired. That night, the OSU band went to Bruce's house and played for the coach and his wife while they cried. Everyone cried. It was probably the moment in time when Earle Bruce's stature most nearly approached Woody Hayes's.

The next day Kappa Sigma fraternity men stood outside their house and chanted, "No Bruce, No School" for an hour. "Most of us went to classes anyway," fraternity President Gary Price said. "This isn't the radical Sixties." Two days later a hospital staffer organized a pro-Bruce campus rally that drew 300 people.

Bruce sued the university—a suit which took all the following week to settle. Then the "Save Earle" T-shirts disappeared into drawers. Star freshman tailback Carlos Snow affirmed, "I am a Buckeye. I'm going to remain a Buckeye." Journalist professor Lyle Barker offered a FR post-mortem. "It should have been handled quickly," he said, "with what we teach in public relations—maximum disclosure, minimum delay." Another professor recalled the publicity when Woody Hayes was fired for slugging an opposing player and lamented that this kind of "embarrassment as an educational institution" appeared to be cyclical. And while some of the pundits of academia said the whole episode represented the triumph of athletics over the scholarly, others concluded just the opposite.

Jennings, who even in the national press suffered a general lambasting for appearing to espouse a winning-is-everything policy, emerged bent but unbroken. The Faculty Council voted 39 to 11 to support him. After all, he was the one who had been leading them to greatness before this "Jock U" slip-up. In his seventh year in office, Jennings said he had the second-longest tenure of any president in the Big Ten. During the winter, he spent a lot of time affirming that he intended to stay in his job.

The Columbus Dispatch
AUG 26 1988

Jennings, Real will say 'I do'

Ed Jennings, president of The Ohio State University, and Barbara M. Real will marry in September.

In a single-paragraph news release last night, the university said Jennings, 51, and Real, 41, will tie the knot in a private ceremony in Columbus. No other details were provided.

Real is a regional director in OSU's $350 million national money-raising campaign. She has resigned effective Aug. 31.

Jennings and his former wife, Mary Eleanor Jennings, dissolved their 28-year marriage on Jan. 19.
Jennings is optimistic about concert

By Zinie Chen
Lantern staff writer

President Edward H. Jennings told about 35 Baker Hall residents Tuesday night that the Pink Floyd concert in Ohio Stadium will be a positive event for the university community.

"Concerts have been part of the university fabric for years," Jennings said. He said there could possibly be future concerts in Ohio Stadium if the stadium is not damaged.

The Pink Floyd concert will be the first rock concert held in Ohio Stadium.

"It all depends on how you behave," he said. "If we can't mind the facilities, then I think we ought to shut it down (to concerts)."

Jennings said a student committee has recommended that the revenue from the event be equally distributed to the athletic department for the use of the stadium, the minority scholarship program, student activities and to the search for finding a possible next concert.

JENNINGS SAID he probably would not attend the concert during the question and answer session sponsored by resident advisers.

Jennings also discussed the proposed raise in student tuition for Autumn Quarter. The Ohio Legislature appropriates money for the university with an assumed tuition increase. The university assumes half the rate of that increase, and makes up for the rest through internal budget reallocations, he said.

"I think what we are trying to do is basically to keep tuition changing at the rate of inflation and keep it comparable to the rest of the Big Ten," he said.

Jennings said the tuition Ohio State charges for out-of-state students is "way too low" compared to that of other schools across the nation.

Jennings also answered questions about the taxation of graduate tuition fee waivers. The 1986 tax reform act forces graduate students who are teaching assistants or research assistants to pay taxes on their fee waivers.

"I'M NOT too optimistic about it," Jennings said, referring to the attempt to get Congress to revoke the tax.

Students also asked Jennings about the bill allowing two students to sit on the Board of Trustees as non-voting members. Ohio State officially opposed the bill.

The president said he would not oppose giving the students the right to vote, but said the one-year appointments hamper the students' effectiveness.

"It's tough for someone to take responsibility for such a large organization," Jennings said.
COLUMBUS, Ohio -- Ohio State University president Edward Jennings has been named a member of the National Committee on United States-China Relations.

Founded in 1966, the committee seeks to stimulate public interest and awareness of important issues pertaining to U.S.-China relations.

Jennings was recommended for membership because of the university's involvement with China, said Chung-Min Chen, director of East Asian studies at Ohio State.

Jennings has been directly involved with China, leading an Ohio State delegation there in 1983.

"We receive a large number of students from the People's Republic of China and we have one of the strongest East Asia centers in the United States," said Chen, who will accompany Gov. Richard Celeste on a trade, education and cultural-exchange mission to China April 4-18.

Currently, 237 students from China are enrolled at Ohio State. In addition, 63 visiting scholars from China -- the most from any one country -- are spending the year here.

"We've seen a huge increase in Chinese students in the past two to three years," said John Greisberger, director of the Office of International Students and Scholars. Nationally, there

-more-
were 20,030 Chinese students in the United States in 1986-87, a
43 percent increase from the previous year.

"We've had a comparable increase," said Greisberger.
Ohio State has exchange programs with three Chinese
universities, involving certain students and faculty.

"We also are exploring possibilities for some kind of
exchange program with other universities in China," Chen said.

Certain Ohio State academic areas, such as the College of
Medicine and the Byrd Polar Research Institute, also are involved
with various joint research projects. An Ohio State entomologist
is involved with efforts to explore a remote Chinese cave.

The National Committee on United States-China Relations has
performed major work in public and international policy. It also
has conducted exchange projects involving major leaders in the
fields of economic development and management, governance, mass
communications, international affairs, and educational
administration, according to committee president David M. Lampton.

The committee engages in exchange-related educational
activities by sponsoring public meetings, symposia and workshops,
distributing reference materials, and providing a range of
advisory services.

"Though the committee is proud of its important role in the
process of establishing 'normal' relations with the People's
Republic, we believe that the relationship is entering a new and
very delicate phase," said Lampton, a former associate professor
of political science at Ohio State.

"In the coming months and years ahead, we shall focus on the
central issues in U.S.-China relations, seek to extend the reach
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emphasis on development issues and multilateral relationships,"
said Lampton.

Board members of the National Committee on United
States-China Relations Inc. include Robert S. McNamara, Shirley
Temple Black, Gerald R. Ford and Armand Hammer. The membership
is comprised of some 750 American business, academic,
professional and civic leaders.

Contact: Chung-Min Chen, (614) 292-4117; or John Greisberger,
(614) 292-6101.
Jennings named to panel on U.S.-China relations

Edward H. Jennings, president of The Ohio State University, has been named a member of the National Committee on United States-China Relations.

The committee was founded in 1966 to increase public interest and awareness of important issues between the United States and China. The committee consists of about 750 American business, academic, professional and civic leaders.

Jennings was recommended for membership because of OSU's ties with China.

Currently, 237 students from China are enrolled at OSU. In the 1986-87 school year, 20,030 Chinese students were enrolled in the United States, 43 percent more than in the previous year.

OSU has exchange programs with three Chinese universities. OSU's College of Medicine, the Byrd Polar Research Institute and other academic areas also are involved in joint research projects with the Chinese.

Jennings led an OSU delegation to China in 1983.

The committee has conducted exchange programs involving leaders in economic development and management, mass communications, international affairs and educational administration.
Jennings wants $50-a-quarter tuition increase

OSU also would boost employee pay and benefits

By Tim Doulin
Dispatch Staff Reporter

The cost of attending classes at The Ohio State University will go up at least $50 a quarter for full-time students next fall if OSU trustees follow the recommendations of President Edward H. Jennings.

Jennings proposed yesterday that tuition increases of 8 to 13 percent and salary-and-benefits raises for faculty and staff members be included in the 1988-89 budget.

The trustees will consider the budget next month.

If the board agrees with Jennings, an undergraduate student from Ohio will pay $680 a quarter. Graduate students from Ohio will see their tuition increase to $893 a quarter from $827. Each of the increases amounts to about 8 percent.

UNDER Jennings' recommendations, students from outside the state will be hit hardest. Undergraduates will pay $1,576 a quarter, an increase of $216 or about 13 percent. Out-of-state graduate students will pay $2,256 a quarter, up from $2,024, an increase of 11.5 percent.

About 8,000 of OSU's 58,397 students are from out of state.

Jennings said that attracting students from outside Ohio is important. But he added, "We need to bring the relative share of costs paid by out-of-state students more in line with that assumed by Ohio residents" through tuition and the instructional subsidy by the state.

The recommended increase for Ohio students matches the tuition increase recommended to state universities by the General Assembly.

LAST YEAR, OSU's tuition went up 10.9 percent, even though the General Assembly recommended a 22 percent increase.

"With continued, modest state support, our ability to set Ohio State's tuition below the state-recommended increases has been exhausted," Jennings said yesterday.

He also recommended a 1.5 percent across-the-board pay increase for faculty and staff members and an additional 2.5 percent in merit increases. Equity and excellence adjustments of up to 1 percent also would be awarded to some faculty members.

Faculty and staff members would receive a 1.8 percent increase in benefits.

OSU's salaries for professors are third-highest among Big Ten schools. They rank in the top 20 percent for research institutions nationally.

"We plan to maintain that," Jennings said.

The average OSU salary for the current school year ranges from $24,600 for an instructor to $57,900 for a full professor.

Edward H. Jennings
- Named Nobel laureate physicist Kenneth G. Wilson a permanent faculty member. OSU originally announced that Wilson, who heads the Cornell University Theory Center, would be a visiting professor.

The announcement was made in March in conjunction with the naming of Wilson's wife, Alison A. Brown, as associate director of the Ohio Supercomputer Center.

Wilson, who starts at OSU Aug. 1, will be paid $133,320.

- Heard a report from Thomas L. Tobin, vice president for communication and development, that OSU's five-year fund-raising drive has brought in $270,887,361. Started in 1985, its goal is to raise $350,000,000.

- Were told by Scot Zellman, outgoing president of the Undergraduate Student Government, to expect two student trustees to be appointed to the board by Jan. 1.

Gov. Richard F. Celeste signed a bill last week that requires student trustees at the state's 13 public universities. Zellman said undergraduate and graduate student governments are setting guidelines for selection of student trustees.

IN OTHER matters, the trustees:
Jennings recommends salary, tuition increases

By Ruth Gerstner

In budget guidelines presented May 5 to the Board of Trustees, President Jennings suggested total increases in salary and benefits of 6.8 percent for employees.

He also asked for an 8 percent increase in tuition for Ohio residents and increases of 11.5 and 13 percent for out-of-state graduate and undergraduate students.

For the complete text of President Jennings' recommendations, see page 6.

Salary guideline proposals, Jennings said, maintain competitive compensation for faculty and staff through 1.5 percent across-the-board salary increases, 2.5 percent merit increases, and a 1 percent central pool for market equity and excellence increases.

The University also will continue the current employee medical benefits program despite a 40 percent increase in its cost, which is estimated to account for about 1.8 percent of the payroll. Therefore, total increase in salary and benefits would be 6.9 percent.

The president annually reports budget plans at the May trustees meeting so that a resolution on the budget can be adopted at the June meeting for the coming fiscal year.

Under the proposed guidelines, undergraduate tuition for Ohioans would rise from $630 to $680 per quarter and Ohio graduate students' tuition would rise from $827 to $893 per quarter. Out-of-state students would pay $1,876 per quarter on the undergraduate level and $2,256 per quarter on the graduate level, increases from $1,660 and $2,024 respectively.

A higher rate of increase in tuition for non-residents is necessary to bring their share of costs more in line with that assumed by Ohioans through their tuition plus the state subsidy that applies only to residents, Jennings said.

He stressed that the University, through internal reallocation, will provide financial aid to those who become newly eligible for aid because of the higher tuition and also will work to maintain the purchasing power of current aid packages.

In other budget guidelines, Jennings recommended:

• Keeping the overall average of increases in auxiliary services such as residence halls, bookstores and parking to no more than 8 percent.
• Increases of 3 percent for equipment and supplies in the colleges and offices.
• Returning to a program of internal budget reallocation to create a pool of $12 million to selectively enhance excellence. The reallocations will not be implemented across the board, either Universitywide or in the individual units.
• Looking inward in seeking candidates for job openings. As programs, projects or services become obsolete, the people working in those areas need to be given opportunities to direct their skills to other areas of the University.
Jennings outlines fiscal plans for 1988-89

Editor's note: President Jennings made the following remarks concerning 1988-89 budget guidelines at the May 5 meeting of the Board of Trustees.

In keeping with the normal budget cycle for the University, it is my responsibility to report to you our budget plans for next year at this meeting, so that a resolution on the operating budget can be brought before this board in June for the fiscal year beginning July 1, 1988.

We continue to benefit from a bi-partisan state legislative climate that values higher education, and from increasing success in private fundraising. Examples of the benefits of the Academic Challenge, Eminent Scholars, the Ohio Supercomputer Center, and other important special projects for higher education abound to recognize the state's foresight. We are recruiting faculty to fill endowed professorships and awarding new academic scholarships to students, thanks to generous contributions from our supporters around the state and the nation.

However, the state is now feeling the effects of an income tax base that is currently lower than it was in 1982. The state lacks the funds to meet higher education's full needs. Private dollars must continue to be designated for our margin of excellence, not the basic requirements of the institution, or our special benefits will be impermissibly diluted. While we continue to have a growing budget at Ohio State, there is a critical difference this year in the rate of that growth. State funding is, and will be for the foreseeable future, growing at a slower rate than we have seen in the past. The state budget increase provides only a 3.5 percent increase in the General Funds Budget for the coming fiscal year.

For an historical comparison, our increase last year was 4.1 percent in the first year of the current biennium. That compared to increases of 11 percent and 9 percent in the biennium just before. Our recovery period from the difficult years of budget retrenchment was enormously helpful in restoring budgetary equilibrium. However, we can no longer rely upon the state for increases at those earlier rates. Growth in state funding will continue, but at a slower pace than before. We at Ohio State, rather than scale back our ambitious plans, must be prepared to sustain our momentum on our own.

To continue to enhance excellence, and to continue to capitalize upon opportunities as they arise, we must strengthen our resolve to make difficult judgments among competing priorities as we manage growth and the increasing progress toward pre-eminence that we see rapidly advancing all around us, in all areas of the University community.

Last year, we experimented with a program of cost containment to help generate internal savings to fund our ambitious plans. It also included monetary incentives for participation, in the form of individual bonuses. While our experiment was successful in realizing the targeted savings, the institution needs to consider other approaches to achieve the broader goals of the cost containment concept: improved information sharing and shared decision-making; greater teamwork across normal departmental or office boundaries; and, in particular, quality enhancement throughout the institution.

To succeed in meeting those goals, I believe the pursuit of excellence should be separated from the necessity of cutting costs. Under cost containment, cutsback somehow became the goal, rather than the means to an end. I want to prevent a side-effect of quality enhancement through the creative use of resources.

For the coming year, I will recommend that our efforts to generate new funds internally return to the reallocation system we have had in the past. With the current budget allocation, we will find the resources within the institution to enable us to hold tuition within the rates of increase recommended by the General Assembly, fund the enhancement of excellence in colleges and departments, and reward faculty and staff members through competitive levels of compensation.

The budget planning guidelines I am outlining today for the 1988-89 fiscal year have been developed after consultation with our faculty, staff, and students through the University's Fiscal Committee and the Faculty Compensation and Benefits Committee of the University Senate. Their long hours of dedicated work on these important issues should be recognized and are very much appreciated. The large-scale, multi-year plan to increase excellence levels will be accompanied by a 3.5 percent increase in the state budget. The state recommendation incorporated in the biennium budget guidelines was an 8 percent tuition increase this year.

You will recall that last year, when faced with recommending a 3 percent tuition increase, I returned the message to the Assembly. I will make that recommendation again this year. We have concluded that the 3 percent increase is the most effective way to allocate additional resources to the University.

With these salary guidelines and the substantial increases in medical benefit rates paid by the institution, we will see an increase in salary and benefit costs of 6.8 percent. At this level, we are able to maintain our competitive position among the nation's best comprehensive research-oriented universities.

For equipment and supplies budgeted for the colleges and offices, I will recommend budget increases of 3 percent, with options for each area to request additional funds for special priority needs.

In proposing these recommendations, I have not for one moment considered moving away from continuing our program in identifying and enhancing excellence, as well as maintaining competitive levels of compensation for faculty and staff. To include human resources. Vice President John Welshan's history of the institution will need to generate $21 million in additional resources if we are to balance our budget.

As I mentioned briefly at the outset, it is my intention to return to a realization process for institutional control over the allocation of new funds. However, just as we have been committed to developing institutional flexibility through total resource management, I will expect the process of reallocation by the colleges and offices to be the most effective way to target our financial goals.

Furthermore, no area, large or small, will have its budget approved if its own budget approach is seen to be simplistic across-the-board percentage reallocations. This principle has been stated year after year, and yet too many of us have looked to across-the-board budget reductions to meet our goals. As we return to reallocation, such across-the-board approaches will be unacceptable.

Admittedly, setting and finding priorities calls for difficult decisions. But we must recognize differing needs and, indeed, differing achievements in prior years that have left some areas truly lean and efficient, while others cling to out-date proclivity programs of dubious value to our fundamental priorities. Those differentiations must be made as part of the budget process, in the context of anticipating a substantial reallocation each spring.

Our understanding of total resource management also must be expanded to include reallocation. We have outlined Vice President John Welshan's history of the budget, and now we must begin to explore the potential for reallocation. We have outlined, and others for recognition for accomplishments will be considered, they will accrue directly to the individual's or team's efforts, based on the results achieved.

Part of total resource management is looking to ourselves for staffing the growth areas of the University. While the faculty are basically specialized, and by large those seeking faculty staff will need to become self-supporting, they will become self-supporting by becoming self-sufficient within our University. This will be easier as we reduce financial constraints to provide adequate state funding to help keep our tuition as low as possible while be must be a priority goal for all the citizens of Ohio.

Other costs for students include various fees and charges for residence and dining halls, parking, bookstore, and other aspects of campus life. These charges are assessed by auxiliary services, which we expect to be self-supporting within established guidelines. This year, we will ease prior restrictions on price increases in the auxiliaries, allowing each area to make its case for price changes based on their own goals and markets, and in a context of continuing to reduce internal costs.

However, we will also expect attention to be focused on the important goal of keeping an Ohio State education accessible in all respects, and the overall average of the increases is not to exceed the 8 percent tuition increase.

Our compensation for faculty and staff must remain competitive. The rising costs of benefits makes that more difficult each year. This year, just to maintain current medical benefits, our costs will increase 1.4 percent. The continuing efforts of University Hospitals and the Office of Personal Services to find imaginative new ways to meet the needs of our employees while holding costs down. This, however, remain the centerpiece of compensation. I will recommend a 1.5 percent across-the-board increase for all our faculty and staff, recognizing the most recent 1.3 percent for merit increases. We also will continue our practice of making a central pool available for equity and excellence adjustments and to address market issues, totaling another 1 percent.
OSU gives Jennings $10,320 raise

By Tim Deulin
Dispatch Staff Reporter

A $10,320 raise for President Edward H. Jennings is part of a budget totaling nearly $1 billion that Ohio State University trustees approved yesterday. Pay raises for faculty and staff members and a $50-a-quarter tuition increase for full-time undergraduate students from Ohio also are in the $990,160,000 budget for the fiscal year beginning July 1. Jennings' new salary will be $120,820 a year.

"The board continues to appreciate the leadership effort on behalf of the university by President Jennings," said Leonard J. Immke Jr., board chairman. "His devoted service combined with his energetic commitment has been admirable."

"The board continues to appreciate the leadership effort on behalf of the university by President Jennings."

--- Leonard J. Immke Jr.

The board's personnel committee recommended the raise after reviewing Jennings' performance.

Immke said the raise is based on "relevant market consideration and salaries of presidents of other major land-grant, research institutions." The raise is an 8 percent increase for Jennings. The raise is an 8 percent increase for Jennings.

Faculty and staff members will receive a 1.5 percent across-the-board pay increase plus 2.5 percent merit increases. They will also receive 18 percent increases in benefits.

Equity and excellence adjustments of as much as 1 percent also will be awarded to some faculty members.

The average salary for an OSU instructor in the current school year is $24,600. For a professor, it is $57,900.

The board followed Jennings' recommendation in raising tuition.

Undergraduate tuition for Ohio residents attending the Columbus campus will be $690 a quarter, up from $620. Tuition for Ohio resident graduate students will be $893, up from $827.

Tuition for out-of-state undergraduates will be $1,876 a quarter, up from $1,690. For out-of-state graduate students it will be $2,256, up from $2,024.

Athena Yiamouyiannis, president of the Undergraduate Student Government, asked the board to reconsider the tuition increase. She said tuition will be too high for many students.

Jennings sympathized with Yiamouyiannis but said, "It's got to be."

He said that, for Ohio undergraduate students, OSU tuition will remain 10th lowest among the 13 state schools and fifth lowest among Big Ten universities.
Subject: President's Bio

Date: June 20, 1988

From: Mary Basinger

To: Steve Sterrett

Steve -

Following are updates for President Jennings' bio. Would you please have the corrections made and send me some updated versions. If you have any questions, please let me know. Thanks.

Add:

✓ Member of Marine Corps Historical Foundation Advisory Committee
✓ National Association of State Universities and Land-Grant Colleges:
  ✓ Chair, 1988 Committee on Federal Tax and Fiscal Policy Issues.
  ✓ Acting President, Council of Presidents
  ✓ Member, Committee on Federal Legislation
✓ Member, AmeriFlora '92 Board of Trustees
✓ Member, Ohio Board of Regents Ohio Supercomputer Center Governing Board
✓ Member, Council of Great Lakes Governors Higher Education Task Force
✓ 1988 Distinguished Service Award in recognition of Ohio State's affirmative action plan awarded in by the Black Clergy of Greater Cleveland.

Change:

✓ Edition on his book from third to fourth publication
✓ Page 3, paragraph 3: In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew memorial Trust to the American Association of Colleges of Nursing.
Delete:

✓ Member of Ohio Chamber of Commerce
✓ Columbus School for Girls
✓ NASULGC Committee on Financing Higher Education and its Ad Hoc Committee on Regulatory Reform
✓ Executive Committee of the Board of Electors of the Insurance Hall of Fame
✓ National Collegiate Athletic Association Presidents Commission and Select Committee on Athletic Problems and Concerns in Higher Education
Board raises Jennings' pay

By Robert Hackley and Karis Andrews
Lantern staff writers

A $10,320 raise for OSU President Edward H. Jennings was approved by the Board of Trustees June 3 as part of the new $1 billion university budget. The 8 percent increase gives Jennings an annual salary of $139,320.

"The board continues to appreciate the leadership effort on behalf of the university by President Jennings," said Leonard J. Immke Jr., board chairman. "His devoted service combined with his energetic commitment has been admirable."

Immke said the raise was based on Jennings' performance, as well as "relevant market consideration and salaries of other major landgrant research institutions."

Board members Hamilton J. Teaford and John Kessler both said the raise was well deserved.

"If the university performs well, it very much reflects (Jennings') work," Teaford said.

'Teaford said Jennings' involvement with the faculty, the minority programs and the curriculum review program helped in the board's decision. He also said presidents of multimillion-dollar corporations with earnings similar to Ohio State's receive about five times what Jennings is being paid.

Kessler said the 8 percent raise was recommended by the board's compensation committee and had "very little" to do with the salaries of other Big Ten presidents.

"The raise was initiated by the board," he said. "Jennings did not ask for it."

OSU faculty and staff members received a 1.5 percent pay raise and a 2.5 percent merit increase. They will also receive a 1.8 percent increase in benefits.

The average salary for an OSU instructor is currently $24,600, while the average earnings for a professor is $57,900.

Full-time undergraduate tuition has increased by $50 a quarter for the 1988-89 fiscal year beginning July 1.

Tuition for Ohio residents will be $680 a quarter, up from $630. Graduate students' tuition will be $893, up from $827.

Out-of-state tuition for undergraduates has been raised from $1,660 a quarter to $1,876. Out-of-state graduate students' tuition has gone from $2,024 to $2,256.

Athena Yiamouyiannis, USG president, said the higher tuition would create problems for future OSU students.

"I was disappointed, but (the tuition increase) was expected," Yiamouyiannis said.

She said this year's increase plus last year's increase puts the cost well above the rate of inflation and would most strongly affect the middle-class students as lower-income students can more easily receive financial aid.

President Jennings was unavailable for comment.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in -more-
finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.
He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. In December 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate planning for the 1992 celebrations by the City of Columbus of the 500th anniversary of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in conjunction with the celebration.

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Jennings is a member of the boards of directors of the Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus.

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Edward H. Jennings -- 5

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Edward H. Jennings -- 3

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FOR IMMEDIATE RELEASE

COLUMBUS – Citing its job-creating potential and the opportunity to keep Ohio’s scholars in Ohio, House Speaker Vern Riffe today proposed the establishment of an Ohio Superconductivity Center.

"The superconductivity phenomena promises to revolutionize the transfer of energy throughout the world. A Superconductivity Center will help put Ohio in the forefront of this emerging technology and lead to jobs in new and expanding industries," Speaker Riffe stated.

Speaker Riffe said that the General Assembly has authorized the formation and funding of a task force charged with studying the potential for such a superconductivity center. He named Dr. Douglas Olesen, President of Battelle Memorial Institute, and Dr. Edward Jennings, President of Ohio State University, co-chairmen of the task force. The remaining members will be named later.

"One of the goals in establishing the center would be to help Ohio industries achieve leadership in the practical application of superconductivity technology," Speaker Riffe said. "Another is to encourage Ohio high school mathematics and science students to study at Ohio universities and remain in Ohio after graduation. We want to stop the brain drain of bright young people from Ohio."

Superconductivity is the ability of some materials to conduct electricity without incurring electrical losses arising from resistance. The practical applications for superconductivity are virtually limitless, including faster computers, more efficient appliances, advances in transportation systems, and more efficient utilization of electric power.

In addition to studying the potential for a superconductivity center, the task force will formulate a program for the center’s operation, and develop specific proposals in the areas of scholarships, scientific research, educational training and cooperative work experience for students.

Once underway, such a center would also be a magnet for industries and scholars studying related technologies.

"Historically, Ohio has been a state of inventors and innovators. A Superconductivity Center will continue that tradition. It has the potential to bring new jobs into Ohio, make Ohio a leader in an emerging technology, and keep our students in Ohio after graduation. It is an investment in Ohio’s future," Speaker Riffe concluded.

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Edward H. Jennings -- 3

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Jennings' wife, Barbara, is employed by The Ohio Co. He has two sons, William F. and Steven W. Jennings.
Edward Harrington Jennings
Ohio State U
190 N Oval Mall
Columbus, OH 43210
Buckeyes' team picture adds a new corner man

By Tim May
Dispatch Sports Reporter

Glance at the 1986 Ohio State football team picture and you'll see OSU president Dr. Edward H. Jennings flashing a smile in the bottom row, left-hand corner. He's the first OSU president to join the football team for its picture, according to the school's sports information department.

"I'm in there because John Cooper asked me to be in it," Jennings said, referring to the first-year coach he helped hire Dec. 31. "He made the request through athletic director Jim Jones and I said, 'If John wants it, I'll do it. But he shouldn't feel like he has to do that to keep me with this team.'"

Cooper said, "Ed Jennings is the president of this university and Jim Jones is the athletic director. I told them we're all in this together.

"Any place I've ever been, we've asked the president and the athletic director to be in the picture. Heck man, it's not my team, it's our team."

Jennings has been mentioned as a possible candidate to succeed Big Ten commissioner Wayne Duke, who will step down Dec. 31, 1989. Though Jennings does not consider himself a candidate for

OSU-Pitt tickets available today

Some 8,000-8,000 tickets for Ohio State's football game Sept. 17 at Pittsburgh will go on sale at 9 a.m. today at Pitt. At $16 each, they can be purchased by telephone (412) 621-9186 with a MasterCard or Visa. There is no limit.

commissioner, he does not have any criteria for possible candidates. He said they should have a strong background in adherence to rules, and should abide strictly by those set forth by the National Collegiate Athletic Association and the Big Ten.

"Academia has to remain the driving force in this conference," Jennings said. "But the Big Ten is also about a $40 million a year business now, so the person should obviously have a good deal of business sense.

"When you sit down negotiating with the Tournament of Roses about a $10 million-$11 million a year deal, for instance, you better have someone sitting there who knows what he's doing."
Jennings, Real will say ‘I do’

Ed Jennings, president of The Ohio State University, and Barbara M. Real will marry in September.

In a single-paragraph news release last night, the university said Jennings, 51, and Real, 41, will tie the knot in a private ceremony in Columbus. No other details were provided.

Real is a regional director in OSU’s $350 million national money-raising campaign. She has resigned effective Aug. 31.

Jennings and his former wife, Mary Eleanor Jennings, dissolved their 28-year marriage on Jan. 19.
President Edward H. Jennings and Barbara Real

Jennings, Real marry in private ceremony

By Melissa Allison
Lantern staff writer

President Edward H. Jennings and Barbara Real were married in a private ceremony at First Community Church in Marblecliff Sunday, Sept. 4, at 5:30 p.m.

Jennings has been president of Ohio State since 1981, and Real was director of regional campaigns for the University Campaign since January 1987. Real resigned from that position Aug. 31, 1988, according to Personnel Services.

Real plans to spend the next month getting settled, Jennings said.

“She’s already had several job offers, which she will begin working on once we get settled,” he said.

The couple announced the wedding on August 25. “They wanted it to be a private, family matter,” said Malcolm Baroway, executive director of university communications.

They honeymooned in Carmel-by-the-Sea, Calif., for five days after the wedding.
Jennings denies WOSU cover-up

By Julia Keller and Tim Doulin
Dispatch Staff Reporters

Ohio State University President Edward H. Jennings denied any attempt to keep secret two reports assessing WOSU, the university-owned television and radio stations.

"When we complete the review process, that's when we release everything," Jennings said yesterday, in response to an article in Sunday's Cleveland Plain Dealer accusing the university of covering up reports critical of WOSU.

The reports would have been released publicly at the end of the year, said Malcolm Baroway, executive director of university communications. On Monday, the university released both reports: one by university personnel, the other by independent broadcast consultants.

THE REPORTS will be the basis for a five-year plan for the WOSU stations, Baroway said.

The Plain Dealer article charged the university with trying "to conceal two reports highly critical of the management and operation" of the stations. WOSU employees who saw the reports, the story continued, were forced to sign a secrecy pledge and ushered into a private room to view them.

In an interview with The Dispatch, Baroway countered that the reports are part of a routine administrative review. They are kept in one room, he said, because their bulk (one is 125 pages, the other 23 pages) prevented the university from making a large number of copies.

Baroway said, "It's not secret. It's a report for which confidentiality is asked."

DALE OUZTS, general manager of the WOSU stations said, "The review process is routine. We don't object to it. But it's not a process that should be fought on the front pages of newspapers."

"You take things out of context and you can make lots out of them. But they don't really hold much water."

The Plain Dealer claimed some people are critical of Jennings for interfering in programming decisions at the university-owned stations.

Jennings said that WOSU reports to the president's office, just as do all other units within the university. He was involved in programming decisions in three recent instances, Jennings recalled: in his advocacy of taped replays of OSU football games, airing the Woody Hayes memorial service and airing a local lecture series.

"BY AND LARGE," Jennings said, "I don't have a lot to do with what goes on in the station."

"It's important to recognize the review begins internally. We've been doing program reviews for the last 10 years on every academic department. Two years ago we began reviews on non-academic units starting with the athletic department. Student services is under review, as is WOSU."

"The reviews have a lot of opinion in them, and that is fine. That's what we're looking for, so that we can take the information and make the improvements that need to be made."
Face-off

USG President Athena Yiamouyiannis, left, hits the ball over the net to President Edward H. Jennings. Yiamouyiannis challenged the president's office to a game, with the winner buying lunch. President Jennings' team came out victorious, winning three of the five games.
OSU must have help, Jennings says

By Scott Powers
Dispatch Staff Reporter

If Gov. Richard F. Celeste and the Ohio General Assembly want The Ohio State University to keep tuition down, they are going to have to provide more state money for the school, OSU President Edward H. Jennings said yesterday.

The state is sending contradictory messages, Jennings said, by urging schools to hold down tuition while refusing to increase state higher education spending by more than 1 or 2 percent a year.

Jennings suggested a state-wide income tax increase as a possible solution, but he stopped short of calling for one.

His comments came at a press briefing addressing the Sept. 16 Board of Regents budget proposal. That proposal asks the General Assembly to increase state spending for higher education from $2.58 billion for the current two-year period to $3.34 billion for the biennium beginning July 1, 1989.

Jennings said Ohio State has a $34 million deficit in a $900 million annual budget. The school would need $60 million more a year to stay even over the next two years without increasing tuition.

Jennings said it would take a $700 increase in annual tuition, to about $2,600 a year, for the university to make up that money otherwise.

"Sixty million dollars is a lot of money and I suspect the other institutions have cases to be made, too. I do think we need to hear from them (the General Assembly) about what they really mean about funding higher education and tuition," Jennings said.

"Because right now they are being contradictory."

The amount of the school's budget provided by tuition has increased to 41 percent currently from 36 percent in 1985, he said.

If the legislature continues to under-finance Ohio State and requires a tuition cap, the result will be cutbacks at the institution, Jennings said.

Small state spending increases, Jennings said, "haven't affected Ohio State negatively yet. Our salaries are very competitive with virtually everyone in the world. ... That's not because of higher appropriations though, it's because of cost containment."

Jennings said there is room for a state income tax increase.

"There's no question in my mind if we had a recession we would have a financial crisis in this state. There is no question in my mind that we are lean on tax rates."
Jennings reacts to Watts speech

By Mike Casey
Lantern staff writer

President Jennings said he is
tired of hearing about tuition caps
from Ohio General Assembly legis-
lators when the lawmakers vote
for increases in tuition.

Jennings made his comments at
a press briefing Saturday morning
in the Drake Union. The com-
ments follow a Thursday cam-
paign pledge of guaranteed tuition
limits by Sen. Eugene Watts,
R-Columbus.

Watts, a member of the Senate
finance and education committees
is running for re-election this fall.
He made his campaign pledge on
the steps of Bricker Hall and
called the absence of tuition limits
from the Ohio Board of Regents
report "glaring.

"I don't have any problem
putting a cap on tuition at all,
except they (state legislators) have
to fund it," Jennings said.

"I do, frankly, get a little tired
of hearing (from state legislators)
how we ought to have low tuition
at Ohio State," he said. "But then
by their actions they say that we
ought to have high tuition ... I
think it's time that our represen-
tatives give us a clear signal."

Jennings cited the biennial
budget last appropriated as an
example of legislators saying one
thing and doing another.

It contained tuition increases of
22 and 8 percent for the first and
second year, respectively. At the
same time "most members of the
general assembly were calling for
low tuition, or to not increase
 tuition at all," Jennings said.

The central issue with funding
tuition caps is whether taxes
should be raised.

Watts said funding for the
tuition caps should come from
re-examining the priorities of the
state and Board of Regents
budgets, reform of higher educa-
tion, and from the increasing
revenues the state is receiving
from economic growth.

He said new taxes are not
needed but, he added that Gov.
Richard F. Celeste and the Board
of Regents have talked about an
increase in taxes.

Rep. Mike Stinziano, D-
Columbus, also running for re-
election, disagreed with Watts and
said, "The budget that's being
considered for next year has got
to include serious consideration of
a tax increase if the state is going
to meet its responsibility to educa-
tion at all levels," he said.

Jennings said that over the last
six years Ohio State has adopted
a policy of increasing tuition by
approximately half of what the
General Assembly recommends.

Jennings said, however, that
this policy is catching up and will
soon affect the quality of educa-
tion. "It hasn't so far, but it soon
will begin to.

"We're particularly short over
the last biennium, and that has
an impact on tuition here at Ohio
State."
Jennings wants more scholars at OSU

By Tim Doulin
Dispatch Staff Reporter

Rigorous recruitment of top-flight students in Ohio and a campaign to improve its public image are part of the agenda for The Ohio State University, President Edward H. Jennings said yesterday.

Jennings outlined university goals during a 48-minute state-of-the-university speech to the University Senate.

Recruiting top students to OSU is high on Jennings' list of things to do. The president said a committee will be appointed soon to determine strategy for attracting “the best possible students to Ohio State.”

“We must become focused on those academically gifted and dedicated people who have the best chance to succeed in the challenging environment of a major research institution,” Jennings said.

OSU is losing many outstanding high school graduates in the state because of a “gap between the reality of this pre-eminent university” and the public perception of the school, Jennings said.

To help land those students, Jennings wants to work on the public image of OSU, known for its large undergraduate enrollment and relatively low tuition.

A committee will be appointed by Jennings to help put out the word of OSU’s “academic quality.”

“Enhancing our public image will complement the work of the student recruitment committee, and will bring all of you the recognition you unquestionably deserve,” he said.

Jennings also called for more money from the state to help keep tuition down. The president said he supports budget recommendations the Ohio Board of Regents recently made to Gov. Richard F. Celeste that would help reduce the share of the cost of education paid by students from 41 percent to, eventually, 30 percent.

OSU has the fourth-lowest tuition among the 13 four-year state universities in Ohio.

Jennings also promised continued support of OSU's affirmative action plan, spoke out against taxation of fee waivers for graduate students and praised a revised undergraduate curriculum the university plans to implement.
Jennings plans improvements

By Mike Casey
Lantern staff writer

President Edward H. Jennings described plans to improve affirmative action, administrative responsiveness, Ohio State's image and student recruitment Saturday before the University Senate during his State of the University Address.

He praised the university's progress in faculty and student recruitment and affirmative action and reiterated his call for higher state education subsidies to hold down tuition increases.

Jennings said the university's mission was three-fold: teaching, research and community service.

Selective admissions and the curriculum review by the Colleges of the Arts and Sciences faculty had improved teaching, Jennings said. He praised Ohio State's size and comprehensiveness as assets.

Jennings stressed the importance of research at the university, and its contributions to the quality of teaching.

"Research and teaching are inseparable... without research, what would there be to teach?"

Jennings said.

"With rare exceptions, our outstanding teachers are actively engaged in research in their fields," he said. He called the tension between research and teaching "an explosive force."

Jennings said Ohio State's prere-

See JENNINGS: page 2
Jennings looks to 21st century

President Jennings presented his annual State of the University address to the University Senate at its Oct. 8 meeting. Among other issues, he discussed the need for increased financial support from the state and how land-grant universities must adapt to the future.

Jennings said Ohio State must remain true to its land-grant mission of access, yet reach the level of a world-class research institution. To meet that requirement, more funding from external sources is necessary, he said. He also announced the convening of several committees including ones for selective student recruitment and examination of administrative procedures.

For the complete text of the speech, see pages 4-6.
Jennings examines land grants' future mission

Editor's note: The following is the text of President Jennings' annual State of the University address presented Oct. 8 to the University Senate.

This year we welcome the class of 1992. There is a ring of the historical and literary about that year, as in 1217, or 1776, or 1784, or 1951. Fourteen hundred and ninety-two (was) the first of the dates most of us had to memorize in school.

Those to whom I present diplomas in 1992 will celebrate the 500th anniversary of the match to the new world by Christopher Columbus, as well as celebrate their own transit through Ohio State University's comprehensive curriculum.

The new freshmen who joined the Ohio State family fall are only vaguely aware that they are in the class of 1992. They are concerned more about finding their classrooms than finding new worlds. For many who have no major in sight, 1992 and graduation still seem very far away.

After fewer than three weeks on campus, however, I hope that much of their anxiety has been replaced by exhilaration, thanks to the warm welcome they have received from their fellow students, from staff members in the many offices they have visited, and from the faculty members in their first class courses.

As we welcome the class of 1992, and our returning students, we must ask ourselves: What do we welcome them? We welcome them to an outstanding university. We welcome them to a uniquely American university. And we welcome them to a university assuming the leadership in the changing landscape of American higher education.

Since our first class graduated in 1878, Ohio State has witnessed dramatic changes. But perhaps not in the period of our history has our vision been more dynamic than the decade of the 1980s.

I have come before you each of the last several years excited by new programs, new facilities and almost unbelievable technologies. We have celebrated together the growth of our student body, the strength of our research, the excellence of our faculty, and the outstanding achievements of our student body.

We have been clearly and undeniably in a period of extraordinary growth. And change is sometimes difficult, it is a positive force when there is a vision for the future, a plan for the future, an agreement that the goals are worthy, and a respect for the legacy of history.

This University has two historical legacies. We were created from the model of the medieval and European universities as adapted in the Colonies; and from a purely American model, the landgrant system which developed following the Civil War.

From the colonial institutions we took the intellectual rigor of curricula, designed by the faculty, that would challenge the brightest and most committed individuals. We took a strong theoretical foundation as the base of all social and scientific interactions.

From the land-grant system we took the intellectual rigor of curricula, designed by the faculty, that would challenge the brightest and most committed individuals. We took a strong theoretical foundation as the base of all social and scientific interactions.

And we were committed to the pursuit of knowledge through research as fundamental to our mission as a great University, as the commitment to improving human lives in the next generation of leaders and scholars. Never before has the knowledge generated from research and scholarship been more crucial to the future economic health of our state and to the betterment of people's lives throughout the nation and the world.

The land-grant system changed America. It created many of the technologies and fund of the leaders of the industrial and agrarian revolutions. It produced the state university systems, the state college systems, community colleges and technical colleges, that entire network of public institutions that together serve more than three-quarters of America's college students today.

And it prepared us for today, for a society that must become even more internationally competitive, and for a system of higher education that will test America into the 21st century.

In this historical context, the Ohio State University is an institution emphatically prepared for tomorrow, where hallmark is unsurpassed quality and qualitative growth. Our University is large. We are comprehensive and diverse. We are innovative and responsive research universities, as it was tied to the land-grant institutions 100 years ago. It is clear that we are ready to take on this responsibility as we do - as fact, better than — any other major university in America. And, it is clear that the demands of the 21st century are creating a new model for higher education in which the Ohio State University is taking the lead.

What, then, is The Ohio State University today?

It is many things. First, the Ohio State University is a high quality undergraduate institution. We are rigorous and demanding curriculum, and our student body is meeting the challenges posed by some of the most outstanding faculty in the world. Through the implementation of selective admissions, our students are even better prepared to respond to the opportunities offered by a comprehensive university.

Ohio State's undergraduates have a spirit and enthusiasm that generates high achievement. Among these students are the women and men who will join the growing ranks of Marshall, Truman and Rhodes Scholars from Ohio State. With the sponsorship and assistance of our faculty, our landgrant students are graduating with membership to leading graduate programs across the country. By the character and volume of their successes, our landgrant students demonstrate to the world that this is a great undergraduate institution.

Our alumni compete — and compete successfully — with their peers from any institution in this nation. They compete so well because Ohio State's undergraduates benefit from our comprehensive, a result of our land-grant heritage. To the important core of a liberal education, landgrant schools added training in the professions — such as law, agriculture, business, engineering, medicine. The result has been, and remains, graduates who are both educated and trained, adaptable and skilled.

The blending of professional and liberal education stimulates creative tension in a university. The curricular improvements under way engage us as a faculty in a debate older than our institution — and which is never ended about which disciplines, which competencies define an educated person. I cannot recognize highly enough the outstanding work of our Arts and Sciences faculty during the past year of reviews and debates, resulting in a positive vote in favor of instituting these improvements in general education.

Our revised undergraduate curriculum strengthens our commitment to a comprehensive education that will prepare our graduates for the demands of the future. For example, not only will a student in the physical sciences study foreign languages and the humanities, but our humanities students also will experience the scientific inquiry taught in the physical sciences. Furthermore, a higher degree is assigned to the international dimension of learning, to prepare our graduates for a life and career in an interdependent world.

In implementing this new curriculum, in blending practical and liberal education, and in pursuing the highest aspirations of our most able students, we must remember that a quality undergraduate institution has at its core extraordinary strength in the disciplines of the arts and sciences. We must maintain and enhance this strength.

What is Ohio State today? The Ohio State University also is a major research and graduate institution. The commitment to the pursuit of knowledge through research is fundamental to our mission as a great University, as it is the commitment to improving human lives in the next generation of leaders and scholars.

Never before has the knowledge generated from research and scholarship been more crucial to the future economic health of our state and to the betterment of people's lives throughout the nation and the world.

Regaining the competitive world position that this country once enjoyed depends on innovation — conceiving new solutions to problems, developing and implementing new technologies, and producing new products, financing and marketing new industries.

To improve the process of innovation, Ohio State's commitment is to the full spectrum of research and scholar- Continued on page 5...
We welcome the challenge of change, but we must remain true to our fundamental mission of intellectual eminence without economic elitism.

As a family member, I can understand fully your frustrations when ideas and requests are met with negative reactions or inertia. As a faculty member, I am more than ever convinced that we cannot always say "yes"; I understand that often we cannot say "yes" at all. I am more than ever convinced that we can say "no" to good ideas and reasonable requests; I am more than ever convinced that we cannot say "yes" to bad ideas and unreasonable requests.

The key to our success is that we become more flexible, adaptive, and changeable; we must change our culture. I know we are a big organization. But we must not rely on excuses. We must be good for the 21st century.

One of the benefits of working in a university environment and, in particular, at Ohio State, is the opportunity to interact with students, faculty, and staff participating in the formulation of new projects and new ideas. We must be certain that those creative talents and energies are encouraged and not stifled. We must respect the unique talents of all members of our University family. Just as the pursuit of knowledge crosses institutional lines, so too must our administrative problem-solving. We encourage and expect interdepartmental approaches to administrative issues and opportunities.

Ohio State is a decentralized organization. There is no monopoly on wisdom in the University. We believe that rapid decision making that quickly results in building centralized bureaucracies is ill-suited to both the philosophy and operation of our University. The problem-solving model that resists to make decisions at the appropriate levels and with interest in existing structures works for the 21st century. The best decisions are made by those who know what is going on and are capable of adapting to new situations. We encourage flexible decision making at every level.

During the first week of the quarter, I visited some of the offices on campus. I found that the people at the present office, those who are the final destination of a long line, know what is working and what is not. To be sure, an essential ingredient of our governance structure is seeking input from others.

I counsel all of us to ask the specific advice of staff members, faculty, and students who work with the answers. They know what is going on and they will tell you. Because we are a very large and diverse institution, we have the advantage of many views, talents, and opinions. We must make greater use of those ideas in
Continued from page S.

our internal decision making.

How well are we in the administration living up to our obligation of service to the academic mission of the institution? Does our administrative structure work well? I will ask the Presidential Advisory Committee I announced last year to advise me on these questions and to suggest improvements. Accountability and evaluation are critical to our continued progress, as is the fact that faculty, staff, and students share the responsibility and the reward of a well-governed university.

Again, let me ask: What is Ohio State today?

Ohio State is a national leader among major universities, and it is our state's flagship institution. As a land-grant university, we share a singular relationship with the citizens of Ohio. The land-grant model includes a financing technique by which government accepts a major responsibility for funding higher education to maintain low tuition.

If we are to preserve this compact with the people of Ohio, one absolute requirement is sufficient financial support from the state. In recent years, the governor and the General Assembly have supported and funded a number of the innovative programs that enhance the research and teaching missions of this University, including among others the Research Challenge Program, Program Excellence, Eminent Scholars, Academic Challenge and the Ohio Supercomputer Center. Our political leaders are to be commended for making these selective investments in excellence.

But the basic funding for higher education in Ohio is the instructional subsidy. The instructional subsidy — along with tuition — pays for the core teaching activities at this and other universities. When the state appropriates enough dollars for the instructional subsidy, then tuition increases can be kept low.

When the state fails to appropriate adequate dollars, a higher share of the cost of education must be paid by students through tuition. Unfortunately, this is what happened in the recent biennium, when we witnessed an increase in the average share of the cost of education paid by Ohio students and their families from 36 percent to 41 percent.

Some have said that at Ohio's colleges and universities, tuition increases have been too high. I would remind you that Ohio State has done a superb job of keeping tuition as low as possible, given the levels of state funding. In fact, our 13 public, four-year institutions in Ohio, only three have tuition levels lower than Ohio State. Over the past decade, Ohio State ranks lowest in the Big Ten in the percentage increase in tuition and required fees.

Ohio State has kept tuition increases substantially below — in fact, about half — the rate assumed in the state budgets. If we had raised tuition over the years as much as was assumed in those appropriations, our current average tuition would be $725 per year higher, and Ohio State would have an additional $34 million per year to support needed programs. We have followed these policies to keep education affordable, and to say to our political leaders that when you provide genuine support for education, we, in turn, will act to keep tuition down.

Next year, the state's biennial budget will be adopted. The Board of Regents already has submitted its recommendations to the governor. We believe the Board of Regents has done its job well, and we hope the governor and the General Assembly will be able to support the Regents' recommendations.

Everyone agrees that higher education is central to Ohio's and America's economic security, and that jobs in the future increasingly will require a broad-based university education. Access to higher education must be enhanced, so that all our citizens have the opportunity to participate as productive members in a dynamic economy.

As I have said on several recent occasions, our political leaders are sending mixed signals. They are calling for low tuition, yet they are not adequately funding higher education. Were it not for our own internal efforts at reducing expenditures, our students and their families would be bearing a greater financial burden than they are today. To maintain access and protect Ohio's future, we need to make progress in the next biennium to lower the reliance on tuition and increase the level of state support.

The faculty and staff have done and will continue to do an outstanding job of finding innovative ways to tighten budgets. Internal reallocation, cost containment, and strong fiscal management have accomplished a great deal. You are doing your part. But tuition is a joint responsibility of the University and state government. We cannot do this alone. Not anymore.

Be assured that we will be articulating our needs as the budget process unfolds. We will be listening to you, our elected officials. I am confident that they will recognize our needs and, further, will recognize that our faculty and students have gone beyond the limitations of past appropriations to maintain accessibility and to enhance quality.

We are at a crossroads in Ohio. Our political leaders must choose the direction.

There is another governmental issue that is extremely important to our students, especially our graduate students — the taxation of fee waivers. We share the concern of our graduate students about this federal issue. The Council of Graduate Students, the Graduate School, and my own office have been vigorously attempting to help Congress make the correct decision in this area. The Task Force on Taxation of Graduate Associate Fee Authorizations is preparing recommendations for our consideration on how to help alleviate the economic problems faced by our graduate students as a result of this new tax burden.

I find it difficult to believe that when the need for graduate education is more important than ever, government creates disincentives for graduate study. On this important matter, if Congress cannot resolve the issue, America's universities will need to respond. Our students deserve nothing less.

In looking at what the Ohio State University is today, I have highlighted many of the indicators of our excellence. This speech has contained a large number of assignments. This is by design. I know you already have plenty to do. As I consider the list of projects and activities under way, I am staggered by the size of the list. But I am reassured that we are attracting the correct challenges by the quality of your efforts and the strength of your commitment.

What is the Ohio State University today?

As I have said on other occasions, our University is a community of people engaged in the business of the mind and the extension of the spirit. Ohio State is a community of women and men who, in a richly diverse and changing environment, seek the best in themselves and in others. Our shared responsibilities as faculty and students were addressed eloquently by Professor George St. Pierre, upon accepting a Presidential Professorship two weeks ago. George said, "The University is weakened when we divide it into the teachers and the researchers, the scientists and the humanists, the faculty and the administration, and, most importantly, the young and the old. Academic standards, challenges and goals are not improved by handicapping the aspirants. In spite of the current forces that are stretching the bonds, it is essential that the senior faculty and academic administrators create the natural associations, challenges and environments in which our young professors can reach the top. Through their success, we all will succeed."

I have no doubt that all of us — faculty, students and staff — will succeed.

The world of higher education is changing. To measure a university's quality and effectiveness on the basis of a 19th century model is inappropriate for the 21st century.

What is Ohio State today?

We are a university eminently prepared for this globally competitive society. We are a university essential to the success of a knowledge-based economy. We are a university of extraordinary quality in which the state of Ohio can take pride. We are a university for the future in which our students and our graduates can take pride. We are a university of vision and opportunity in which you can take great pride. We are the model for the American University of the 21st century.

And as we approach 1992, and celebrate Columbus' voyages, the Ohio State University not only is ready for the future, but is actively and significantly shaping it. I look forward to continuing that wonderful heritage.
New NAACP group rallies, listens to Jennings speech

By Curt E. Robbins II
Lantern staff writer

The first Unity March and Rally, conducted by the newly re-organized Ohio State chapter of the NAACP was held Sunday.

Marching through rain and wind, a group of more than 250 members and supporters of the black community sang chants of “All for one, one for all,” the theme of the march.

The march began at Ohio Stadium and proceeded to the Ohio Union, where a rally was held that included speaker President Edward H. Jennings.

Keith Key, president of the Ohio State National Association for the Advancement of Colored People chapter and leader of the march, said the march and rally, which followed, were more significant events at Ohio State than most perceived them to be.

“THIS IS all a first. This is the first time that President Jennings has spoken at a black student function since he has been president,” Key said.

President Jennings, during his speech at the rally, stressed the need for all members of the Ohio State community to work together to attain the goals of affirmative action.

“The university now has in place the most ambitious affirmative action program and agenda of any university in our nation,” Jennings said.

Jennings applauded the commitment of staff, faculty, and students in supporting the pursuit of Ohio State’s affirmative action goals, but stressed the need for future work on the part of all members of the university community.

“We at the Ohio State University cannot stop here. We must continue to strengthen the university’s affirmative action program and maintain our stature as a great American university. We must set our goals high,” Jennings said.

“THE OHIO State chapter of the NAACP, and all of us working together, can accomplish a great deal,” Jennings said.

Key said he hopes the effect of the march and rally will be to increase the attention of the campus community toward the issues concerning blacks and other minorities at Ohio State.

Key said the goal of the Ohio State chapter of the NAACP is to be the voice of minority students on campus. “Right now, we are the largest black student organization on campus, and we hope to become even larger.”

“I hope the march has helped create a sense of unity, a showing of support by minority students for minority students. I want it to show the rest of the community that we are willing to support our own people,” Key said during his speech at the rally.

“I’m trying to instill a sense of unity throughout the university, not only within the student community, but with faculty and staff, too. Having President Jennings there definitely tied that together,” Key said.

THE OHIO State NAACP started with the intent of financing the Unity March independently, but two weeks prior to the march the need to solicit outside support became apparent, Key said.
Welcome guests

THE VARIETY OF PEOPLE who attend presidential brunches held in Drake Union before home football games makes dining interesting. Recently President Jennings, right, and Barbara Jennings greet two of the 325-400 guests invited to one of the events, which are catered by the Drake Union Food Service and sponsored by the Office of Special Events.
Don Scott study ready after years of suspense

By Tim Doulin
Dispatch OSU Reporter

Suspense and rumors fill the air over Ohio State University's Don Scott Field.

People living near the airport in growing northwest Columbus are awaiting 8 a.m. Thursday, when the results of a two-year study of the state's fourth-busiest airport will be made public.

The results will be announced in the Ohio Department of Transportation Southeast Regional Office at 2829 W. Dublin-Granville Rd.

Speculation about the future of the 550-acre airport and surrounding 700 acres owned by the university started immediately after OSU President Edward H. Jennings asked for a land-use study of the property in November 1986.

CITING CONTINUING development pressures in northwest Columbus, Jennings asked for the study to help determine the best possible use of the land, valued at more than $100 million.

Jennings said he was committed to continuing a university-owned and managed airport.

But he suggested that Don Scott might be closed and university airport operations moved to Bolton Field or somewhere else in central Ohio.

The airport houses corporate and private aircraft and serves as a learning laboratory for about 520 OSU students majoring in aviation.

The land surrounding the airport is used by the College of Agriculture for crop production, pastures and animal science studies.

OSU officials are not talking about the results of the master plan, which will indicate the needs of the airport over the next 20 years.

Peggy McElroy, president of the Northwest Civic Association, said, "The only thing that I have heard is that there will be three recommendations, but none of them is to close the airport."

In March, a draft of the master plan prepared by Aviation Planning Associates of Cincinnati said longer runways and expanded facilities will be needed to handle an increase in air traffic at Don Scott. The final plan is expected to make recommendations on maximum and minimum expansion needs of the airport, said a member of the technical advisory board for the master plan.

The university then will consider the future use of the property.

Cliff Farrell, a board member of the Northwest Civic Association, said builders and developers have said to him they have been "promised OSU land."

Development eventually will

The university says it has not decided whether to close the airport.

be used as leverage to close Don Scott on the grounds that having buildings too close will make the airport unsafe, Farrell said.

THE UNIVERSITY says it has not decided whether to close the airport or sell or lease any of the OSU property to commercial developers.

Leonard Imanke, chairman of the OSU Board of Trustees, said, "There are enough rumors about that land to drive you nuts, but nothing has been decided at this point."

Despite denials by OSU, many residents fear that more commercial development is in store for one of the state's fastest-growing areas.

They complain that city services and roads have not been upgraded to handle the expansion and that the last thing the area needs is more commercial development.

HARD FEELINGS between some civic association members and Jennings have not helped matters.

In May, Farrell, McElroy and another civic association member joined two representatives of the Dublin schools for a private meeting with Jennings to discuss the possible sale of OSU land off W. Case Road, near the airport.

The Dublin school officials were interested in the land for a new elementary school, but the meeting turned to the future of Don Scott.

When it did, civic association members said, Jennings became hostile, claiming the land was his and he would do with it whatever he wanted.

FARRELL SAID he was even chauvinised by Jennings for referring to the university as OSU.

"He said, 'Young man, this is The Ohio State University, not OSU. OSU is Oklahoma State University. If you can't call it by its proper name, then you shouldn't talk about it at all,'" Farrell said.

Ronda Rossbach, a civic association member present at the meeting, said she was "appalled" by Jennings' behavior.

"It is a very closed atmosphere at OSU," she said. "They don't care that we pay their salaries and that our kids go to that school and that they have to get along with us. You have to do what is in the best interest for all, not just Mr. Jennings.

FOR HIS part, Jennings said he often "chides" people who refer to The Ohio State University as OSU, but he does not advise or deny doing so at the meeting.

Jennings and Richard Jackson, OSU's vice president of business and administration, who also attended the meeting, said Jennings was not claiming the land as his own.

"The point is, it is university land," Jennings said.

"I think the OSU has consistently been a good neighbor. We recognize that people get worried about what is going to happen out there and it is our responsibility to be a good neighbor."

JENNINGS SAID he did not look at the meeting as an "unfriendly situation."

"If people took my comments the wrong way, I'm sorry about that, but I hope we can work together," Farrell said.

Farrell said the meeting left a bad taste in his mouth. "My encounter with President Jennings would not be one that would instill a lot of trust," he said.

MANY OF the same people who are critical of Jennings applaud Jackson's efforts to work closely with the community.

McElroy said, "He understands what the people in the area are going through. As long as we have people like Vice President Jackson, we will be OK."

Besides the feelings of residents, the university will have other considerations when considering the future of Don Scott Field.

To relocate airport operations, the university would need approval from the Federal Aviation Administration, which opposes closing Don Scott Field.
Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in
finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

-more-
He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. He also is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus’s newest interstate highway.

In December 1985, Jennings was named to the Mayor’s Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus’s first voyage to the Americas. He serves on the board of trustees of AmeriFlora ’92, the international floral exposition to be held in Columbus in conjunction with the celebration. In July 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

In August 1988, Ohio House Speaker Vern Riffe appointed Jennings as co-chairman of a task force charged with studying the potential for a state superconductivity center.

Jennings is a member of the National Association of State Universities and Land Grant Colleges. He is acting chair of the organization's Council of Presidents, chair of the 1988 Committee on Federal Tax and Fiscal Policy Issues and a member of the Committee on Federal Legislation.

He is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business.

—more—
Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.

Jennings is a member of the boards of directors of the Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus.

He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus (Ohio) Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.
Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings' wife, Barbara, is employed by The Ohio Co. He has two sons, William F. and Steven W. Jennings.
A look inside the president's office

Jennings doesn't see himself ever leaving academic world

By Jim Clippard
Special to The Lantern

Edward Jennings' office is big—like his university. The university holds 58,000 students and 31,000 employees. It takes up a grand total of 15,500 acres of land with its more than 700 buildings. With these kinds of numbers, you would expect the office of the university president to be large. You would be right. It's just off of an office and more like a tastefully decorated one-room apartment.

Ohio State's 16th president has his brown oak-stained desk set in a corner of the expansive, the middle is occupied by a handsome, long oak wall. It's the first thing you notice. Hehe, he sits there, his feet set and slides into a soft easy chair. Light from the Oval Stream in from the windows.

His chair looks comfortable, he, slightly too, in his brown dress shirt, in a gray gray suit and burgundy hair. He has a small smile on his face, a slight smile, and a lightness in his eyes. His smile rests slightly off the bridge of his nose, but it still rests comfortably on the edge of his jaw. He speaks himself, the voice of the chair, not so, as I am dressed in a brown dress suit and burgundy hair, dyeing slowly, his glasses rest on slightly off the bridge of his nose. It is the voice of the chair that is being portrayed, not the voice of the president. The voice is that of a very important person.

Jennings still calls it the single most important action of the time.

"When the faculty is supporting you, you're pretty confident that you're doing your job," he said. "In the end, it's the faculty work for.

"I have several colleagues who have gone through it," he said. "It's part of the world we live in. Most people realize that it's personal and it's not that big a deal.

He said his life right now it's not a good one.

"I have several colleagues who have gone through it," he said. "It's part of the world we live in. Most people realize that it's personal and it's not that big a deal.

"It was based on Jennings' performance in all other things," Firestone said. "The overwhelming result was that Jennings had been a first-rate president.

The resolution, however, that the president's handling of Bruce's firing was a primary concern of the council.

"IT WAS the majority of the members' concern that all the heat was coming down on Jennings. Jennings might destabilize his position," Firestone said. "He wanted to make it clear the council felt the Bruce Peer matriculation.

"We certainly didn't want to lose a really excellent president over something like that."
Beside every great man stands a great woman

If you want to see the president, Mary Basinger holds all the cards

By Patty A. Harden
Lantern staff writer

Mary Basinger might not be a household name, but if anyone wants to see the president of Ohio State, her voice becomes synonymous with Edward H. Jennings.

Basinger, Jennings' executive secretary, plans the president's calendar and decides who will see him and who will not.

Basinger, of Columbus, has held the secretarial position since June 1987. Before being appointed executive secretary, Basinger worked as an assistant in the office of the President for six years.

Basinger is not a coffee-serving secretary. "Jennings makes all his own phone calls and gets his own coffee," she said. "He even takes his dirty cups to the sink."

The phone rings. "Do you mind if I answer the phone?" she asks.

"She said she likes her job because of the benefits. Basinger, 39, is finishing her undergraduate degree in English and the university pays for eight credit hours if she passes the class. "The salary is good too," she said.

She said she meets with people Jennings is unable to meet. Some people have the misconception that Jennings can take care of anything, she said. Many times she has to redirect students and staff to departments that can address their particular problem.

There are people who have difficulty seeing Jennings. She said faculty and important issues come first.

Basinger said when Jennings fired Earle Bruce, the office was in an uproar. She said it was difficult handling the media and calls from outraged people. That period of time broadened her foul-language vocabulary, she said.

Basinger, who is married, said there is no slack time in the office. She gets a lot of work done after the office closes. She said that is when it is quiet and the phone doesn't ring.

Ring. "Wait just a second," she said. "Hello..."

Barbie Tootle, program coordinator for the Office of the President, said, "Basinger works too much and too long. I have to chase her out at night."

She said Basinger is getting better at anticipating what Jennings needs and wants, which allows everyone in the office to stay a step ahead of him.

"Basinger really knows the university in that she knows who is who and what is what, and where to refer people," Tootle said.

Requests received through the mail are easier to handle, Basinger said. Letters that should be seen by Jennings are given to him every morning. Letters that can be handled by other departments on campus are quickly sent to the appropriate correspondents.

Basinger said she sorts through the mail every morning and even after the junk mail is separated, there is still a huge pile to put on Jennings' desk.

Ring. "Just a second," she said, answering the phone. "Hello..."

"What were we talking about? Oh, yes.

"You wouldn't believe what people will write about," she said, shaking her head and smiling.

One staff member wrote a letter asking Jennings to allocate more room for aerobics, she said.

Grade school and high school students write Jennings requesting information for school projects. Basinger said they usually want literature with the Ohio State logo on it or personal
Presidential face-off

President Edward H. Jennings shares his administrative experience with Mary J. Leugers, a senior from Cincinnati, majoring in International Studies. Leugers was selected to serve as President for a Day by USG for her essay explaining why she would like to be president.
COLUMBUS, Ohio -- Ohio State University President Edward H. Jennings will travel to the Dominican Republic this week to deliver the welcoming speech at a Christopher Columbus quincentenary conference.

During the four-day trip from Dec. 3-7, Jennings also will present a charter to the new alumni club chapter in the country and visit an agricultural institute that has close ties with Ohio State's College of Agriculture.

Jennings will speak Sunday at the conference in Santo Domingo, which is being co-sponsored by Ohio State. It is titled "Encounters of Two Worlds -- Hispaniola, Threshold of America."

In his address, Jennings will reaffirm Ohio State's commitment to commemorating the Columbus quincentenary. A wide range of topics will be discussed at the meeting, including the contributions of America to world culture and the agricultural influence of America in Europe.

Other co-sponsors of the conference are the National University Pedro Henriquez Urena (UNPHU) and the Dominican Republic's Columbus quincentenary committee.

This conference is the first of two organized by the co-sponsors that will commemorate the 500th anniversary of
Columbus's landing in the Americas. The second conference will be held at Ohio State late next year.

UNPHU and Ohio State have had a cooperative research and teaching agreement since 1981, and Jennings will meet with UNPHU officials during the trip to discuss other projects on which the universities may collaborate.

On Sunday, before the conference, Jennings will meet with members of the new Dominican Republic alumni chapter. About 25 Ohio State alumni live in the country, many of them graduates of the College of Agriculture.

Ohio State's College of Agriculture has been active in the Dominican Republic in several projects during the past decade, including a current project to help develop the government's Superior Institute of Agriculture. Jennings will tour the institute on Monday and meet with its officials.

Jennings also is expected to meet sometime during his trip with the president of the Dominican Republic and the ministers of finance and education.

‘Encounter’ should stir quest: Jennings

By Jeff Grabmeier

Colleges and universities have an obligation to make a “serious examination of the many complex questions” raised by Christopher Columbus’ landing in the Americas, President Jennings said Dec. 5 in the Dominican Republic.

Institutions of higher learning, he said, “offer the only real arenas for significant debate on the fundamental questions deriving from the encounter.”

Jennings made the remarks at a conference, co-sponsored by Ohio State, commemorating the 1992 quincentenary of this initial encounter between Europeans and Native Americans.

Jennings’ speech was part of a trip to the Dominican Republic Dec. 3-7 during which he also presented a charter to the new Ohio State alumni club chapter in that country. Also, he visited an agricultural institute that has close ties with the College of Agriculture.

In his address, Jennings said Ohio State “embraces the great range of cultural, social, moral and scientific issues that Columbus’ discoveries engendered.

“The voyages of Christopher Columbus were the result of individual aspiration and group endeavor, and they have come to symbolize the advancement of learning and human curiosity about the unknown.”

These values are “central to the mission” of Ohio State, Jennings said.

The quincentenary is an opportunity for international collaboration, he said. “Exchange, cooperation and collaboration are the hallmarks of Ohio State’s entire quincentenary program.”

The conference, “Encounters of Two Worlds — Hispaniola, Threshold of America,” was the first of two organized by the cosponsors. The second meeting will be held at Ohio State late next year.

Other cosponsors of the conference were the National University Pedro Henriquez Urena (UNPHU), and the Dominican Republic’s Columbus quincentenary committee.

UNPHU and Ohio State have had a cooperative research and teaching agreement since 1981. Jennings also met with UNPHU officials to discuss possible projects.

About 25 Ohio State alumni live in the country, many of them graduates of the College of Agriculture.

The college has been active in the Dominican Republic in several projects during the past decade, including one now to help develop the government’s Superior Institute of Agriculture.
In it together

The relationship between workplace culture and productivity will be the focus of a three-year project planned by the Fisher Guide Division of General Motors Corp., The Ohio State University and United Automobile Workers Local 969. Yesterday, Robert Walker, UAW national administrative assistant, left, Edward H. Jennings, OSU president, center, and W. Blair Thompson, vice president and group executive of the automotive components group at GM, signed the $530,000 contract, which will involve research at the Columbus Fisher Guide plant.
Company invites studies of relationships at work

By Ruth Gerstner

It will take more than technology for American manufacturing plants to compete successfully in the world marketplace in the future. With that in mind, the management and union leaders at the Columbus plant of Fisher Guide Division of General Motors have invited Ohio State researchers to study human relationships in the manufacturing workplace.

On Jan. 4, President Jennings, GM Vice President W. Blair Thompson, and Bob Walker, representing the United Automobile Workers union, signed a three-year contract for a research partnership.

GM is providing $500,000 and the UAW is contributing $30,000 to fund a variety of research projects with the goal of improving production, product quality and working conditions at the local plant. Fisher Guide-Columbus employs about 2,500 workers and manufactures door frames, door locks, latches and aluminum moldings for the automotive industry. The research project will focus on the 700 employees who make door locks.

Ohio State researchers will study human relations issues, such as quality of life in the workplace, how people relate to each other as peers in unit production teams and as labor and management, human dimensions of technology, effects of management practices, and changes in employee behavior.

Plant manager Harry Lambert said, “Many of the scholars who have studied, researched and analyzed the reasons for success of world-class manufacturers in the world marketplace are quick to point out that our competitors have cultivated a partnership among management, labor, government, academia, and the financial community with the single-minded objective of obtaining world leadership in everything they do.”

Lambert, with the encouragement of Columbus Mayor Dana Rinehart, first approached Jennings over a year ago with a proposal for Ohio State to join in the work already underway to reorganize work at Fisher Guide.

Jennings said he was immediately enthusiastic about the opportunities offered by the partnership.

“This agreement is an important and unique example of what’s possible when universities, businesses and government come together,” the president said.

“There was vision in this decision to start such a program, and commitment in your willingness to allow University researchers to help you learn more about yourselves,” he told the Fisher Guide workers and GM executives. “Vision and commitment to excellence are what built this country, its industries and its universities.”

Ohio State researchers from any discipline are eligible to submit proposals for projects to the steering committee set up by the contract. The committee consists of two representatives from each of the signatory parties.

Simon Dinitz, professor of sociology, and Howard Gauthier, associate provost, represented the University in establishing the research contract and will serve on the steering committee. George L. Smith Jr., chairperson of industrial and systems engineering, is the program’s administrator.

“We are trying to improve the atmosphere of the workplace to make it a more congenial place so people feel comfortable, feel they have a greater stake in it, and do not permit themselves the adversarial relationships that have characterized manufacturing in the United States for so long a period of time,” Dinitz said.
Voices of the Future

—Higher Education—

Student of ’90s Will Be Older, Nontraditional
Edward Jennings
Ohio State University

A lot of changes are taking place at Ohio State. We’ve gone into a selective admissions mode right now for the first time in the history of the university.

We used to be what is called a “flunk-out school.” We’d start out with a very large freshman class, and by the time they were seniors many of them had dropped out. That’s not happening anymore. The quality of the freshman class is improving over time. To give you an example, four years ago our freshman class was 8,300. By next fall that number will only be around 4,600.

We’re also going through the retirement of our post-World War II graduates. And now we’re bringing in an awful lot of new faculty and staff. This is going to make it a much younger university and also a very different institution.

Along with the quality improvements at the undergraduate level, our research activity has continued to grow extremely rapidly. It’s growing almost 20 to 25 percent a year.

In terms of the size of our institution, we won’t get any bigger. For the first time we can concentrate all of our resources on the quality of our resources and not worry about quantitative growth. That’s why you see so many specialized buildings on campus, such as the (Arthur G. James Cancer Hospital and Research Institute) and the Wexner Center (for Visual Arts). They’re there because of quality.

Education will be turning more toward liberal arts. Our arts and sciences program has been filling its class and the language department has been full. But those things change so rapidly.

We’re going through a major curriculum change right now. And undergraduates will have a wider liberal arts background in the 1990s. That is clear. If you’re a literature major you’ll have to have more science and math, and if you’re an engineering student you’ll have more literature and languages.

We also have to recognize that most of our student body are non-traditional students. It’s not the same 18- to 22-year-old student anymore. They stop out or they might take five or six years to graduate.

But every institution is becoming more flexible to deal with those kinds of students. And we have to remember that here we have over 12,000 students in our graduate program. And those are all more mature students.

Also, because Columbus is growing so much and getting much younger, the non-traditional student is probably from the local area and is probably part of that under-30 population.

Depending on how you count the numbers, by 1992 we’ll begin seeing children of the baby boom population arriving on campus. It might not be as many as there were in the ’60s, but the growth will be there.

In terms of their attitude, who knows what it will be? They’ll probably be the opposite of their parents.

But it will be a whole new generation, a much larger generation, that will be arriving.
Jennings: Budget may force 23% tuition hike

By Tim Doulin
Dispatch Staff Reporter

Undergraduate students at The Ohio State University could see tuition rise 23 percent even if a tax increase is approved, OSU President Edward H. Jennings said yesterday in attacking Gov. Richard F. Celeste's proposed budget.

"Without the tax increase, a tuition increase of 40 percent is probable, Jennings said.

"It is difficult for me to understand why a tax increase being sold on the basis of low tuition would call for an increase of 23 percent in Ohio State's tuitions if such a tax were to become law," Jennings told OSU's University Senate.

Jennings said Celeste's budget reduces OSU's share of proposed new tax dollars for higher education and fails to recognize the school's effort to keep costs and tuition in check over the last seven years.

Parts of the proposed budget "indicate a policy shift away from higher education, as well as a failure to recognize the important fundamental imperatives of The Ohio State University," he said.

Jennings' comments continue a drumbeat of criticism of Celeste's budget by higher education officials. On Thursday, Chancellor William B. Coulter of the Ohio Board of Regents charged that Celeste was hanging higher education out to dry in the budget recommendations.

Celeste wants to place a constitutional amendment on the ballot that would establish an educational trust fund supported by an increase of 1 percentage point in the personal income tax and corporate franchise tax. That hike, if approved by voters, would raise $1.5 billion over two years.

The tax increase, in part, would help reduce the student's share of the cost of education, which stands at about 41 percent. Celeste wants the share reduced to about 35 percent.

But undergraduate students at OSU probably will pay more tuition regardless of whether the tax increase is approved. That is because the school will receive a smaller percentage of new tax dollars than normal under the proposed budget.

"There is no doubt in my mind that, because of the failure to recognize Ohio State's commitments to cost and tuition control, that without a tax increase, a tuition increase of 40 percent is not only possible but probable," Jennings said.

OSU has the fourth-lowest undergraduate tuition — $2,720 a year — among the 13 state universities in Ohio. A 40 percent tuition increase would place OSU about third or fourth highest among state institutions at $3,808 a year, Jennings said.

Celeste's budget calls for increased revenues of about $2 billion, not counting the proposed tax increase. In the past, higher education has received about 16 percent of the budget.

Following that formula, higher education would receive about $325 million in new funds. But the budget proposal calls for only $248 million in new money to higher education, Jennings said.

OSU traditionally receives about 22 percent of the new money. But the budget proposal would reduce OSU's share to about 16.5 percent, Jennings said.

Higher education appears to be a lower priority, and Ohio State appears to be a lower priority within the higher education budget, Jennings said.

"Ohio's land-grant institution clearly is shortchanged by the recommended disbursement of new monies," Jennings said.

"The institution that has remained committed to low tuition and access is penalized for these actions.

"The institution that has undertaken rigorous cost containment receives no recognition for those efforts. The institution that has not just articulated, but exemplified, the principles of public education is penalized in the budget recommendations."

Jennings said that reallocation and cost containment efforts at OSU have led to new programs, changes in operation and other initiatives totaling about $50 million.

"While we do not expect rewards for cost containment and reallocation, neither should we be punished," Jennings said.

In addition, Jennings said the state's priorities are shifting toward private education. He noted that the budget calls for a 66 percent increase in "student choice" grants, which are used mostly at private schools.
Budget could increase tuition 23 percent
Celeste's latest proposal not enough, Jennings says

By Yvonne Miller
Lantern staff writer

OSU President Edward H. Jennings said the governor's budget proposals for higher education will punish Ohio State with a drastic tuition increase despite the university's efforts to contain costs.

"I am deeply concerned that Ohio State, having contained and controlled its costs on its own, is not being recognized for these efforts in the proposed allocation of state funds," he said.

In the past, higher education has received 16 percent of the state budget. Based on that 16 percent share, higher education should receive $235 million. Under the governor's new budget recommendations, higher education would receive $248 million. This would mean a loss of $77 million for higher education.

He said, "Unfortunately, we are not only seeing an apparent shift away from higher education but also a plan that severely penalizes those institutions that have contained costs and kept tuition low by state standards."

Ohio State has maintained a commitment to low tuition and access, he said, and is being penalized by the recommendations, he said.

Ohio State has made extra funding available without state assistance. It has used reallocation and cost containment, private fund raising, and increasing is sponsored research grants, he said.

He said Ohio State's tuition is among the lowest in the state and moderate by the standards of Big Ten universities. A 40 percent tuition increase would place Ohio State third or fourth in the state as well as third or fourth in the Big Ten public institutions.

Jennings said the governor and the General Assembly have been supportive of higher education in the last several years, but that support is shifting.

"It is clear from the recommendations that priorities of the state are shifting toward private higher education," he said.

The budget calls for a 26 percent increase in funding for private school grants called student choice grants. This means an increase from $30 million to $60 million in the next two years.

Linda Oglesby, communications administrator for the Ohio Board of Regents, said there is a considerable difference between what the board requested for higher education and what appeared in the governor's budget.

The Board of Regents and all other state agencies make requests through the Ohio Office of Budget Management. This office then makes its own recommendations, she said.

She said in Celeste's proposal, primary and secondary education are treated better than higher education.

Celeste was not available for comment.

Scott Mounts, programming director of the Ohio Student Association (OSA) and vice-president of the Undergraduate Student Organization, met with student leaders from Ohio's public institutions to discuss what they plan to do to challenge the tuition increase.

He said the OSA is planning on having a luncheon bringing together key people in Ohio's Senate and House of Representatives that serve on the education committees, presidents of Ohio's public universities and presidents of student organizations to discuss OSA goals.

He said after the group has formalized their positions, representatives from Ohio's 12 public institutions will stand together to be heard.

This week, I'm sending our letters to different Ohio State student organizations about the proposed tuition increase and asking them to contact their representatives and senators about the effect on students," Mounts said. "The more student organizations involved, the more influence we are going to have."

The OSA wants the general assembly and the governor to know they are not going to stand back and wait for things to happen. They want to be active in what is going on in the statehouse, he said.

Leanne Zurita, a junior from Fremont majoring in fashion merchandising, said she would be greatly affected by a tuition increase of substantial as Celeste's proposed one.

Zurita said she works in order to pay for her education, and it would be very hard to raise the extra amount of money for school. "If tuition increases 25 to 40 percent, I'll have to get loans, if I can't do that, I'll have to drop out of school and save my money," she said.

I want to go straight through school, I don't want to quit and work," John Sommer, a senior from Pittsburgh majoring in accounting, said. "I don't know how Ohio State expects to attract out-of-state students by raising tuition that much."

Sommer said he pays for school, and he would probably have to work two jobs to make the extra money needed to finish his education.

Jennings said, "We will continue to work with members of the General Assembly to see what extent they will assist us in modifying their recommendations."
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in
finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

--more--
He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. He also is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway.

In December 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration. In July 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

In August 1988, Ohio House Speaker Vern Riffe appointed Jennings as co-chairman of a task force charged with studying the potential for a state superconductivity center.

Jennings is a member of the National Association of State Universities and Land Grant Colleges. He is chairman of the organization's Council of Presidents, chair of the 1988 Committee on Federal Tax and Fiscal Policy Issues and a member of the Committee on Federal Legislation.

He is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business.
Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.

Jennings is a member of the boards of directors of the Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus.

He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus (Ohio) Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.
Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings' wife, Barbara, is employed by The Ohio Co. He has two sons, William F. and Steven W. Jennings.

#
Proposal would alter the priority of education

By Malcolm Baroway

President Jennings has challenged the low priority given to the state's flagship university in Gov. Richard F. Celeste's recently proposed biennium budget. In a speech to the University Senate Jan. 28 Jennings cited the indication of "a policy shift away from higher education and a "failure to recognize the important fundamental imperatives" of Ohio State. This was not questioned the funding levels proposed for Ohio State in both the regular executive budget and an alternative budget based upon a possible tax increase. He also expressed concern about the loss of institutional autonomy for all state universities by the creation of an additional governing board as recommended by the governor in his tax increase proposal. Jennings reminded his audience that Ohio State is the lowest in the state by a wide margin and moderate by the standards of (the Big Ten.) He said that neither budget proposal recognizes the University's success in maintaining a low tax rate among the Big Ten. If this has been accomplished, he said, through private funding increases, rising in sponsored research grants, and nearly $50 million in reallocations and cost containment. Even if the tax is approved, the result might be a 23 percent increase in undergraduate costs for the 1990 fiscal year, President Jennings has told the University Senate. Without the tax, tuition might increase 40 percent. Cost increases for Ohio State students could result from two factors, according to Paul Marshall, associate director of University budget planning. First, a smaller portion of the money budgeted for education will go to higher education. The executive budget without new taxes proposes increases for higher education's instructional subsidies of 2.8 percent the first year and 3.5 percent the second. This compares with 7 percent the first year and 4.6 percent the second for elementary and secondary education, Marshall points out. "When you consider that enrollment (in those schools) is going down, the percentage increase for elementary and secondary education would be higher." Instructional subsidies for higher education this year are $1.08 billion. Celeste has asked for $1.113 billion for 1989-90 and $1.153 billion for 1990-91. If the tax increase is approved, inflation would be $1.24 billion for the first year and $1.38 billion the second. The governor's current funds budget, as proposed to Ohio State, assumes a huge increase in undergraduate tuition. It is $77 million underfunded for higher education based solely on historical percentage allocations, and $200 million short of maintaining the statewide student share of instructional costs at 47 percent, Jennings explained. It is also oriented away from research. The proposed budget cuts line item funds to the statewide Research Challenge program, and eliminates the Sea Grant Program and funds for the James Cancer Hospital and Research Institute. It gives no increase this year to the Ohio Agricultural and Development Center, Cooperative Extension or clinical programs in dentistry and veterinary medicine. The tax increase budget proposal, which would have about $900 million in new revenue, also gives the University short shrift. It assumes a tuition increase of 23 percent for Ohio State, and would allocate only about a 16 percent share of these higher education funds to the University versus a historical 22 percent share — a loss of more than $20 million. It reflects little to no further increases in the line items specific to the University, and nothing extra for medicine. Citing a litany of Ohio needs in health care delivery and research, and in scientific fields that benefit the state economy, Jennings said, "It is difficult to understand how one justifies the fact that virtually none of the tax increase dollars are allocated to agriculture, medicine and the health sciences." He also questioned why there were no special affirmative action programs in the current funds budget. Overall, Jennings said, "the institution that has remained committed to low tuition and access is penalized for these actions...the institution that has undertaken rigorous cost containment receives no recognition for these efforts. The institution that has not just articulated, but exemplified, the principles of public education is penalized in the budget recommendations." "Higher education appears to be a lower priority, and Ohio State appears to be a lower priority within the higher education budget." Jennings reminded the audience that, in his State of the University speech last autumn, he had noted that the current average tuition would be $725 higher per year if it had been raised to the levels recommended in recent state budgets. He questioned why a tax increase "being sold on the basis of low tuition would fail for an increase of 23 percent" and said that there is "no doubt" in his mind that if there is no tax increase and no change in the current funds budget priorities "a tuition increase of 40 percent is not only possible but probable" next fall. He also questioned the "clear policy shift" in the tax increase proposal toward a "system approach to education" that would create "another layer of state bureaucracy," in the tradition of institutional independence that has been so valuable to the state of Ohio through the years. Jennings ended his speech by telling his audience of faculty, staff and student Senate members that the University now is making its case to the General Assembly in the hope that it will "improve upon these recommendations; and...recognize the important and fundamental values upon which this leading public University is based." The Ohio Agricultural Research and Development Center would receive no increase this year and a modest increase the second, whether or not the tax is approved. With or without a tax increase, proposed funds for Ohio State's clinical medicine program under "health manpower" would receive only slight increases each year. The same is true for clinical-dental and veterinary medicine. Higher education programs would share new tax revenue

J ust where would the money be spent? At this University and other education organizations throughout the state if a new tax was enacted? Money would primarily go to primary and secondary education. In higher education, little new money would be used for research, health care or public service. More than $350 million would be added to the instructional subsidy for the state's colleges and universities. Approximately $20 million would fund a budget area titled "access," which includes new programs for single parents, war orphans and minorities; retention incentives and early intervention programs for the two educational and Ohio Instructional Grant programs. Selective Excellence would increase research and other Ohio University projects. Research and public service would increase by less than $7 million, from about $79 million in the current revenues budget to less than $86 million. Health manpower, which includes all medical schools, would be increased the least of all, less than half a million dollars from the current revenues budget for 1989-90, to about $4 million.
Jennings outlines budget proposal inquiries

The following speech was made by Pres- ident Jennings in a speech given at the OSU’s 36th Anniversary. His remarks were in response to the governor’s proposed state budget.

We have had a long meeting, and I do not plan to hold this one any longer than necessary, but I seek your indulgence for a few more minutes in order to bring to your attention issues that are involved with the proposals now being made for the 1989-91 biennial operating budget.

Three weeks ago in the governor’s State of the State address, he outlined his plan to deal with the budget's difficulties we are having in primary, secondary and higher education. The core ingredient of his recommen-
dations was a proposal to place a Constitutional amendment on the ballot that would establish an educational trust fund supported by personal income tax and corporate franchise tax increase of one percentage point.

Two-thirds of those funds would be dis-
tributed to primary and secondary educa-
tion, and one-third to higher education. This distribution would be a direct outgrowth of the state constitution, as well as reflecting the tradition of institutional independence that has been so valuable to the state of Ohio during these last 20 years. It should be clear that recent proposals concern govern-
ance as well as budget and tax issues.

Regarding taxes, I remind you that al-
most six years ago, a tax increase was approved which had as major objectives the increase in state university excellence in higher education. Those objectives were well on their way to accomplishment until the last legislature was in session, such that today, the effective income tax rates are lower than they were in 1982.

The fund for the general purposes which were ratified by the people is the root of our current budget problem.

Nevertheless, the governor and the Gen-
eral Assembly have been very supportive of higher education during the last several years. They have encouraged excellence in education, enhanced diverse educational opportunities, and provided financial sup-
port for these processes.

However, I am concerned about several elements of the proposed budget and of the possible tax increase that affect higher education. I want to underscore some aspects of this budget that indicate a policy shift away from higher education funding. I believe these aspects are among the important fundamental imperatives of The Ohio State University.

The share of the state budget allocated to higher education historically has been about 16 percent. The governor’s executive budget recommendations include in-
creasing this share of about $2 billion, without the proposed personal income and corporate franchise tax increases.

But at least 16 percent, we would expect to see new funds for higher education to approx-
imate $325 million. How-
ever, this would be an increase of only $248 million for higher education. This loss of $77 million seems to reflect a policy shift toward lower prior-
ity for higher education.

In fact this does not even take into account the increase in state student share of cost at 41 percent — already too high. Even stable funding requires $200 million beyond the governor’s recommen-
dated budget.

Unfortunately, we are not only seeing an agency shift from higher education, but also a plan that severely penalizes those institutions that have contained costs and kept increases below state standard.

Of the proposed new tax dollars for higher education, one would expect Ohio State to receive approximately 22 percent of this money beyond the original proposal. This budget allocates one-quarter less, rep-
resenting a reduction of more than $23 mil-
ion in our share of the new taxes. Higher education appears to be a lower priority, and Ohio State appears to be a lower priority within the higher education budget.

Ohio’s land-grant institution clearly is shortchanged by the recommended dis-
budget.

The institutions that have remained committed to low tuition and ac-
cess is penalized for these actions.

The institutions that have understood sig-
ificantly to the Ohio State University does not recognize for those efforts.

The institution that has not just articu-
lated, but exemplified, the principles of public education is penalized in the budget recommendations.

The Ohio State University has been fol-
lowing a policy over the last several years in which we work as a partner with the state and our students, not only to keep tu-

In recent years, the university has increased its commitment to improve its excellence. Each dean and department head will determine if the new proposal is requested, the first and most im-
portant question is: What will the department provide in the way of financial support? What will the college provide, and what will the University on its own provide?

Ohio State has been pursuing a great many avenues to make that extant funding available without state assistance: private fund raising; increase in sponsored re-
search grants; and, most significantly, real-
location and cost containment.

During the past seven years, reallocation and cost containment have produced ap-
proximately $50 million of new proj-
ecs, new programs, changes in operation, structural changes and many more initiatives. Most of you in this room would conclude that I have been too optimistic. This year, in terms of cost term-
cost control.

I am deeply concerned that Ohio State, having said, "We can control costs," con-
structively perceived that the answer on its own, is not being recognized for these efforts in the proposed allocation of scarce state resources, and now we are seeing the effects of the cuts towards cost containment and realoca-
tion, neither should we be punished. The governor has chosen to ignore a genuine budget suggestion that has been factually responsibly and having contained costs was wrong. Of course it was not, but...

In addition to cost containment and real-

There are other indications of changing priorities in the proposed budget recommenda-
tions, priorities at odds with this great University and, I believe, with what is best for Ohio and Ohioans.

In this budget, there is no recognition for these facts. As it applies to Ohio State, this budget assumes a 40 percent increase in undergraduate tuition without a tax increase, and a 23 percent increase in under-
graduate tuition. Tuition increase is...
Ohio college presidents oppose projected budget

By Denyse Fissel
Lantern Staff Writer

Five university presidents from Ohio met before a house subcommittee on education Wednesday to express their disapproval of the governor's proposed budget.

The budget is expected to decrease funds for higher education by 19 percent and increase funds for social services by 28 percent.

Miami University President Paul Pearson said, "The Governor's recommendations for higher education are a disservice."

All university presidents requested the budget be fixed so that higher education receives a recommended $400 million. The presidents all agreed that this amount will allow schools to keep up with inflation as well as provide quality education and keep tuition costs down.

OSU President Edward H. Jennings said the budget should keep higher education as the priority. A change in the policy will place the burden of the costs of education more on the students, he said.

"We have done our part, and continue to do so, to help ourselves meet the diversity of challenges set for Ohio's universities."

Cleveland State University President John Flower said Ohio students pay 41 percent of the cost of their education compared to the national average of 30 percent.

"If the executive budget proposal is followed, the student share will shoot up to 47 percent," he said.

Jennings said students currently pay tuition costs that are below the national average. If the governor's budget is approved and Ohio State's tuition is put at the level the governor wants it to be, the cost per quarter will be an additional $700 more than the current $2100 it costs the state.

Each university president stressed in his speech that Ohio's higher education systems have kept below the national average in cost per student by means of effective cost containment efforts.

"Ohio State University's efforts to contain costs and reallocate resources university wide have generated some $50 million in savings since 1981," Jennings said.

Charles Ping, president of Ohio University, said putting a student through college provides a valuable future investment.

"These students repay Ohio by using their education to do the work, to undertake the research, to create the technology, to start and build the businesses so essential to our continued well being."
COUNCIL ON COMPETITIVENESS NAMES
NEW VICE CHAIR, KEY APPOINTMENTS

Washington, D.C., February 22, 1989: Donald E. Petersen, Chairman and Chief Executive Officer of the Ford Motor Company, has been named a Vice Chairman of the Council on Competitiveness.

Since its founding in 1986, the Council has been chaired by John A. Young, Chairman and Chief Executive Officer of the Hewlett-Packard Company. Continuing to serve as vice chairs are Howard D. Samuel, President of the AFL-CIO's Industrial Union Department, and Paul E. Gray, President of the Massachusetts Institute of Technology.

In addition to Petersen, Council President Alan H. Magazine announced other appointments within the private-sector organization.

Four general Council Members have been elevated to membership on the Executive Committee, the Council's governing body: Peter Likins, President of Lehigh University; Henry B. Schacht, Chairman and CEO of Cummins Engine Company, Inc.; Roland Schmitt, President of Rensselaer Polytechnic Institute; and Ray Stata, Chairman and President of Analog Devices, Inc. A total of 26 chief executives from business, higher education and labor serve as members of the Council's Executive Committee. Ruben F. Mettler, who retired recently as Chairman of TRW, Inc., resigned from his position as a Vice Chair but will remain on the Council's Executive Committee.

Magazine also announced appointments to the Council's group of National Affiliates. The new affiliates are David T. McLaughlin, President of the Aspen Institute for Humanistic Studies; David M. Abshire, President of the Center for Strategic and International Studies; and Russell Drew, President of The Institute of Electrical and Electronic Engineers - U.S. Activities. The Council's National Affiliates now total 29.

The Council on Competitiveness is a private, non-partisan group of 158 chief executive officers representing business, labor, and higher education.

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Note to Editors: Enclosed is a copy of a roster of the Council's Executive Committee, General Membership and National Affiliates.
Council on Competitiveness

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February 13, 1989

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Massachusetts Institute Technology

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Chancellor
The University of Mississippi

Barbara S. Uehling
Chancellor
University of California, Santa Barbara

P. Roy Vagelos
Chairman and Chief
Executive Officer
Merck & Company, Inc.

Paul R. Verkuil
President
The College of William and Mary

J. Lawrence Wilson
Chairman and Chief
Executive Officer
Rohm and Haas Company

Joe B. Wyatt
Chancellor
Vanderbilt University

Charles E. Young
Chancellor
University of California, Los Angeles
American Assembly of Collegiate Schools of Business
American Association for the Advancement of Science
American Business Conference, Inc.
American Council for Capital Formation
American Council on Education
American Electronics Association
American Enterprise Institute
American Management Association
American Productivity and Quality Center
American Society for Engineering Education
American Society for Training and Development
Aspen Institute for Humanistic Studies
Association of American Universities
The Brookings Institution
Business-Higher Education Forum
Center for Strategic and International Studies
Collective Bargaining Forum
Committee for Economic Development
The Conference Board
Council on Research and Technology
IC² Institute
Industrial Research Institute, Inc.
The Institute for Electrical and Electronic Engineers - U.S. Activities
Labor - Industry Coalition for International Trade
National Alliance of Business
National Association of Manufacturers
National Association of State Universities and Land-Grant Colleges
National Association of Wholesaler - Distributors
National Center for Manufacturing Sciences
Jennings’ duties amaze student

USG contest winner spends day at OSU president’s side

By Trace Miller
Latern staff writer

The job of a university president involves much more than most people realize, said Christopher Lott, winner of the president-for-a-day contest sponsored by the Undergraduate Student Government.

Lott, 23, a senior from Upper Arlington majoring in computer and information science, said, "It’s a big job with an extremely diverse series of responsibilities."

"He said he is amazed by everything the president does in a typical day."

Students who are president for the day follow the OSU president to experience what the leader of a major university does.

Lott said he attended a staff breakfast with OSU President Edward H. Jennings, went to a luncheon for new faculty members and then attended a short meeting with the inter-university council.

Lott said most of the day was spent at the Statehouse listening to Jennings and four other university presidents from Ohio, give testimony against Gov. Richard F. Celeste’s budget proposal to the house education subcommittee.

He said spending the entire day with Jennings is something he never thought he would have the opportunity to do.

"I have one quarter left at Ohio State and was curious about the president’s role at the university," Lott said.

Lott’s day with Jennings started at 7:30 a.m. and ended at 7:30 p.m.

Tim Reeder, a sophomore in biochemistry from Lancaster and service director for USG, said the student government organization ran two advertisements in "the Lantern" last week giving students the opportunity to accompany Jennings for the entire day Wednesday.

Each of the 23 applicants submitted an essay stating why they wanted to be president for a day.

"I wrote a brief essay stating I’d be graduating and that I would be a good representative of students and staff," Lott said.

Jennings said being president for a day gives students an opportunity to see what he does in a typical working day.

"It also gives me an opportunity to get to talk with some different students," Jennings said.

Reeder and other members of USG evaluated the essays and selected Lott Friday and notified him Monday.

"Most students go through college without knowing President Jennings, and this gives the student some understanding of what is entailed in being president of Ohio State," Reeder said.
In a photo accompanying a February 23, "Jennings' duties amaze student" the wrong person was pictured as the president for a day.
Presidential Duo

OSU President Edward H. Jennings, left, and President-for-a-day Christopher Lott, a senior from Upper Arlington majoring in Computer Information Science, spent Wednesday working together for the university. Lott won the President-for-a-day contest sponsored by USG.
Jennings cites power of educated citizenry

Editor's note: President Jennings spoke before the Education Subcommittee of the House Finance Appropriations Committee on Feb. 22 in Columbus. The following is a complete text of his comments.

Mr. Chairman and members of the committee:

Your deliberations today and through the next few months on the Executive Budget recommendations for higher education are extraordinarily important, not only for Ohio's colleges and universities, but for the economic future of this state and the people of Ohio.

We all recognize that higher education is central to Ohio's economic progress, and that jobs in the future increasingly will require a broad-based university education.

Economic research demonstrates that from 15 percent to 20 percent of economic growth is directly attributable to the level of education of the labor force. This clearly suggests that the state of Ohio must improve upon its very low rank of 37th among the 50 states in the percentage of high school graduates enrolled in public colleges and universities if we are to do all we can to promote economic development. All of our citizens must have the opportunity to participate as productive members in a healthy economy through access to higher education.

This message was reinforced and supported by you and your colleagues in 1983 when higher education was clearly assigned a high priority in this state. You adopted a policy of moving toward the goal of reducing the student share of the cost of their higher education to one-third.

The selective excellence initiatives you created emphasized preeminent faculties, leading-edge research and excellent instruction. We heard the message of quality and access, of research that would respond to the needs of the state, and of service that would help address the problems of Ohio and Ohioans.

We heeded that message with a number of initiatives. For example, Ohio State's Young Scholars Program, aimed at increasing the number of college students from currently under-represented populations, is one of many creative approaches to addressing issues of access. Other similar initiatives are being taken across Ohio by all of the state's public colleges and universities.

In research, biotechnology, artificial intelligence and robotics are but a few examples of the areas under study in the classrooms and laboratories in Ohio's universities. The impact of university research on Ohio's business and industry is clear to us all.

Likewise, university research and related service affects the quality of life for all of Ohio. Medical advances in heart transplantation and uses of M.R.I. (magnetic resonance imaging) technologies provide dramatic evidence of improved health care for today and most importantly for tomorrow. The assistance Ohio's farmers received in response to the drought reflects an important part of the service mission of Ohio's land-grant University. Across the state, we have responded to your challenge to enhance quality and opportunity.

Your message was clear that this was to be a shared effort, with the institutions of higher education in this state making progress in enhancing quality while keeping costs and tuitions low and increasing external resources. Through effective resource management, aggressive efforts at cost containment and internal reallocation, assertive programs to attract external funds, and determined efforts to keep tuitions low, we have done our part — and continue to do so — to help ourselves meet the diversity of challenges set for Ohio's universities.

Each of Ohio's universities demonstrated its commitment to the direction set by the members of the General Assembly, and this biennium kept tuitions significantly below the levels mandated by the funding assumptions. This has occurred at a time when the student share actually reversed and moved back about the 40 percent level — much above the 33 percent goal.

Ohio State University's efforts to contain costs and reallocate resources Universitywide have generated some $50 million in savings since 1981, of which $24 million was generated in the current biennium to maintain the momentum of excellence when increases in state support were less than the rate of inflation. However, these levels of internal cost containment are nearing saturation and cannot continue.

Let me add that I have been in Ohio for eight years, and I assure you that these are well-managed universities. I can report that the faculty and staff at Ohio State consistently maximize the use of available resources. Ohio State spends the smallest percentage for central administration and the operation and maintenance of physical plant among all universities in the Big Ten, more than 24 percent below the Big Ten average.

At Ohio State and across Ohio, we are doing our part, and I am enormously

Photo by Lloyd Lesnermann

President Jennings testifies on the need for increased allocations to higher education during subcommittee hearings in the Ohio House.

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proud of the job being done by all of our faculty and staff members.

However, higher education cannot continue to maintain access and improve quality without your continued help. I ask today that you reassert the importance of excellence and opportunity in higher education. You set us on this course five years ago, and we in higher education have acted accordingly.

On the threshold of the 21st century, the people of this state can ill afford a change in policy that relegates higher education to the lowest priority and places the burden of the costs more squarely on our students. If this is your intention, then our elected officials should so state. While we won't concur, we will hear you and make the necessary adjustments, including significant tuition increases.

However, we have all worked together for many years, and I look forward to our continuing partnership. As you review and modify the Executive Budget recommendations before you, I hope that you will be able to reaffirm higher education's priority within the state budget.
Bush education plan unfair to students, Jennings says

By Rebecca Mugler
Lantern staff writer

The education proposal made by the Bush administration does not reflect genuine increases in grants for the neediest students, President Edward H. Jennings said Thursday before a meeting of the Ohio House Sub-Committee on Education.

Jennings said there are no proposed increases in the budget for Pell and Supplemental Educational Opportunity Grants to help students with exceptional financial needs meet the inflated cost of tuition.


"The President has asked for a slight increase in federal funding in education over last year's appropriation," Sawyer said. "But this amount will not be sufficient to pay for an increase to maintain the cost of running programs at current levels."

The U.S. House Education and Labor Committee is holding regional hearings throughout the nation on education proposals recommended by the Bush administration for the fiscal year 1990.

Mary Haldane, director of Student Financial Aid, said although a small number of new students may still be eligible for the Pell Grant, the amount of money given to those students who need it the most will remain the same, even as the cost of room and board, books and tuition increases.

There are approximately 3,500 OSU students who receive the maximum Pell Grant and 980 students who receive the Supplemental Grant.

"Cost increases remain a reality but are not recognized, and have not been for several years in the federal government," Jennings said.

He also said the elimination of new money for the Perkins Loan Program will force the university to drop 10 percent of the borrowers from the program. There are 3,600 students currently receiving aid from this loan.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in

-more-
finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, he served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa. Jennings also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. He has been an adviser to the World Bank on establishing interest rates on loans to developing countries and is a member of the American and Western Finance associations.

His international experience also extends to the Far East. Jennings led the university's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.
He was appointed by the governor in June 1983 as a member of the Development Advisory Council which works with the Ohio Department of Development. He also is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway.

In December 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration. In July 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

In August 1988, Ohio House Speaker Vern Riffe appointed Jennings as co-chairman of a task force charged with studying the potential for a state superconductivity center.

Jennings is a member of the National Association of State Universities and Land Grant Colleges. He is chairman of the organization's Council of Presidents, chair of the 1988 Committee on Federal Tax and Fiscal Policy Issues and a member of the Committee on Federal Legislation.

He is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business.
Administration at the University of Michigan.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the Council on Competitiveness, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.

Jennings is a member of the boards of directors of the Columbus Area Chamber of Commerce, Ohio Bell Telephone Co., Banc One Corp., and the Center of Science and Industry. He is a member of the Board of Trustees of Children's Hospital Inc. of Columbus.

He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus (Ohio) Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.
Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings' wife, Barbara, is employed by The Ohio Co. He has two sons, William F. and Steven W. Jennings.
U.S. budget should aid students more: Jennings

By Tom Spring

President Jennings went to bat March 30 for students needing help paying educational expenses and for harried financial aid administrators.

He addressed a U.S. House subcommittee hearing held in Columbus. The committee was receiving input on President Bush’s proposed budget for education.

Jennings said lack of growth in federal aid and cumbersome rules on administering grants impose hardships on students who need assistance most. They also hamper universities that try to serve the students.

Jennings was one of several education leaders who addressed Rep. Thomas Sawyer, D-Ohio, and Rep. Jim Jontz, D-Ind., members of the House Committee on Education and Labor’s subcommittee on elementary, secondary and vocational education.

“I am extraordinarily concerned that the budget proposal before you reflects no genuine increases in the grants for our neediest students and, again, shifts the costs (of those increases) from the federal government to students and to our universities,” Jennings said.

He noted the federal budget for the fiscal year beginning Oct. 1:

- Proposes no increases in maximum Pell and Supplemental Educational Opportunity Grants, so students with exceptional financial need can’t meet even inflationary costs.
- Proposes elimination of the federal contribution for the Perkins Loan Program, which provides low-cost loans.
- Forces universities to absorb the federally mandated 5 percent increase in funding for the College Work-Study Program, which at Ohio State will result in jobs for 200 additional students.

“We are concerned that reliance on increasingly expensive loans is keeping the economically disadvantaged from an opportunity for a higher education,” Jennings said.

He also indicated that federal red tape has been detrimental.

“Cumbersome administrative systems and a lack of timeliness diminish the impact of the aid and — in too many cases — penalize the very student whom, I am confident, you in Congress intend to assist,” he said.

Continued on page 5.
Jennings testimony . . .

Continued from page 1.

For instance, Title IV aid applicants now must certify that they have not been denied federal assistance because of a drug conviction, but the government has provided no information as to how universities are to comply with the 1988 law.

Also no provision exists in the budget bill to allow campus financial aid administrators to make exceptions and adjustments for Pell Grant applicants with special needs.

"We do not have information to date or forms to allow individual special student cases to be considered," he said.

"Pell Grants are now being processed, and we must begin to award students other financial aid in two weeks. The lengthy and ill-defined process certainly penalizes those students having extraordinary circumstances that may alter their awards."

As a result, he said, slowed processing and constant changes in the federal programs "make an already complex system even less comprehensible to the neediest and sometimes less sophisticated students and families."

Jennings said access to higher education, historically, has and continues to be a shared responsibility among local institutions and state and federal governments.

He also stressed that the fundamental principles that guide college officials and members of Congress are access, opportunity and service.

"We're committed to providing an educational opportunity to all who have a desire to learn, regardless of their financial resources or social standings," Jennings said. "Furthermore, we share the work of our scholars in service to society. Access, opportunity and service, mandated by your predecessors in the Morrill Land Grant Act of 1862, are vital to this nation today."
Rate of exchange

IN CELEBRATION of a memorandum of understanding between Ohio State and the Universidad Autonoma de Guadalajara, Luis Gariby G., UAG rector, right, gives books to President Jennings. Gariby spent four days last month at the Agricultural Technical Institute and the Ohio Agriculture Research and Development Center in Wooster and at the Columbus campus. Ohio State and UAG, in Guadalajara, Jalisco, Mexico, will conduct a seminar dealing with honey production and Africanized bees in Mexico May 25 and 26. A proposed project involves setting up a continuing education program in food marketing technology.
Universities push basics at students

By MIKE LEITZ
News Staff Writer

America's universities are getting back to the basics to prepare students for the changes of the future, the president of Ohio State University said Thursday.

Dr. Edward Jennings spoke at the Lima Campus to a meeting of the west central Ohio chapter of Phi Delta Kappa.

"Across the nation, universities are eliminating what Jennings called the "consumer model" of higher education, a concept that began during the educational reforms of the 1960s.

"Remember the concept of relevancy in the '60s? We in higher education said, 'Here, 18-year-old, are 7,000 courses. Take 50 to get a degree.' We're changing that to the point where, in the first and second years, most courses will be required," Jennings said.

The switch in emphasis, he said, is designed to give students a firm educational foundation to cope with changes in the economy and society.

"Relevancy is very useful theoretically, but we have no idea what is going to happen in the next 30 years," he said.

Another change, Jennings said, will be greater emphasis on science across the curriculum.

"Sixty percent of graduates have not had a science experience in their college careers," he said. "That (change) is going to be tough because one of the reasons it's been reduced is because universities haven't been good at teaching science. We assume that if you're taking a science course, you're a science major anyway."

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Science is becoming more important in everyone's daily life, Jennings said. He used as an example the discovery last month by researchers in Utah of what appears to be low-temperature nuclear fusion.

"Imagine if that comes to pass...Electricity becomes a free good. Our limits on uses of power will go away," he said.

Universities in the future also will spread core curricula out over the four undergraduate years, Jennings said.

"It's not de-emphasizing professional education, but emphasizing liberal arts education," he said. "What they need to come away from higher education with is the ability to adapt and be able to deal with these changes."

Jennings said that since diversity is absolutely necessary for innovation, Ohio State will have to do a better job of attracting and supporting minority students, especially blacks.

"We need to try to experiment with ways to incorporate the various groups into our society," he said. "We have a world economy. Today, youngsers are going to be dealing with different cultures and different ways of thinking."

Subtle forms of racism still exist at Ohio State, Jennings said, as they do throughout society, but the university is working to lessen the effects with an aggressive affirmative action program.

"We know Ohio State is a campus that is not very friendly to the black community," he said. "There is also a belief among blacks that education is valuable as a vocation but not in and of itself. There is a movement at the elementary level of pushing blacks into vocational education."

Jennings spoke out against Gov. Richard F. Celeste's proposal to establish a "superboard" at the state level as part of a plan to increase funding for education. Such a board would only add to educational bureaucracy, slowing a system that already moves at a glacial pace, he said.

"One of our problems is that we get too much help from the rest of the world. Politics already enters into education more than it should," Jennings said.

The fact that outside forces interfere with education indicates that the elementary, secondary and post-secondary levels of education need to work together more closely, Jennings said.

"Politicians and the public in general see that we need to be more together in the business of education. We need to respond to that feeling and get the public to reject the notion of a superboard," he said. "Systematically, the better (states) are the ones without superboards."
Land-grant tradition shapes character, goals

Editor’s note: The following remarks were made by the President of the Board of Trustees by President Jennings during the Board’s April 7 meeting. The president provided an historical perspective for the establishment and purpose of the country’s land-grant universities, and how the Ohio State University is a particular part of that tradition.

As we look to the future of the Ohio State University and of higher education in Ohio and across the nation, it is important to do so within the context of Ohio State’s history, which largely parallels the history of public higher education in the United States.

Ohio is a land-grant university with the characteristics and responsibilities that are the essence of our uniquely American system of higher education.

The Ohio State University was founded shortly after the enactment of the Morrill Act of 1862, which by any definition was revolutionary. Nevertheless, most of its fundamentals predate it by at least 75 years and had their origins primarily in the Midwest.

The Northwest Ordinance, enacted in 1787, established the process of governance over most of the Midwest and contained the first official mention of public education. The Ordinance was the first document to assign — at least partially — to the government the responsibility of providing an educational opportunity for its citizens.

This idea undoubtedly existed before the Northwest Ordinance, but it was first codified there. Setting aside land to finance public education were radical notions, yet they provide the foundation of what we see today.

The Northwest Ordinance helped define the uniquely American approach to education that “schools and the means of education shall forever be encouraged.” In other words, the Northwest Ordinance implied that education was a public good.

While the benefits of education to the individual had long been recognized, the ordinance acknowledged that education had a public value, that educated citizens were a benefit to society and, consequently, that it was appropriate for the populace as a whole to finance part of that education.

This idea is well-accepted today, but 200 years ago, in a world dominated by colonialism, feudalism, and illiteracy, where the ideas of democracy were new and untried, the concept of an education for and by all of the public was radical indeed.

Public education seems to be recognized as a public good not only for its economic benefits, but also because general education was necessary for democracy to survive and prosper. Thomas Jefferson understood that the public must be educated in order to be informed on the issues, and public processes are society.

It was in this context that Jefferson founded the University of Virginia. While today, that university is significantly different from most land-grant universities, it nonetheless rests on the foundation of public education as a necessary component of democracy.

As the country developed, the Northwest Ordinance gradually replaced the Northwest Ordinance by the U.S. Constitution, which did not specifically mention or assign governmental responsibility for education. However, the ideas of public education began to flourish during the early part of the 19th century.

The Morrill Act reestablished the early ideas of public education and provided a mechanism that led to the founding of our great land-grant universities.

But it was not without controversy. Introduced in the early 1850s, it barely passed Congress in 1858, and was vetoed by President Buchanan.

The act was signed into law in 1862 by President Lincoln. The act set aside federal lands to be used to provide the basic funding of universities with the purpose of teaching the “beneficent and mechanical arts,” and promoting “the liberal and practical education of the industrial classes in the several pursuits and professions of life.”

Out of these roots came a model of a university that changed the face of primary, secondary and higher education—a system of education which transformed America. The characteristics

We constantly are faced with decisions that trade off liberal and professional education.

But as we see time and time again, these tensions are also the source of our greatest strength, and our reliance upon each other in academe. We are national and international only insofar as that scope helps us meet our local responsibilities.

However, as modern communications and transportation shrink the world, Ohio State continues to extend its worldwide influence and participation.

The land-grant universities also introduced a major change in our definition of higher education.

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We are national and international only insofar as that scope helps us meet our local responsibilities. However, as modern communications and transportation shrink the world, Ohio State continues to extend its worldwide influence and participation.
Engaging in research keeps one more fully up-to-date in a field. And, as we see today with a few exceptions, the great research universities of America also are the great teaching universities, and vice versa.

The explicit manifestations of this were our academic research centers and cooperative extension programs. Through these programs we could talk directly to farmers in agriculture and food sciences to the local grower rapidly and in a manner that would produce an immediate impact on productivity.

But, the idea of service involved more than simply technology transfer. It included a commitment to the social benefits that could accrue to society if the universities became directly involved in improving themselves as they had in the past.

Cooperative extension took on the additional task of educating the rural population on the problem-solving required in everyday life. Home economics extension taught rural homemakers nutrition and child care, giving them the ability to prevent disease and opening opportunities for education for the next generation.

Congress was lobbied for a rural electrification program. Communities were challenged to take advantage of educational opportunities to break the cycle of poverty.

In Latin American communities in northwestern Ohio, Serbo-Croatian communities in southwestern Ohio, and other communities in Cleveland, it was the land-grant universities that provided services to these — and all — communities.

Now, of course, every college and university in some way engages in service activities to the benefit of society.

Three different programs of education, financing, and governance that have evolved from the Morrill Act, have been part of the fabric of the American system of public education.

It is a system characterized by diversity and local control that provides students in America the opportunity to pursue their own individual interests.

There are large and small universities; undergraduate and graduate schools; schools with global perspectives; and those that are more narrowly focused.

With local control, American education has evolved into something that has branched out into a system where students can choose the institutions that best suit their needs. Great diversity in higher education has resulted from the Morrill Act.

From the public point of view, virtually every state in the nation has developed a system of higher education characterized by three categories of institutions. Regional differences exist, but, by and large, we are a nation of community colleges or two-year schools, four-year institutions, and comprehensive institutions.

The community college or two-year school is primarily local in nature, serving as an individual city or county with the students not leaving home. Its educational mission is to provide technical or vocational training and/or a liberal arts program transferable to a four-year baccalaureate degree-granting institution.

It generally is the least expensive of all institutions from the student's point of view and is specifically designed to respond to and satisfy the immediate and local post-secondary needs of its home city or county.

The four-year institution takes a statewide view and has as its primary objective providing a liberal arts baccalaureate degree. It includes a smattering of professional schools and very little graduate education.

The comprehensive institution offers a full undergraduate curriculum with a complete range of liberal arts programs as well as opportunities for professional education. It also has a full range of post-baccalaureate programs — both professional and in the basic sciences and humanities.

These institutions generally cater to the more academically qualified undergraduates, but they also are receiving invitations for transfer students from community colleges and four-year institutions.

Virtually all states can separate their institutions into these three categories. There are as many governors as these three types of post-secondary education as there are states, from single governing authorities for all institutions to separate authorities for each institution.

In all cases, however, each state has, to varying degrees, adopted for all its institutions the fundamental ideas of the land-grant institution — financial availability, local control, technical and professional and liberal education, research, and service.

Today, no single institution is able to satisfy all the needs of the state as perhaps was contemplated in the past. Today, essentially all states have established a system of diverse institutions that combine, satisfy, and embrace the land-grant ideas and ideals.

Now, the land-grant fundamentals are broader and deeper than ever before have been contemplated by Congressmen Morrill.

Higher education in the state of Ohio has many of the characteristics of the three types of institutions mentioned above. However, there are some unique features that bear reflection as we look to the future.

Many of the larger Ohio communities have a community college which incorporates technical as well as liberal education into one institution.

There are, however, several technical schools that focus solely on technical training, one accompanied by a separate organization whose primary function is the two-year liberal arts program. These separate organizations typically are operated by a four-year or comprehensive institution in the state, which is a somewhat unusual configuration when compared to other states.

The distinction between the four-year and comprehensive institutions has been clear-cut than they are in many states.

The four-year institutions in Ohio have a mixture of programs from very fine graduate and research programs to professional programs that rival any in the country such as the engineering and medical schools at the University of Michigan and the urban planning program in law school at Cleveland State University.

Both institutions are primarily four-year undergraduate institutions, but they include graduate and professional education which would more generally be limited to the comprehensive flagship institution of a state.

This blurring of categories is at least partially the result of the presence in Ohio of only one comprehensive university. Most states have at least two, and in some cases, several comprehensive institutions.

A typical Midwestern model is the small comprehensive university on the original state university, incorporating the health sciences and strong component in the basic sciences, and the other the land-grant university, including agriculture and engineering and very large professional schools.

The absence of other comprehensive universities in the state explains why the Ohio State University is so large. It also was noted in 1964 today that we are the largest single campus in the United States in the number of students and faculty.

We are not the largest because our individual departments are especially large. By state university standards, these departments are fairly average in size.

The reason Ohio State is large is that everything exists on one campus. In other states, functions are separated into two or three institutions: Indianapolis and Purdue, Michigan, Michigan State, and Wayne State University; Iowa and Iowa State; Georgia and Georgia Tech; and Texas and Texas A&M — are many such examples. We are large because by policy, this state has concentrated its comprehensive activity in one location, The Ohio State University.

Another important characteristic of Ohio is that it is providing financial access. Ohio has consistently adopted a policy of being a high-quality public university, both now and historically. Ohio ranks among the highest 10 states in tuition.

Correspondingly, Ohio ranks among the lowest 10 states in the amount of state support for higher education.

Many reasons exist for such a policy, but it is worth noting that Ohio also has ranked in the lowest 10 states in the percent of high school students going on to college.

Tuition levels are, of course, the subject of the General Assembly debate each year. The outcome of this debate is I believe, of extraordinary importance as we look at the future for The Ohio State University in the years to come.

While there is a great deal more to discuss, this brief historical view of the University and its distinguishing characteristics should be helpful in the development of institutional policies that we move into the decade of the 1980s and prepare for the 21st century.
May 4, 1989

To Members of the Faculty:

As you are aware, Provost Myles Brand has recently been named President of the University of Oregon. I want to extend our congratulations to Professor Brand on this outstanding opportunity. I know that all of you join me in expressing our appreciation to him for a job very well done. In only three years, he has had an enormous impact on this University, and he surely will be missed. Today, I offer our thanks to Professor Brand for his good work and extend to him and Peggy our best wishes for continued success.

Myles joins a distinguished group of Ohio State family members who have become university presidents. I believe that it is no accident that the higher education community looks to Ohio State for leadership. This University's strong and effective governance structure and its traditions of excellence are well-known.

Our success derives from the only significant asset we actually possess: our quality faculty, students, and staff. The considerable efforts of many individuals continue to enrich the educational environment through innovation while, at the same time, holding to those essential characteristics which define our role as a university in this society.

Many new initiatives are underway at this institution, and some might speculate on the impact of the departure of the Vice President for Academic Affairs and Provost and the Vice President for Research and Graduate Studies. Their departures represent substantial losses, but we should remind ourselves that the guiding principle of operation in this University is faculty governance, and that we in administration are here to serve the faculty that they may better serve our students. This operating philosophy includes decentralization, individual accountability, small central staff, and budget discipline, as well as open and public discussions of our problems and opportunities through a well-defined governance structure.
This philosophy is nowhere more evident than in our efforts at curriculum review. With the 1987 report from the Special Committee for Undergraduate Curriculum Review (the Reagan Committee) as its foundation, this institution has moved forward with curriculum revision. The Colleges of the Arts and Sciences have developed a model curriculum, and courses are now being submitted for inclusion. The arts and sciences colleges' major programs are also being reviewed. Other colleges, such as agriculture and nursing, are at work on their curricula. These continuing activities will be reviewed by the Council on Academic Affairs within a few months. We are close to having a new general education curriculum at this University.

These advances represent literally thousands of hours of work by individuals and committees at many levels over a number of years. I encourage the continued commitment of all faculty members to think broadly about the goals of quality education which we all share.

While such activities require effective, shared leadership, their success derives from those who engage in the work of their development -- sometimes behind-the-scenes, requiring lengthy discussion and research, and calling for hours of committee meetings. I am very proud of all that has been done and of the proven effectiveness of the structures and processes in place to facilitate such activities. I am confident that with the continued support of the faculty, the curriculum initiatives will be carried to completion and implementation will be appropriately funded.

Furthermore, I applaud the efforts of so many members of the Ohio State community in advancing the University's commitment to affirmative action beyond articulation to advocacy and to action. We have come a long way from merely acknowledging the problems of access and success among the faculty, staff, and students. Senate committee reports and specific proposals have come forward including, notably and recently, the various action plans and the Report of the Senate Committee on Women and Minorities.

A number of innovative and energetic efforts are underway. We can point with pride to the Young Scholars Program and to the individual successes of departments and colleges in expanding Ohio State's diversity. Our efforts are recognized by many as a model for the nation. But much remains to be done. The University must -- and will -- continue to work on this important activity.

One of the most clear indicators of the quality reputation of this University among our academic peers is the number of truly outstanding faculty who have recently joined our distinguished Ohio State family. The presence of distinguished scholars and the existing climate of intellectual energy have attracted first-rate faculty. With the continued accomplishments of our faculty and the growing reputation of our undergraduate student body, this momentum continues. I am hopeful and proud that Ohio State is the University for the 21st century. Indeed it is, and we must -- and will -- safeguard our quality by aggressively and creatively supporting excellence on our faculty to the fullest extent.

To this end, department chairs, administrative officers, and deans will hear -- perhaps with mixed feelings -- the promise that they will continue to be asked to carefully evaluate their activities and related fiscal needs, particularly during this time of financial uncertainty. Scarce resources always need to be distributed efficiently and effectively.

Beyond anticipating our fiscal needs, we also must continue to examine the future programmatic needs of the University and of each department through program review which will, of course, continue. Many areas throughout our campuses at all levels have been doing this in some form for decades. Recent examples of linking fiscal and program review may be seen in the colleges of home economics, medicine, and mathematics and physical sciences. They have undertaken careful review of their commitment of fiscal and human resources and are to be commended for their good work. All of us will continue the work necessary to provide the best possible educational environment so that, even with limited resources, we can keep our momentum and continue to advance the quality of The Ohio State University.

The decentralization of the review functions and of budget discipline reinforces the principles of faculty governance. From the debate promoted by such activities comes the core strength of this institution. The importance of the faculty is underscored in the significant role that our first faculty played in laying the foundation for this University.

Indeed, at the celebration of the semi-centennial of The Ohio State University in 1920, Professor Thomas Mendenhall reminisced about our first seven faculty members, of which he was one. Mendenhall, a man of vision, said that the University's foundation "should be broad and liberal, and that it should be laid with a view to its sometime bearing the super-structure of a great State University." Mendenhall reminded us that these seven faculty members "upon whom rested the responsibility for the success or failure of the New Educational Experiment. It was not long before [we] were joined by others, equally capable and equally enthusiastic in their efforts to win success...."
They are, indeed, joined by hundreds of women and men on today's faculty who are committed to excellence. The accomplishments of The Ohio State University are significant, and we can all take great pride in the work of many people to achieve these ends. The University has faculty members, students, and staff members who are strongly dedicated to Ohio State. With their loyalty and with a well-established, well-respected governance structure in place, the work ahead promises to be rewarding and exciting. I certainly look forward to working many years with the new vice presidents as together we pursue the highest standards of academic achievement for the people of The Ohio State University.

Sincerely,

Edward H. Jennings

EHJ/mb
OSU workers will pay part of health insurance cost

By Tim Doulin
Dispatch OSU Reporter

Ohio State University employees will have to start paying part of the cost of their health insurance on July 1.

The OSU Board of Trustees yesterday approved modifications to the group benefits program. The changes came in the wake of a report by the benefits evaluation committee. It said that, without modifications, the reserve fund for the school's self-insured medical benefits program would have a $15 million deficit by June 30, 1990.

"It is a very difficult situation for the university to go through," OSU President Edward H. Jennings told the trustees. "I think the (university) community, while certainly it would prefer that this not be done, recognizes that it is better to accommodate the cost than to do anything in terms of reducing the benefits."

ABOUT 15,000 of the roughly 17,000 employees receive health insurance through the university.

Full-time employees with OSU medical coverage will pay 15 percent of the annual premium, starting July 1. Their share will increase to 18 percent July 1, 1990; to 21 percent July 1, 1991; and to 25 percent July 1, 1992.

Based on estimated premium costs through the middle of 1993, the university said a full-time employee will pay about $17 the first year and about $41 the fourth year for individual coverage, $35 the first year and $82 the fourth year for two-person coverage, and $55 the first year and about $120 the fourth year for family coverage.

The share by part-time employees will be based on how much they work. An employee who works 20 hours a week will pay 50 percent of the premium, and an employee who works 30 hours will pay about 80 percent. These percentages will increase through July 1, 1992.

OTHER recommendations the board accepted include:
- Increasing the deductible to $150 from $100.
- Establishing a co-payment of 20 percent of the charge per prescription for brand-name drugs and 10 percent of the charge per prescription for generic drugs provided through the university's pharmacies.
- Establishing a salary reduction arrangement to permit employees to pay their share of the premiums with pre-tax dollars.
- Considering creation of a low-cost medical plan that would enable employees to choose the benefit program most appropriate for them.

The changes could trim about $9 million from the projected $15 million deficit in the reserve fund, said Madison Scott, OSU vice president for personnel services.

"The recommendations are really not inconsistent with what almost every university in the country has already done," he said.

IN ANOTHER matter, four members of the International Community Against Racism, a small group of students and faculty members, picketed the trustees' meeting to protest OSU's affirmative action strategy and tuition increases expected to be announced by the board.

Edward H. Jennings
next month.

"We don't think they are committed to the affirmative action plan," said Alfred Joseph, an OSU graduate student. "If you are committed to affirmative action, then one of the last things you want to do is raise fees."

Jennings said, "I would be delighted to roll tuition back to the 1970 level, but we better talk to the Legislature on that issue. In terms of affirmative action, we are doing an awful lot, but we do have a long way to go and I would be delighted to hear any suggestions they might have."
President Edward H. Jennings cited examples Monday of excellence in higher education in his testimony before the state Senate Finance subcommittee in an effort to obtain increased funding for Ohio's state colleges and universities.

The Ohio Senate is holding a series of hearings on educational funding before the Senate and the House of Representatives vote in July.

Jennings said the responsibilities of Ohio's public universities do not end with educational instruction, but include research and related services that will enrich the lives of Ohioans and improve the quality of life in the state.

He said the investment by the state in higher education is a necessary investment in the successful future of Ohio.

"We have accepted the responsibility of preparing our citizens for today's workplace and for tomorrow's challenges," Jennings said.

"We are providing opportunities for Ohioans to improve not only their own futures, but the shared futures of all of us."

Jennings gave Ohio State's Young Scholars Program and the University of Akron's STEP program as examples of higher education's commitment to the future of Ohio.

"These are programs aimed at populations under-represented in higher education, and are innovative attempts to enhance the level of educational achievement for all of our children," he said.

Jennings said he hopes these and other efforts will increase minority enrollments around Ohio in the coming years.

Jennings gave an example of an "outreach component" of Ohio State in his effort to show dedication to public service. The Institute for Japanese Studies educates students in the culture and customs of Japan and also provides continuing education and professional development for Ohio's businesses, he said.

Jennings cited successes in research on retroviruses and diseases of aging, in agriculture on frost and drought resistant crops, and in engineering on technology for underwater welding.

He added that these programs cannot continue without a strong budget.

"The institution must have adequate human and fiscal resources across the curriculum in order to attract and retain the type of faculty and staff that we know can carry us forward," he said.

Sen. Eugene Watts, R-Col., chairman of the finance subcommittee, said larger budgets are not necessarily what public universities need, but the cutting of duplicate programs in the state would aid the institutions in their efforts at cost containment.

He gave graduate programs as an example of unnecessary duplicate programs.

"I find it difficult to accept the notion that you have to have a graduate program within 50 miles of everybody's house," Watts said.

Watts advocated continuing the graduate programs around the state, but suggested discontinuing the "not-so-excellent" programs.

Jennings said cost-containment is a "dirty word" around campus and said Ohio State has saved more than $50 million over the last several years because of cost control.

He said the university has eliminated and refocused several programs and would welcome any suggestions of viable money-saving methods.
Jennings: Education vital state asset

By Tom Spring

President Jennings and other university presidents made their case for more funds for higher education before the education subcommittee of the Senate Finance Committee on May 8.

The committee is holding hearings on the House-passed state budget for the two-year period starting July 1. The presidents requested $160 million beyond the $56 million the House added to Gov. Richard Celeste's proposed $2.3 billion budget for instructional subsidies.

The presidents were warned that tough economic times likely will preclude funding for higher education at rates exceeding the cost of living.

Jennings outlined many examples of the benefits higher education provides Ohioans.

"It is largely Ohio's public universities who prepare teachers for primary and secondary education in this state," he said. "Efforts are now under way to improve the mathematics skills of our youngsters."

He cited Ohio State's Reading Recovery Program designed for at-risk first graders and the E.J. Brown School Collaborative Project between Dayton City Schools and Wright State University.

"Ohio State's Young Scholars Program and the University of Akron's STEP Program are innovative attempts to enhance the level of educational achievement for all of our children and to more aggressively fulfill our mission as public universities to provide access and opportunity."

Strong funding also helps attract outstanding scholars and researchers and research funds, Jennings said.

He noted the University of Cincinnati Medical Center's $16.5 million National Institutes of Health grant, the largest award ever to study genetic causes of heart and lung disease.

"The basic research undertaken by this

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nation's universities will fuel the future of our economy," he said.

Examples are research on retroviruses, Alzheimer's disease, frost-resistant crops and improved mechanization of pruning and product handling for nurseries and orchards. Jennings said the public has already benefited from the development of the feline leukemia vaccine, drought-resistant crops and underwater welding technology.

The greatest contributions, though, are the graduates who add to their communities through productive careers and responsible citizenship.

Joseph A. Steger, president of the University of Cincinnati, said, "We have been leveraging the resources you've afforded us. There isn't a program that hasn't been cutting overhead. I can see nothing worse for Ohio's future than the train slowing down. It's worse to try to start it up again."

Sen. Ted Gray, R-Columbus, said that in the past six to eight years, state spending for education has well exceeded the cost of living.

"My concern is that the rate of spending is not going to continue, even under the current budget," he said, adding the next decade will bring changes in funding for capital improvements as well as operating revenues.

"Even if there isn't (an economic) downturn, the rate of spending just isn't there" in the 1990s, Gray said.

Sen. Eugene Watts, R-Columbus, said he advocates a study of "the duplicity of efforts" at public universities, citing the numbers of graduate programs in Ohio.

Paige Muholland, president of Wright State University, said the intent of the Board of Regents over the years has been to avoid overlapping programs.
Jennings reviewing demands by OSU black organization

By Tim Doulin
Dispatch OSU Reporter

Edward H. Jennings, president of The Ohio State University, is reviewing a list of 10 demands by a black campus group, his special assistant told members of the group yesterday.

THE DEMANDS include:
- Increasing the number of black faculty members to 600 from 75 and increasing the number of black students to about 11,000 from about 2,400 by 1992. That would increase the black faculty and student representation at OSU to about 22 percent.
- Establishing a College of Pan-African Studies.
- Changing the name of the Office of Minority Affairs to the Office of Pan-African Affairs.
- Raising $300 million to pay for implementation of the demands.

THE LIST of demands was delivered to the administration Friday by a group of black students, teachers and staff members calling themselves Just Us. The demands set noon yesterday as a deadline for the administration's response.

Thirteen members of Just Us gathered in the lobby outside Jennings' office yesterday to hear the response.

Jim Meeks, Jennings' special assistant, told the group that Jennings was out of town on university business.

"He has received the document that was presented to me on Friday, and he has the recommendations contained in it under consideration," Meeks said.

"Suggestions for improvement to the university's affirmative action plans are always welcome. The president will respond after he has had an opportunity to review the matters raised."

The group left the building after a Just Us member gave Meeks a statement. Outside, a group spokesman read a copy of the statement.

"ON FRIDAY, black faculty, staff and students presented President Edward Jennings and the Ohio State Board of Trustees with a list of demands and a deadline to respond to these demands.

"Your inability to respond is indicative of how the administration views the concerns of blacks on this campus.

"We will not let this matter deter our goals. We will continue to struggle for what we deem important to blacks at this university. We expect the administration to do whatever possible in creating an equal and just environment.

"In addition, we demand that you recognize 'Just Us,' an organization that promotes racial equality and justice at the Ohio State University. We find that these demands need urgent attention; therefore 'Just Us' will contact you for negotiation."

Members of the group refused to answer any questions.
Don't get carried away, Jennings warns black group

By Tim Doulin
Dispatch Staff Reporter

Edward H. Jennings, president of The Ohio State University, cautioned yesterday that "exaggerated criticism" of OSU's affirmative action plan by a black student group could backfire.

"Jennings' comments were part of a nine-page memo issued in response to criticism by Just Us, a group of black students and faculty and staff members. "It is natural to be disappointed that these past efforts and our future plans are not viewed by the Just Us group as evidencing a 'serious commitment to eradicate racism, discrimination and other inequalities on this campus,'" Jennings wrote.

"We caution that exaggerated criticism may, in fact, diminish the very results we all seek. But there is a benefit in the existence of a group who will alert us to the fact that we still have a long way to go. We welcome the constructive help of our critics to achieve results."

Jennings defended the university's affirmative action plan. OSU has made more progress toward rectifying deficiencies and enhancing diversity in the past 18 years than most similar institutions, he said.

"Clearly, we have not solved all the problems," he added. "In fact, we have only taken the first steps."

"We are always open to reconsidering our plans, and we welcome responsible suggestions for improvement in strategies. However, we do believe that we are making substantial progress in a responsible way."

The response came 10 days after Just Us presented the administration with 10 demands aimed at improving black representation on campus.

The group had not had a chance to study Jennings' memo, a spokesman for the group said yesterday. But at noon today, the group plans to march from the Ohio Union on N. High Street to Bricker Hall, the administration building, where a statement will be made.

In the memo, Jennings addressed each of the group's demands. Here is his response to some of them:

- **Recruit and maintain 690 faculty members of African descent by 1992.** Jennings pointed out that 10 percent of the 250 new faculty appointments in 1988 were black. "This achievement is very positive when compared to previous years," OSU has 29 tenured or tenure-track black faculty members (2.93 percent) of a total of about 3,300.

- **Recruit and maintain 22 percent staff members of African descent.** Jennings said the employment of blacks is about 11 percent, or "close to the demographics of the Ohio job market."

- **Recruit and maintain at least 22 percent students of African descent by 1992-93.** About 2,400 (4.14 percent) of 55,000 students attending OSU are black. Jennings said OSU admitted 1,145 black freshman last fall, but only 482 enrolled.

- **Move promptly to find a permanent replacement for Dr. Frank Hale, the former vice provost of the OSU Office of Minority Affairs.** Jennings expressed concern about the "slowness" in finding a replacement for Hale, who retired at the end of last year. Yesterday, he appointed Madison Scott, vice president for personnel services, to take charge of the nationwide search for Hale's replacement.

- **The university should spearhead a campaign to raise $300 million by 1992 to implement the recommendations.** Jennings said $128.9 million from the university's five-year campaign to raise $550 million is earmarked for support of affirmative action programs.
Jennings responds to ultimatum by African-American organization

By Reggie Anglen
Lantern Staff Writer

OSU President Edward H. Jennings replied to African-American student demands Monday and also asked a university vice-president to form a committee to find a replacement for the retired provost of minority affairs.

In a nine-page report issued by the president's office, Jennings said Ohio State is not immune to the difficult problems inherent in providing access and opportunity to under-represented groups.

In the report, Jennings dealt with each of the 10 demands. Copies of the report were made available at the Office of Student Life at noon Monday, and also at the president's office.

"We will continue to strive to improve our situation in each area addressed, hopefully even surpassing our objectives," Jennings said in the report. "However, it must be pointed out that some of the goals set forth by 'Just Us' are unrealistic, if not impossible."

In reply to the demand for the hiring of about 2,000 new African-American staff members, the report said the current level of African-American staff is about 11 percent.

The report said this figure is close to the black population rate of 12.3 percent in the metropolitan area.

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Columbus area.

Monday evening, about 60 people attended a rally sponsored by "Just Us," a group of African-American students in the Ohio Union to review Jennings' reply.

At the rally, students read each of the demands and then Jennings' reply. After each reply was read, the audience answered, "In other words, No."

Greg Carr, president of the Black American Law Students Association and spokesman for Just Us, announced they will lead OSU African-American students on a march starting tomorrow at noon from the Ohio Union to the administration building where a small statement will be presented to Jennings.

Carr said the statement will read, "Just Us exists, and as black students, we will no longer be ignored, trivialized and no longer will we allow others to define who, and, or what, we are."

Charles Ross, associate professor in the college of social work and advisor to Just Us also responded to Jennings' reply.

"I am outraged and thoroughly disappointed," Ross said. "We have felt all along that the problem was beneath the president, and that the problem is primarily with the provost and the dean."

Vivian Hall, a senior from Columbus who attended the rally, does not agree with the demands.

"I think the demands are absurd and outrageous," Hall said, "I do not think a faculty member should be involved in this matter. This is not an officially recognized student organization, so there is no need for Ross to be a faculty advisor."
Ohio State protesters miss Jennings again

By Tim Doulin
Dispatch OSU Reporter

A group demanding improved black representation at The Ohio State University went to the administration building yesterday to deliver a message to OSU President Edward H. Jennings.

But by the time the group got there, Jennings had gone to lunch.

It was the third time in the last two weeks that Just Us, a group of black OSU students, faculty members and staff members, had missed Jennings at his office. The previous two times he was out of town on university business.

"IT IS so indicative of the way he has treated us in the past," said group spokesman Kim Jones.

Just Us had announced plans to march from the Ohio Union to the administration building at noon yesterday to voice its displeasure with a nine-page memo issued Monday by Jennings regarding the group's demands.

In the memo, Jennings defended OSU's affirmative action plan, although he admitted improvements are needed.

Jennings said yesterday he received word the group had changed its mind about coming to the administration building.

"I was waiting for them, but I got word that they weren't coming," he said.

At 12:15 p.m., Jennings left his office to attend a staff awards luncheon at the Fawcett Center for Tomorrow.

As about 100 student members from Just Us marched across the Oval to the administration building, shouting "We are African people" and "We're black and we're proud," members of the College Community Church trailed the marchers shouting "affirmative action is racism."

A member of the church group, which consisted of non-students, said she knew nothing about the black group or its plans for a march.

AFTER JUST US members arrived at the administration building, three members took a statement to Jennings' office. The statement was accepted by John R. Kleberg, assistant vice president of business and finance.

The statement said the group is displeased with Jennings' reply to its demands, saying his explanations were vague and insufficient.

"We do not believe our demands are being taken seriously," the statement said.

But Jennings said that isn't true.

"I take this very seriously," Jennings said. "We have a long record of taking affirmative action seriously."

Jennings also didn't appreciate the actions of the church group.

"I do think it is unfortunate that some outside elements were there to suggest that the students did not have a right to have their voices heard."
Ohio State University President Named to Super Food Services Board

DAYTON, Ohio ... Super Food Services, Inc., one of the country's largest food wholesalers, today announced the election of Dr. Edward H. Jennings, President of Ohio State University, to its Board of Directors.

Dr. Jennings became the 10th President of Ohio State University on September 1, 1981, after two years as President of the University of Wyoming. He also holds an appointment as Professor in the Academic Faculty of Finance at Ohio State. Previously he was Vice President for Finance and University Services at the University of Iowa, where he also was a faculty member for ten years.

Jennings' background includes extensive experience in both the academic community and private enterprise.

Super Foods wholesales a complete line of food and non-food products to over 800 supermarkets in Ohio, Kentucky, Indiana, Michigan and Florida. Super Foods' stock is listed on the New York Stock Exchange.

XXX

SUPER FOOD SERVICES, INC.
Jennings cites budget uncertainties, restrictions

It is clear that the (state) budget now under consideration penalizes institutions which have demonstrated their commitment to access through lower tuitions.

It now appears likely that state appropriations for the 1989-90 biennium for higher education will not be approved until mid to late June at the earliest. As a consequence, full approval of the University’s 1989-90 budget must be deferred until our July meeting.

The timing of the state budget process adds a great deal of uncertainty to our fiscal planning this year. Nevertheless, we must proceed in this climate of uncertainty since our 1988-89 fiscal year will close June 30.

It is clear that whatever the final outcome, the 1989-90 University budget will be exceedingly tight. The most recent actions of the House and the Senate have substantially improved on the executive (budget) proposals, and for that we are very grateful. While the increases to the instructional subsidy recommended by the House and Senate are significant, the recommendations now under consideration, nevertheless fall considerably short of what is needed to maintain our operations at existing levels.

Last January, as we began the legislative process, it was noted that to account for inflation and keep the student share of cost at an already too-high 41 percent, an additional state appropriation of $200 million for higher education beyond the governor’s recommendation would be required. The House and Senate figures, while a great improvement, fall $64 million short.

Furthermore, it was noted that to continue the progress made by higher education in Ohio, particularly early in this decade, required another $200 million. In essence the current proposals are $264 million short of the modest higher education goals of quality and access. The state higher education community faces some difficult decisions.

As I told the House Finance Appropriations Committee last February and the Senate Finance Education Subcommittee last month, I am extremely proud of the accomplishments of our distinguished faculty members, our dedicated staff members and our talented students.

Ohio State’s achievements have been made possible in partnership with the state, through consistent efforts by all decision makers across the University to contain costs and allocate resources wisely. Ohio State has attracted external funds to a greater extent than ever before through the successful fund-raising campaign and through external research support. We have done our share — and will continue to do so.

Now, recognizing that there are many competing demands for limited state revenues, we are in a most difficult budget period. As we consider the 1989-90 budget, the priorities that are guiding our planning are to continue to keep costs down, to sustain the momentum as well as meet prior commitments, and to continue to enhance quality while being mindful of our unique mission as Ohio’s land-grant research University. To continue to meet these objectives will test our creativity and will demand a higher level of commitment to the University on the part of all members of our Ohio State community.

Within the context of these priorities, we must move forward with our planning as we enter the new fiscal year. Today, I am prepared to present for your consideration the expense guidelines for what will be an exceptionally tight budget, regardless of the final outcome of the legislative deliberations.

As in the past, the University Senate’s Fiscal Committee and the Faculty Compensation and Benefits Committee have been consulted in the budget planning process. In particular, the Faculty Compensation and Benefits Committee placed before us recommendations to keep our faculty salaries competitive with peer institutions. However, we are not able to fund these recommendations.

Rather, circumstances dictate a different approach. In this period of scarce resources, I believe that it is imperative that we give strong consideration to our junior faculty and staff colleagues at the lower end of the pay ranges. For this reason, I am recommending an increase for all of our faculty and staff members at the full-time rate of $480 across the board. We also will provide each college and office an additional 2 percent for selective merit increases.

We will continue our practice of making a pool of $1.3 million available for equity, excellence and market adjustments. Further, we do not anticipate providing any central funding to adjust equipment and supplies budgets for the coming year. The colleges and offices will have to accommodate cost increases for supplies and equipment through internal reallocations.

Due to the uncertainty of the outcome of the continuing deliberations in the General Assembly, I am not presenting revenue guidelines today. We must defer our decision on student tuitions until July. We enter this process with a demonstrated historical and continuing commitment to keeping the tuitions for our students as low as we reasonably can. I indicated earlier this year that with insufficient state support for the instructional subsidy, and with the apparent lack of state recognition for keeping tuitions low, we would have little choice but to increase tuitions. The extent of these increases is as yet unknown.

It is instructive to note that the latest (legislative) proposal recommends a tuition increase cap of 7 percent on undergraduate instructional fees and yet funds Ohio State as though its tuitions were at the higher levels assumed in the Senate recommendations. In fact, this University has kept its tuitions significantly below these assumed levels — 30 percent below the currently proposed assumptions.

It is clear that the budget now under consideration penalizes institutions which have demonstrated their commitment to access through lower tuitions. Ohio State’s budget is tight because of the $22 million annual shortfall that results from the lack of recognition of our low tuitions in the proposed state budget.

Suggesting guidelines to you for the 1989-90 budget before having a full picture of the institution’s available resources contains risk, but a risk that can be dealt with in several ways.

First, I remain optimistic that the General Assembly will produce a higher education budget that restores higher education to a high priority of state government. We have seen that the House and Senate each has substantially improved the executive budget. I share with my colleagues around the state our hope for adequate appropriations and am confident that the General Assembly will make every effort to improve our current situation.

To ensure that we maintain the momentum we have worked so hard to achieve, we must continue to look to ourselves. We must continue to control costs and effectively reallocate resources, mindful of the fundamental mission of this institution. We must focus our attention on the academic core of our great University, being certain that quality is not compromised. This will mean considerable sacrifice and difficult decisions in all areas, particularly those not directly related to our primary educational mission.

I am asking each of the vice presidents to identify those activities and programs receiving general funds which are in support of, but not central to, our fundamental academic mission. These budgets will be reviewed carefully and general funds may be reallocated in support of the academic core.

In addition, each college and office will begin immediately to define expenditures equal to 1 percent of their total budget to be reallocated. While their reallocated funds will remain in each college or office, the deans and vice presidents will have to demonstrate how they have used these reallocated resources to meet their highest priority needs as identified during their budget hearings.

To deal with scarce resources in the coming year, we must limit our costs; however, we will not limit our energies in the pursuit of excellence. I am proud of all that is being accomplished at this University, and I remain confident that together we can take the steps needed to continue our achievements.
Tuition, Jennings' pay going up

By Tim Deziel
Dispatch Staff Reporter

A $150-a-year tuition increase for in-state undergraduate students and a $6,900 pay raise for the university's president are part of a more than $1 billion budget approved yesterday by Ohio State University trustees.

The budget of $1,080,290,000 is the largest in school history and the first to top $1 billion.

"WHILE $1 BILLION sounds like a very large number, which it is, it is a very tight budget," said Weldon E. Ihrig, vice president for finance at OSU.

A chunk of the revenue will come from tuition.

Starting in the fall, tuition for in-state undergraduates will be $2,190 a year, up from $2,040. The increase consists of $80 for general fees and $120 for instructional fees, the maximum allowed by the Ohio General Assembly.

The tuition limit and the state's method of distributing instructional subsidies penalize OSU and other universities that in recent years have kept tuition increases below the recommended state levels to try to keep college education affordable, OSU President Edward H. Jennings said.

"State funding, while much improved, is a funding process that does not reward," Jennings said. "It penalizes those institutions who keep their tuition low."

OSU's undergraduate tuition is 10 percent below the level recommended by the state. The tuition limit blocks the university's attempts to substantially reduce that gap, Jennings said.

Graduate and professional students will feel the pinch this fall with tuition increases of 13 to 15 percent. Ihrig blamed the state for placing such a financial burden on those students.

"The problem is funding. The state models assume that the students at the graduate and professional levels are going to take a greater share of the total cost of their instruction and pay it themselves," Ihrig said.

Trustee Hamilton J. Teaford said, "I think the message from the state is that we don't need people beyond an undergraduate degree. And that is wrong."

Pay increases were included in the budget. Jennings received a 5 percent raise to push his salary to $140,086, up from $135,520.

The budget gives faculty members and administrative and professional staff members a salary increase of $460 a year each and provides for selective merit increases.

"THERE WILL be many salary increases at the university substantially above 5 percent," Jennings said. "But in terms of my salary, you would have to talk to the board. That is their decision, not mine."

Board Chairman John W. Berry said the raise recognizes Jennings' contributions to OSU and the current financial condition of the university.

Board member Deborah E. Casto opposed pay increases for the staff and Jennings, saying she's against any pay raises for university employees in a time of a tight budget and substantial tuition increases.

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**OSU tuition increases**

<table>
<thead>
<tr>
<th>Student category</th>
<th>Actual 1988-89 tuition</th>
<th>Projected 1989-90 tuition</th>
<th>Percent of increase</th>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Vet. Medicine</td>
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</tr>
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</table>

Source: The Ohio State University

*Dispatch graphic by Doug Miller*
June 26, 1989

Edward H. Jennings
President
The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, Ohio 43210-1257

Dear Ed:

I appreciate your willingness to serve as a trustee of the Columbus Symphony Orchestra. I will relay that to the balance of the committee and you will be hearing from us in due course.

In accordance with our telephone conversation, I would be very interested in attending the opening ceremony of the Wexner Center for the Visual Arts if you could get my name on the list. Also, I anticipate having guests, Louis and Mary Myers. Mary Myers is President of the Akron Museum and has expressed an interest in attending. She would probably be invited anyway, but I just wanted to make sure.

Very truly yours,

SCHWARTZ, KELM, WARREN & RUBENSTEIN

Stanley Schwartz, Jr.

SSjr: leh
2488h
Borden unit adds Jennings to board

Edward H. Jennings, president of The Ohio State University, has been elected to the board of BCP Management Inc., the general partner of Borden Chemicals and Plastics Limited Partnership.

Jennings, who has headed the university since 1981, also serves as a director of Banc One Corp. and Ohio Bell Telephone Co.

The limited partnership was created to acquire and operate Borden's basic chemicals and polyvinyl chloride resins business and assets at Geismar, La., and Illipolis, Ill.

BCP Management Inc., the general partner of the partnership, reported yesterday a second quarter cash distribution of 80 cents per preference unit and enhanced common unit, payable Aug. 7 to unit-holders of record July 31.

BCP's net income for the quarter was $22.7 million vs. $27.5 million last year on revenues of $130 million in the 1989 quarter vs. $132.6 million a year ago.
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in
finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

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In 1983, the governor appointed Jennings to the Development Advisory Council, which works with the Ohio Department of Development.

In 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration. In 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

Also in 1988, Ohio House Speaker Vern Riffe appointed Jennings as co-chairman of a task force charged with studying the potential for a state superconductivity center.

Jennings is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway.

He is a member of the National Association of State Universities and Land Grant Colleges. He is chairman of the organization's Council of Presidents, chair of the 1988 Committee on Federal Tax and Fiscal Policy Issues and a member of the Committee on Federal Legislation.

He is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan. Jennings also is a

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Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the Council on Competitiveness, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.

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He is an honorary member of the U.S. Olympic Committee's fund-raising committee and the Ohio 4-H Board of Directors, and an honorary trustee of the Columbus Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. In 1987, he received an honorary doctor of humane letters degree from Kenyon College.

Also in 1987, Jennings received the Affirmative Action Award
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Jennings and his wife, Barbara, live at 285 Croswell Road,
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FACSIMILE TRANSMITTAL

DATE: 9-1-89

TO: Steve Starrett

FROM: Mary Barnegat

RE: 

PAGES TO FOLLOW: 4

COMMENTS:

IF ANY PROBLEMS OR QUESTIONS REGARDING THIS TRANSMISSION, PLEASE CONTACT

FAX: (614) 292-1231
Subject: EHJ’s Resume Update

Date: September 1, 1989

From: Mary Basinger

To: Steve Sterrett

Here are some changes and additions to EHJ’s bio:

1. page 2, last paragraph, add:
   "Jennings was named an honorary fellow of the Honda Foundation during ceremonies held in Tokyo in 1986."

2. page 3, delete third paragraph: "Also in 1988, ...

3. page 3, fourth paragraph, add: "... Columbus’s newest interstate highway, and is a member of the Ohio Center Board of Trustees."

4. page 3, fifth paragraph, replace "chairman" with "chair"

5. page 4, third paragraph:
   - delete Columbus Area Chamber of Commerce
   - delete "BCP Management Inc." and replace with "Borden Chemicals and Plastics Limited Partnership"
   - comma after "...Children’s Hospital Inc. of Columbus"

6. page 4, fifth paragraph, delete: "the U.S. Olympic Committee’s fund raising committee and"

   If you have any questions, just let me know. Thanks.

Attachment
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Jennings and his wife, Barbara, live at 285 Croswell Road, Columbus. He has two sons, William F. and Steven W. Jennings.
Jennings to have eye surgery

Ohio State University President Edward H. Jennings will undergo surgery today to remove a cataract from his right eye.

Dr. Richard H. Keates, professor of ophthalmology at The Ohio State University, will perform the procedure. Keates will implant a plastic lens during the outpatient procedure.

Cataracts are a clouding of the lens of the eye, Keates said.

Keates said a million people undergo similar operations every year.

The procedure, expected to begin about 7:30 a.m. in Ohio State University Hospitals, should take about an hour, Keates said.

Jennings, 52, is on vacation this week. He is not expected to miss any work. He will wear a patch over his eye for at least 24 hours, Keates said.
Jennings’ surgery successful

By Christopher Sadler
Lantern staff writer

OSU President Edward H. Jennings had successful out-patient eye surgery Tuesday. He will probably be on vacation for two weeks, but will be available for matters needing his attention.

Dr. Richard Keates, professor of ophthalmology, performed the surgery Tuesday morning. Keates said Jennings was out of the hospital in an hour.

Jennings should be back for a board meeting Aug. 14, said Mary Bascinger, Jennings’ secretary. She did not leave anyone in charge, but will be available while on vacation, she said.

Keates said Jennings is able to make decisions, but should not strain himself for the next week.

THE LENS of Jennings’ right eye was removed during the cataract surgery and was replaced with an interocular implant. The implant is made of plastic and is permanently fixed to the eye.

The cataract surgery will give Jennings improved vision, Keates said.

Keates has performed thousands of cataract surgeries since coming to OSU in 1964. He said the process has changed a great deal over the last twenty years.
As president of The Ohio State University, Edward H. Jennings is committed to enhancing university excellence and strengthening public awareness of Ohio State's high quality education and research programs.

Jennings became the 10th president of Ohio State on Sept. 1, 1981, after two years as president of the University of Wyoming. He also is a professor of finance.

Previously, Jennings was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Raised in Washington, D.C., Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959, his master of business administration degree in 1963 from Western Reserve University in Cleveland and his doctorate in finance at the University of Michigan in 1969. He is co-author of a textbook, Fundamentals of Investments, now in its fourth printing.

Jennings' background includes international experience in both the academic community and private enterprise.

He was a visiting professor in finance at the University of Dar es Salaam, Tanzania, in 1972-73 and an adviser to Tanzania's National Development Corp. and to the Rockefeller Foundation on management education in East Africa.

In 1983, Jennings visited the People's Republic of China to strengthen the University's ties with Wuhan province. In 1984, he was a member of the Governor's Trade Mission to Japan, South Korea and Taiwan. In 1986, he visited France, Spain and Italy as part of Ohio State planning for the quincentenary of Christopher Columbus' voyages.

Jennings is a member of the Columbus Quintennial Jubilee Commission, the board of AmeriFlora '92, and the Ohio 1992 Commission.

He is a member of several boards of directors, including the United Negro College Fund Central Ohio Advisory Board. He also is a trustee of Children's Hospital and the Columbus Symphony Orchestra.

He is a member of the National Association of State Universities and Land Grant Colleges and is chair of its Council of Presidents. He also serves on the board of the National Merit Scholarship Corp.

His many honors include the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland and the Ohio Governor's Award in 1981. He also received the Louis Nemzer Award in 1987 from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings and his wife, Barbara, live in Columbus. He has two sons, William and Steven.

The President's Staff

Frederick E. Hutchinson
Acting Vice President for Academic Affairs and Provost

Herbert B. Asher
Special Assistant to the President

Sue A. Blashean
Executive Officer for Human Relations

R. Reed Fraley
Executive Director of The Ohio State University Hospitals

Weldon E. Ihig
Vice President for Finance

Richard D. Jackson
Vice President for Business and Administration

Sue L. Mayer
Special Assistant to the President

James E. Meeks
Special Assistant to the President

David E. Schuller
Director of the Arthur G. James Cancer Hospital and Research Institute

Madison H. Scott
Vice President for Personnel Services

Russell J. Spillman
Vice Provost for Student Affairs

Thomas L. Sweeney
Acting Vice President for Research and Graduate Studies

Thomas L. Tobin
Vice President for University Communications and Development

Manuel Tsagournis
Vice President for Health Services

J. Robert Warming
Acting Vice President for Agricultural Administration

The Official Ohio State Football Program

September 16, 1989
Nice Try, Ed

Christopher J. Van Dromme, a junior from Maumee majoring in audio engineering, spikes the ball past President Edward H. Jennings at a volleyball game on the west lawn of the Ohio Union Tuesday during the Student Organizations Fair. The game was between Jennings and his staff and Undergraduate Student Government.
OSU needs to aim even higher, Jennings says

By Felix Hoover
Dispatch Staff Reporter

The Ohio State University must step up its efforts to attract top students and faculty members, President Edward H. Jennings said yesterday.

Despite tougher admission requirements that have improved the quality of OSU students, the university has not done enough in "attracting the best of the best," he said.

Jennings made his annual "state of the university" address to the 144-member University Senate, comprised of faculty and staff members and student representatives.

A 3-year-old selective-admission policy for fall-quarter freshmen has reduced the number of students coming to campus with academic weaknesses, Jennings said. This fall, only 8 percent of incoming freshmen brought a curricular deficiency from high school, down from almost 66 percent in 1982.

The number of black freshmen has increased, to more than 500 this year from about 350 five years ago, Jennings said.

"But even as we congratulate ourselves, we recognize that we have a long way to go in both diversity and quality," he said.

More must be done to attract top high school graduates, such as National Merit Scholars, Jennings said. Recommendations of a student-recruitment committee will be considered this year.

Next year's freshman class will have a new curriculum, one placing greater emphasis on the physical and biological sciences. About 60 percent of the nation's college students, including OSU's, now graduate without having taken basic science courses, Jennings said.

The university must have a top faculty in order to entice the cream of the student crop, Jennings said. The faculty should be a blend of distinguished longtime professors and outstanding newcomers.

An early retirement policy, which has been in effect two years and was approved for another two years by trustees Friday, has contributed to a greater faculty turnover, he said. The average age dropped from 51 to 46 during the past year, he said.

More efforts must be made to "improve both the composition and climate" of the university and to embrace women, blacks, Hispanics, gays and members of other minorities, he said.

Some gains have been made in affirmative action, but "our progress is enormous only because we were starting from such a low base," he said.

OSU also must grapple with financial constraints and the need for more space, he said.

Jennings will form a universitywide committee of faculty members, staff members and students to develop a long-range plan for all aspects of the university. The planning will focus on decentralization, peer review and academic freedom, he said.
Board of Trustees, University Senate meet

OSU quality high, Jennings reports

By Karen Alexander
Lantern campus reporter

Ohio State is growing qualitatively, not quantitatively, President Edward H. Jennings told the University Senate in his annual State of the University address Saturday.

Ohio State's student body of undergraduate, graduate and professional students is continuing to improve. Some of the improvements in undergraduates is due to the conditional and selective admissions requirements instituted a few years ago, he said.

"We have gone from a freshman class in which nearly two-thirds entered Ohio State in 1992, with some form of curricular deficiency to a class this fall in which only 8 percent have deficiencies," Jennings said.

Of the freshmen entering Ohio State this year, half were in the top 20 percent of their high school class, and 27 percent were in the top ten of their class, he said.

Diversity of the freshman class has also increased with more than 50 percent of black students entering the university. This number was just over 350 five years ago, he said.

Even though statistics are improving on diversity and quality, the number of black students and graduates are underrepresented. The best high school students in the state are also low in numbers, he said.

"This area, attracting the best of the best, must and this statistic is reflective of Ohio State graduates.

Graduate and professional students are also increasing in quality and the number of graduate stipends are critical to the growth of enrollment, he said.

"While we have been making considerable progress, we still have a ways to go to make certain that our graduate stipends are competitive with the best institutions in the world," Jennings said.

The recruitment of students, both graduate and undergraduate, is most successful when these students realize that Ohio State's faculty is one of the best in the world, he said.

"And this statistic is reflective of Ohio State graduates.

Research Foundation expenditures have increased almost 50 percent over the last five years, even as the competition for those external funds intensifies," Jennings said.

The university has also experienced a qualitative change as a result of affirmative action, and the university community has realized the importance of a diverse population, he said.

"(Ohio State) is becoming a better place to be for women, and for blacks, Hispanics, homosexuals and other minorities," he said.

This year, the university received a Sea Grant, which although not as prominent as a Land Grant, will provide several research grants that may deal with Lake Erie or marine biology, he said.

Ohio State has also become a national leader in private fundraising among public institutions. Although the campaign goal of $550 million has been surpassed, at a total of $481.2 million, the fundraising effort is far from over, Jennings said.

He said the need for space for classrooms and research is also being recognized. Work on a new mathematics building and an addition to the biological sciences and pharmacy buildings will begin this summer.

One challenge facing the university is AIDS education and research. Ohio State is one of the leaders in AIDS education, research and treatment, Jennings said.

See JENNINGS: page 2
Senate talk

PRESIDENT JENNINGS spoke to the University Senate at its meeting Oct. 7, reaffirming his goals of diversity, support for faculty and staff, and attracting talented students. For the full text of his State of the University speech see pages 6-8.
Jennings talks of improvements, change

Editor's note: President Jennings presented the annual State of the University address before the University Senate on Thursday. He called for even more progress in enrolling women, Hispanic and Black graduate and undergraduate students and in attracting those who have high academic achievements. He also discussed changes in the faculty, the impact of the Ohio State University Campaign donations, and the fiscal future. The text of Jennings' remarks follows.

On this rather quiet Saturday morning, I am reminded of the first day of classes. I recall that it was one of those absolutely beautiful early fall days that occur only in the Midwest, when there was not a cloud in the sky or a whisper of wind, humidity was low, the temperature was in the 70s. It was the kind of day that makes us all delighted to be alive and living in Ohio.

For the University, summer is our season of renewal, and with the beautiful fall weather this year, the sense of excitement was heightened. The campus once again was alive with activity. The Oval was filled with students, and classrooms and offices buzzed with the start of a new quarter. Lines were back, but they were fewer and shorter, and many people were wandering around looking for the new bookstore. New and bewildered faces were the norm, but the early confusion and nervousness were overcome with anticipation of the new year at this splendid place – The Ohio State University.

Whether students, staff or faculty, we should remind ourselves how fortunate we are to be a part of Ohio State. As I reflect on the state of the University today, I am mindful of the quality and the characteristics of this University largely determined by our faculty, and it has been so ever since the first seven faculty convened in University Hall — the original University Hall — almost 120 years ago. And today, we can describe the more than 4,000 women and men who make up our faculty as one of the most distinguished groups of scholars in the world.

It has been said often in recent years that The Ohio State University is a university in transition. We are not a university in transition. We are already a great university. We are one of the world’s great universities by any measure, any standard, any consideration — and we can improve and change. Indeed, great institutions are characterized by change, work to capture change, and benefit from change. We are not in transition, but we are changing.

Consider the year before us. This is the first year with no courses on west campus, and the last year of the existing undergraduate curriculum. We will introduce provost and a research vice president. We will celebrate the opening of the Center for the Arts this fall and the James Cancer Institute this winter. We will initiate the new Materials Research Center. We can enjoy exhibits in the Newark campus art gallery and in the Conard Art Gallery on our Mainsfield campus. We begin this year as a Sea Grant institution.

Our affirmative action program will receive new stimulation with the opening of the Frank W. Hale Jr. Black Cultural Center as well as with the appointment of Professor Hale’s successor. We will appoint two deans, the honors director, and the vice provost for international affairs.

And, of course, we will face problems — problems which in most cases are opportunities that derive from our nation’s changes occasioned by the achievements within and around the institution. We will deal with many issues, ranging from faculty and staff salaries and benefits to an aging physical plant, from the imperative of planning for Ohio State’s future to the national and international issues faced by all of higher education.

As always, our approach will be characterized by innovation and dedication. Our solutions will lead to as yet unforeseen challenges that will, in turn, create further growth and change. Whatever our challenges today, they are those of an institution that is changing, improving, and growing not quantitatively, but qualitatively. Our progress is considerable, whatever segment of the institution we examine. Ohio State’s outstanding student body — undergraduate, graduate and professional — our very reason for being here, continues to improve and improve markedly.

The student body

With the beginning of conditional and unconditional admissions several years ago, and now in our third year of selective admissions, we have gone from a freshman class in which nearly two-thirds entered Ohio State in 1982, with some form of curricular deficiency to a class this fall in which only 3 percent have deficiencies, exclusive of the visual and performing arts requirements.

It also is a freshman class of only 6,300 students compared to more than 8,000 a decade ago, reflecting not a lack of demand, but the improved retention rate that has resulted from the improved quality of our students. Nearly half of this year’s freshmen were in the top 20 percent of their high school classes, and 27 percent were in the top 10 percent.

We can take great pride in the fact that our undergraduates are outstanding and getting better each year.

This freshman class is more diverse than ever before. There are more than 500 Black students in the entering class, up from just over 300 five years ago. It is important to note that quality and diversity have improved together. They are consistent and independent, not mutually exclusive.

But even as we congratulate ourselves, we recognize that we have a long way to go in both diversity and quality. Blacks remain underrepresented in both student numbers and graduates. So, too, I note, are the very finest high school students in this state underrepresented. This area — attracting the best of the best — must command more of our effort.

Last year I announced a committee to address the issue of student recruitment, and it has submitted its report. The committee has made a number of fine suggestions that support enhanced and more personalized approaches to the recruitment of high ability students. I am asking the acting provost to consider its recommendations, and to expand our initiatives in targeted recruiting that will make Ohio State the university of choice for all Ohio’s students, including the highest ability students.

We must ensure that these talented students receive the challenges appropriate to their abilities in honors courses and in complementary experiences. The Honors Center staff is doing a fine job of nurturing our honors students, and I applaud the faculty and departments who participate in this vitally important program so essential to our future quality.

Our graduate and professional student body also continues to grow in quality. Appropriate stipends are critical to this growth. While we have been considering considerable changes, we still have a ways to go to make certain that our graduate stipends are competitive with the best institutions in the world.

A changing faculty

Even as we look to competitive stipends to attract outstanding graduate students, we also realize that recruiting graduate students — like recruiting undergraduates — is most successful when the students clearly recognize that the faculty of The Ohio State University is among the best in the world. Quality graduate and undergraduate students are attracted to institutions with outstanding faculty. Fundamentally, our reputation is driven by the quality of the faculty, and ours is a most distinguished group. The composition of the faculty is changing in a number of ways. Retirement, combined with our qualitative growth, have resulted in a faculty that is getting younger. While our senior scholars have, in fact, built this University through long service, outstanding teaching and notable scholarship, just as important is their role in mentoring and nurturing outstanding junior faculty.

The retention and recruitment of distinguished senior scholars does, indeed, bring immediate luster to the University. However, all institutions of quality that wish to prosper and grow must attract the top young scholars as well. It is this new generation of teachers and scholars who will ensure the future strength of Ohio State.

Today, more than ever, the quality of the faculty must be our guiding principle as we recruit able junior faculty, strive to retain emerging scholars, seek greater diversity, and provide necessary resources for the distinguished senior members of the faculty.

The faculty is changing in other ways as well. External funding for research continues to accelerate. Research Foundation expenditures have increased almost 50 percent over the last five years, even as the competition for those external funds intensifies.

Some of our senior faculty may remember when this institution was a university less than half its current size. Even so, it has long been a budget half its current level. Indeed, over the last several decades, enhancing quality while responding to the challenges of today’s quantitative growth has been our major challenge. Today, we are privileged to concentrate solely on quality without concern for numerical growth. In Ohio State’s 120 year history, this is a first. Quality is our most important consideration today and will continue to be so.

As proud as we are of the quality of our students and faculty, we know our achievements depend heavily upon the contributions of our outstanding staff members. The University profits greatly from the dedication, innovation and loyalty of staff members at all levels of the organization. Whether maintaining the grounds, buildings or equipment, or assisting students through the administration of the registration process, the work of staff members enhances the learning environment and promotes institutional pride. Our staff is crucial to our success as faculty members and as students.

Curriculum status

Nowhere is the response to change by students, faculty and staff more apparent than in the work being done
I am happy to report that The Ohio State University also is the national leader in private fund raising among public institutions.

Campaign successes
Other goals we have set for the University may be more tangible measured, and I am happy to report that The University is also the national leader in private fund raising among public institutions. We announced (Oct. 6) that the campaign goal of $350 million has been achieved — and surpassed — with a total of $401.5 million at the end of August. Yet this unprecedented effort is far from over.

We continue to target those priorities which have not yet reached the needed level of funding, and, as we enter this final year of the most successful fund-raising effort in the history of Ohio State and public higher education, we continue to turn our energies to the underlying, long-term goals of the campaign.

First and foremost, this campaign has begun to build awareness among our faculty, students, our alumni and friends, that philanthropy has become a part of the fabric of the institution. We have seen over the past four years the beginning of a tradition of giving that will build, allowing us to strengthen the margin of excellence that has so changed and enhanced the University throughout this current campaign.

The other critical goal of the campaign has been that of building constituencies, recapturing old relationships, and establishing new ones with those who affect, and are affected by, Ohio State and its mission.

These goals will continue and will remain with the institution long after the conclusion of this campaign as well into the next campaign — and beyond. Despite being a public institution, we are a private and fund-raising institution as well.

I want to take this opportunity to thank the thousands of faculty members and staff members, the students and the alumni, friends and industry, who have taken part in The Ohio State University Campaign — as donors, as volunteers or as fundraisers. Whether the gift was one dollar or a million dollars, all who have contributed should be gratified for their or his or her dedication to Ohio State. All have been extraordinarily generous.

I sometimes hear that while we are raising large amounts of money, the faculty and staff are not seeing the results of those dollars. Sometimes we may not be as careful as we should in doing the job, and I take full responsibility for that.

Of course, the most visible successes are the Wexner Center for the Visual Arts, the William H. Davis Medical Research Laboratory, the Ohio State University College of Law, the student athletes and students are working to improve both the composition and the climate of Ohio State. It is a better place to be for women and for Blacks, Hispanics, gays and other minorities.

Even with these gains, the best that can be said is that today we have the opportunity to become a more diverse institution. The Affirmative Action Plan that was adopted last year continues to review our efforts, for there remains much to be done.

Moreover, we have the chance to change this institution for the better, but at the same time, hard work, innovation and outside resources are undoubtedly required to accomplish our goals.

The financial picture
In looking at the overall financial picture of this University, there is no doubt that we have had difficulties this year and last. Some have suggested that we have financial problems because of the resources — both recurring and non-recurring — that are going into the Wexner Center or the James Cancer Institute. Certainly those two fine programs utilize resources. But they are far from the only projects in the University that have been financed with new dollars.

Curriculum revision continues to receive new resources and so, too, does affirmative action. Eminent scholars have required funding. Asbestos and mold remediation have demanded money.

The Academic Challenge initiatives have required continuing funding from University resources. Forty-six departments and programs in 12 colleges have benefited from these dollars. Faculty initiatives including the supercomputer, biotechnology operations, and a multitude of others in all the colleges have received new support of our fund-raising efforts.

Here again, the list is brief and serves only to give examples of program allocations made over the past several years. But I remind us all that our quality and characteristics are derived from the faculty as supported by the staff. If we are to attract and retain the very best, then our salaries and benefits must also be competitive with the best in the nation. We — all of us — have worked very hard to bring our salaries and benefits to levels that are at the top of the public Big Ten universities as well as among the top of the best public universities in the nation, and certainly at the 86th percentile of Ph.D.-granting institutions in America. Despite this being a difficult budget year, with average salary increases of 4 percent and a change in the pattern of the benefit funding from one of fully paid to one where the individual will pay 15 percent of the cost, salaries and benefits remains a top priority.

The quality of life on the campuses for students and faculty alike is greatly enhanced by diverse program allocations. We all benefit from the presence of an eminent scholar in hydrogeology, the acquisition of a medieval manuscript prayer book dating from 1338, from a successful bone marrow transplantation, and from the contemporary arts experiences provided by the Department of Dance. But in the final analysis, it is our faculty and staff who are the backbone of the institution, and in times of scarce resources, compensation must remain a priority.

Today, we are privileged to concentrate solely on quality without concern for numerical growth. In Ohio State’s 120-year history, this is a first.
I will form a University-wide committee of faculty, staff and students, not only to develop a long-range plan for the institution, but also to ensure that our planning process respects the principles of decentralization.

Who would have thought just six years ago that the average adult patient stays in Ohio State University Hospital for only seven days, and that it would be over just seven days, down from 11 days? Who would have thought 10 years ago that biotechnology and supercomputing would be major and revolutionary activities not only at Ohio State, but throughout the nation? Who would have thought that that typewriter today would be nearly obsolete? Who would have had a dynamic and changing institution. The only certainty is that the future will be different from the past, which seems apparent today was totally unforeseen at some time in the past.

Sixty years ago, the freshman at Ohio State were secretaries who were looking at a period of prosperity. A month after school opened, they were in the midst of the Great Depression and, for many, college days were cut short. Fifty years ago, we were coming out of the depression and many of them thought we would have peace in our time. But many in the entering class of 1939 had lost their college careers, and some of their lives, by service in World War Two.

Fifty years ago, at the peak of Ohio State’s enrollment of students under the G.I. Bill, there was a belief that we were entering a golden age of some type that didn’t come. Before that class graduated, the Supreme Court had heard arguments in the case that would abolish segregated education.

Thirty years ago, outer space was still largely the subject of science fiction, and NASA had just been formed. Before the entering class would graduate, President Kennedy challenged the nation to land on the moon and an Ohioan orbited the earth.

Twenty years ago, as Ohioan walked on the moon. The nation was in Vietnam, on the brink of the Cambodian invasion. Few could have anticipated that the usually quiet campus would soon erupt in protest and violence.

Ten years ago, the HIV virus was unknown to the medical community. Yet before that entering class graduated, the first AIDS case in the nation was diagnosed and not long after the college was challenged to respond to this devastating epidemic with education and with research.

The next century is only 10 years hence, and the decade of the 90s is upon us. Today, I have chronicled many of the changes taking place at this University, and I have recalled many historical benchmarks. Such reflections on time and change are not purely nostalgic. Rather, I must accept what I can, pass the rest on, and engage the future as change is inevitable.

We have human resources that are unrivaled in this nation. Our shared visions, our strengths and our will to succeed ensure a bright future. This is what exhilarates us in the autumn. This is what makes The Ohio State University a great university today, and renew us for the task of making it even greater tomorrow.
STATISTICAL SUMMARY
The Ohio State University
Nov. 1, 1989

Enrollment, Autumn 1989

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>All campuses</td>
<td>58,994</td>
</tr>
<tr>
<td>Men</td>
<td>30,612</td>
</tr>
<tr>
<td>Women</td>
<td>28,382</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>45,933</td>
</tr>
<tr>
<td>Graduate students</td>
<td>10,353</td>
</tr>
<tr>
<td>Professional students</td>
<td>2,708</td>
</tr>
<tr>
<td>Ohioans (by application)</td>
<td>49,809</td>
</tr>
<tr>
<td>Foreign students</td>
<td>2,897</td>
</tr>
<tr>
<td>Columbus campus</td>
<td>52,895</td>
</tr>
</tbody>
</table>

Minority enrollment (Autumn 1989)
(omits foreign students)

<table>
<thead>
<tr>
<th>Group</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total minorities</td>
<td>4,881</td>
<td>8.2%</td>
</tr>
<tr>
<td>Blacks</td>
<td>2,729</td>
<td>4.6%</td>
</tr>
<tr>
<td>Others</td>
<td>2,152</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

Historical

<table>
<thead>
<tr>
<th>Event</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established by Legislature</td>
<td>1870</td>
</tr>
<tr>
<td>First classes taught</td>
<td>1873</td>
</tr>
<tr>
<td>Received present name</td>
<td>1878</td>
</tr>
<tr>
<td>First graduating class</td>
<td>1878</td>
</tr>
<tr>
<td>Degrees awarded</td>
<td></td>
</tr>
<tr>
<td>(through Summer 1989)</td>
<td>383,821</td>
</tr>
</tbody>
</table>

Acreage (Nov. 1989)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>15.672</td>
</tr>
<tr>
<td>Columbus campus</td>
<td>1.629</td>
</tr>
<tr>
<td>Airport</td>
<td>1,376</td>
</tr>
<tr>
<td>Golf courses</td>
<td>295</td>
</tr>
<tr>
<td>OARDC &amp; ATI</td>
<td>5,935</td>
</tr>
<tr>
<td>All other</td>
<td>6,437</td>
</tr>
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</table>

Buildings (Oct. 1988)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>740</td>
</tr>
<tr>
<td>Columbus campus</td>
<td>332</td>
</tr>
<tr>
<td>OARDC &amp; ATI</td>
<td>251</td>
</tr>
<tr>
<td>Regional campuses, AT</td>
<td>157</td>
</tr>
<tr>
<td>other locations</td>
<td></td>
</tr>
</tbody>
</table>

Academic Structure

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges</td>
<td>19</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>14</td>
</tr>
<tr>
<td>Professional</td>
<td>5</td>
</tr>
<tr>
<td>Schools</td>
<td>7</td>
</tr>
<tr>
<td>Graduate School</td>
<td>1</td>
</tr>
<tr>
<td>Departments and academic</td>
<td>109</td>
</tr>
<tr>
<td>faculties</td>
<td></td>
</tr>
<tr>
<td>Courses (approx.)</td>
<td>8,000</td>
</tr>
</tbody>
</table>

Largest campuses (enrollment)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autumn Quarter 1988 figures. Total</td>
<td></td>
</tr>
<tr>
<td>Full-</td>
<td></td>
</tr>
<tr>
<td>Enrollment time</td>
<td></td>
</tr>
<tr>
<td>Ohio St. (Columbus)</td>
<td>53,669</td>
</tr>
<tr>
<td>Texas (Austin)</td>
<td>50,107</td>
</tr>
<tr>
<td>New York University</td>
<td>46,599</td>
</tr>
<tr>
<td>Wisconsin (Madison)</td>
<td>43,641</td>
</tr>
<tr>
<td>Arizona St. (Tempe)</td>
<td>43,426</td>
</tr>
</tbody>
</table>

Tuition and fees (quarterly)
(1989-90 academic year)

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio undergraduate (Cols)</td>
<td>$730</td>
</tr>
<tr>
<td>Regional campuses/ATI</td>
<td>$702</td>
</tr>
<tr>
<td>Non-resident undergrad.</td>
<td>$2,093</td>
</tr>
<tr>
<td>Ohio graduate students</td>
<td>$1,025</td>
</tr>
<tr>
<td>Non-resident grad students</td>
<td>$2,590</td>
</tr>
<tr>
<td>Room &amp; board (typical plan)</td>
<td>$1,127</td>
</tr>
</tbody>
</table>

Average cost of all fees for 1 year
(3 qtrs.) for Ohio undergrads: $6,171
(includes tuition, fees, books, room
and board, health insurance, parking,
and football and basketball tickets)

Employees (as of Nov. 1988)

<table>
<thead>
<tr>
<th>Category</th>
<th>FTE</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>4,158</td>
<td>4,536</td>
</tr>
<tr>
<td>Admin. &amp; Prof.</td>
<td>5,865</td>
<td>6,335</td>
</tr>
<tr>
<td>Civil Service</td>
<td>6,183</td>
<td>6,476</td>
</tr>
<tr>
<td>Student</td>
<td>5,183</td>
<td>11,213</td>
</tr>
<tr>
<td>Total</td>
<td>21,399</td>
<td>28,560</td>
</tr>
</tbody>
</table>

Annual payroll, 1988-89
(Estimated for all employees, except
short-term wages employees)
$540 million

University budget, 1989-90
(estimated income, as adopted by
trustees July 7, 1989.)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$1.08 billion</td>
</tr>
<tr>
<td>State appro.</td>
<td>$339.64 million</td>
</tr>
<tr>
<td>Student fees</td>
<td>$168.46 million</td>
</tr>
<tr>
<td>Other income</td>
<td>$572.19 million</td>
</tr>
</tbody>
</table>

Research spending, 1987-88

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$126.37 million</td>
</tr>
<tr>
<td>OSURF</td>
<td>$99.02 million</td>
</tr>
<tr>
<td>Eng. Exp. Stat.</td>
<td>$5.93 million</td>
</tr>
<tr>
<td>OARDC</td>
<td>$15.02 million</td>
</tr>
<tr>
<td>Business &amp; Admin.</td>
<td>$2.78 million</td>
</tr>
<tr>
<td>Children's Hospital</td>
<td></td>
</tr>
<tr>
<td>Research Fdn.</td>
<td>$3.59 million</td>
</tr>
</tbody>
</table>

Endowment (as of Dec. 1, 1989)

Market value: $302.1 million

Fund raising

The Ohio State University Campaign
Sept. 1985 through June 1990
Goal: $350 million
Raised thru 8/31/89: $401.2 million

1988-89 fiscal year
Receipts $68,576,632
Donors 78,856

Prepared by:
Ruth Gerstner
UNIVERSITY COMMUNICATIONS
1125 Kinnear Road
Columbus, OH 43212
(614) 292-2711
STATISTICAL SUMMARY

The Ohio State University

<table>
<thead>
<tr>
<th>Enrollment, Autumn 1981</th>
<th>Academic Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Campuses</td>
<td>57,604</td>
</tr>
<tr>
<td>Men</td>
<td>31,236</td>
</tr>
<tr>
<td>Women</td>
<td>26,368</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>9,818</td>
</tr>
<tr>
<td>Ohioans</td>
<td>51,028</td>
</tr>
<tr>
<td>Foreign Students</td>
<td>1,472</td>
</tr>
<tr>
<td>Columbus Campus</td>
<td>52,682</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Minority Enrollment, Autumn 1980</th>
<th>Academic Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Omits foreign students)</td>
<td></td>
</tr>
<tr>
<td>Total minorities</td>
<td>3,793 (6.58%)</td>
</tr>
<tr>
<td>Blacks</td>
<td>2,864 (4.97%)</td>
</tr>
<tr>
<td>Others</td>
<td>929 (1.61%)</td>
</tr>
<tr>
<td>(Source: Affirmative Action Office)</td>
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<tr>
<td>Established by Legislature</td>
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<tr>
<td>First classes taught</td>
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<tr>
<td>Received present name</td>
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<table>
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<tbody>
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<td>Total</td>
<td>6,481</td>
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<tr>
<td>Columbus</td>
<td>3,255</td>
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<td>380</td>
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<tr>
<td>Outside Columbus</td>
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<table>
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<tr>
<th>Largest U.S. Campuses</th>
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<tr>
<td>(Enrollment, Autumn 1979)</td>
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<tr>
<td>1st - Univ. of Minn. Twin Cities</td>
<td>63,715</td>
</tr>
<tr>
<td>2nd - Ohio State Univ. Columbus</td>
<td>53,278</td>
</tr>
<tr>
<td>(Source: NASULGC)</td>
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Student Fees
(Quarterly, Columbus Campus Undergrad., eff. Winter, 1982)

| Ohio Resident | $435 |
| Non-resident  | $1,110 |

Faculty and Staff
(Full-time equivalent, Oct., 1980)

| Employees | 18,094 |
| Instructional Staff | 3,921 |

Current Funds Budget, 1981-82
(Estimated income)

$601,085,000

Annual Payroll, 1980
(Calendar Year)

$282,980,223

Research Awards, 1980-81

$84.3 million

COMMUNICATIONS SERVICES
102 Administration Building
CONSTRUCTION AND RENOVATION IN THE 1980s
AT THE OHIO STATE UNIVERSITY

Wexner Center for the Visual Arts
Arthur G. James Cancer Hospital and Research Institute
Chemistry Building, 120 W. 18th Ave.
Frank Hale Black Cultural Center
Woody Hayes Athletic Center
Agricultural Engineering Building
Davis Medical Research Center

Renovation of the West Campus for research and service space, such
as the Biotechnology Center, and relocation of undergraduate
classes to the central campus

Development of the Research Park, including the Ohio Supercomputer
Center

Major renovation projects of older buildings, including Enarson
Hall (formerly the Student Services Building) and Kuhn Honors
Hall (formerly the President's House)

December 1, 1989
University Communications
<table>
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<th>DONOR TYPE</th>
<th>Donors July through June 1987-88</th>
<th>% Change</th>
<th>Dollars July through June 1987-88</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Alumni</td>
<td>51,542</td>
<td>-5</td>
<td>$10,766,495</td>
<td>47</td>
</tr>
<tr>
<td>Non-Alumni</td>
<td>25,408</td>
<td>1</td>
<td>7,843,080</td>
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<tr>
<td>Corporations</td>
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<td>15</td>
<td>24,101,224</td>
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</tr>
<tr>
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<td>18</td>
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<tr>
<td>Private Foundations</td>
<td>161</td>
<td>6</td>
<td>11,009,701</td>
<td>46</td>
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<tr>
<td>Other</td>
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<td>5</td>
<td>8,240,989</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>81,043</td>
<td>-3</td>
<td><strong>$63,907,205</strong></td>
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THE OHIO STATE UNIVERSITY
OFFICE OF UNIVERSITY DEVELOPMENT
TOTAL UNIVERSITY PRIVATE GIFT SUPPORT

July-June
1986-87 Compared to 1987-88

GIFT RECEIPTS BY DONOR TYPE

<table>
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<tr>
<th></th>
<th>Donors July through June 1986-87</th>
<th>Donors July through June 1987-88</th>
<th>% Change</th>
<th>Dollars July through June 1986-87</th>
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<th>% Change</th>
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<td>17</td>
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<td>81,043</td>
<td>-</td>
<td>$64,789,998</td>
<td>$53,907,205</td>
<td>(11)</td>
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<tr>
<td></td>
<td>1983-84</td>
<td>% Total</td>
<td>1982-83</td>
<td>% Total</td>
<td>1981-82</td>
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<td>---------</td>
<td>------------</td>
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<td>$7,825,072</td>
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<td>4,099,464</td>
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<td>Corporations; Businesses</td>
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GIFT RECEIPTS BY FISCAL YEAR
THE OHIO STATE UNIVERSITY

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<th>Fiscal Year</th>
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<tr>
<td>1980-81</td>
<td>$14.3 million</td>
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<tr>
<td>1985-86</td>
<td>$33.16 million</td>
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<tr>
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<tr>
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<td>Pharmacy</td>
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<td>Total</td>
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**Postbaccalaureate Professional**

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<tr>
<th>Field</th>
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<th>Unknown Men Total</th>
<th>Total Women Total</th>
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<td>343 104 447</td>
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**Graduate**

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Prepared by the Office of the University Registrar

October 18, 1988
<table>
<thead>
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<th>College, School, or Division</th>
<th>Men</th>
<th>Columbus Women Total</th>
<th>Men</th>
<th>Lima Women Total</th>
<th>Men</th>
<th>Mansfield Women Total</th>
<th>Men</th>
<th>Marion Women Total</th>
<th>Men</th>
<th>Newark Women Total</th>
<th>Men</th>
<th>Wooster Women Total</th>
<th>Men</th>
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## Enrollment By Race and Campus
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<td>-18.3%</td>
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**TOTAL UNIVERSITY**

|                     |          |      |           |        |        |         |       |
| AU '88              | 53,669   | 1,276| 1,277     | 1,137  | 1,503  | 685     | 59,547 |
| AU '89              | 52,895   | 1,313| 1,336     | 1,161  | 1,582  | 707     | 58,994 |
| Change              | -774     | 37   | 59        | 24     | 79     | 22      | -553  |
| % Change            | -1.4%    | 2.9% | 4.6%      | 2.1%   | 5.3%   | 3.2%    | -0.9% |

Prepared by the Office of the University Registrar
The Ohio State University
October 16, 1989
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*White includes students who did not indicate a minority category or for whom a minority category is not known.

Prepared by the Office of the University Registrar       July 31, 1988
Gifts and Additions (millions of dollars)

Fiscal Year Ended
June 30, 1989

Market Value of Endowment Assets (millions of dollars)

Fiscal Year Ended
June 30, 1989

Market value of endowment as reported to trustees 12-6-89

$382.1 million
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<td>14.06</td>
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<td>33.00</td>
<td>36.55</td>
<td>41.37</td>
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<td>72.76</td>
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<td>134.83</td>
<td>148.14</td>
<td>158.42</td>
<td>162.62</td>
<td>188.93</td>
<td>192.30</td>
<td>201.93</td>
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<td>$386.09</td>
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<td>$436.03</td>
<td>$463.03</td>
<td>$493.25</td>
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</tr>
<tr>
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<td>5.93</td>
<td>5.94</td>
<td>6.09</td>
<td>5.97</td>
<td>6.26</td>
<td>7.56</td>
<td>9.03</td>
<td>10.29</td>
<td>11.58</td>
<td>11.93</td>
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<td>5.60</td>
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<td>6.20</td>
<td>6.53</td>
<td>7.06</td>
<td>8.14</td>
<td>9.16</td>
<td>9.77</td>
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<td>1.77</td>
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<td>2.32</td>
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<td>2.89</td>
<td>2.87</td>
<td>3.20</td>
<td>3.73</td>
<td>3.49</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>State Appropriations</td>
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<td>10.83</td>
<td>11.75</td>
<td>11.42</td>
<td>13.74</td>
<td>14.36</td>
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<td>18.78</td>
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<td>19.54</td>
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<td>6.20</td>
<td>6.41</td>
<td>6.76</td>
<td>6.65</td>
<td>7.60</td>
</tr>
<tr>
<td>All Other</td>
<td>3.87</td>
<td>3.65</td>
<td>4.85</td>
<td>5.36</td>
<td>5.61</td>
<td>3.49</td>
<td>4.07</td>
<td>4.37</td>
<td>4.32</td>
<td>3.92</td>
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<tr>
<td><strong>Total OARDC</strong></td>
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<td>$20.63</td>
<td>$22.77</td>
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<td>$27.58</td>
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<td>$30.23</td>
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<tr>
<td><strong>Total University</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
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<td>173.37</td>
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<td>315.05</td>
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<td>123.67</td>
<td>128.10</td>
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<td>449.17</td>
<td>477.01</td>
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<td>$555.17</td>
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<td>$997.55</td>
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THE OHIO STATE UNIVERSITY
1989-90 CURRENT FUNDS BUDGET

OSU Annual Fee History: 1970-71 TO 1989-90
Undergraduate Fees

<table>
<thead>
<tr>
<th></th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Resident Total</th>
<th>Resident Total Const. $ (4)</th>
<th>Non-Resident Tuition</th>
<th>Non-Resident Total</th>
<th>Non-Resident Total Const. $ (4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1970-71</td>
<td>$510</td>
<td>$120</td>
<td>$630</td>
<td>$2,003</td>
<td>$1,050</td>
<td>$1,680</td>
<td>$5,340</td>
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<tr>
<td>1971-72</td>
<td>600</td>
<td>120</td>
<td>720</td>
<td>2,215</td>
<td>1,050</td>
<td>1,770</td>
<td>5,444</td>
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<tr>
<td>1972-73</td>
<td>630</td>
<td>120</td>
<td>750</td>
<td>2,231</td>
<td>1,050</td>
<td>1,800</td>
<td>5,354</td>
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<tr>
<td>1973-74</td>
<td>630</td>
<td>120</td>
<td>750</td>
<td>2,050</td>
<td>1,050</td>
<td>1,680</td>
<td>4,921</td>
</tr>
<tr>
<td>1974-75</td>
<td>630</td>
<td>150</td>
<td>780</td>
<td>1,900</td>
<td>1,050</td>
<td>1,830</td>
<td>4,458</td>
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<tr>
<td>1975-76</td>
<td>660</td>
<td>150</td>
<td>810</td>
<td>1,844</td>
<td>1,050</td>
<td>1,860</td>
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<tr>
<td>1976-77 (3)</td>
<td>680</td>
<td>150</td>
<td>830</td>
<td>1,803</td>
<td>1,050</td>
<td>1,880</td>
<td>4,083</td>
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<tr>
<td>1977-78</td>
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<td>180</td>
<td>915</td>
<td>1,861</td>
<td>1,110</td>
<td>2,025</td>
<td>4,119</td>
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<tr>
<td>1978-79</td>
<td>780</td>
<td>195</td>
<td>975</td>
<td>1,819</td>
<td>1,110</td>
<td>2,085</td>
<td>3,891</td>
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<tr>
<td>1979-80</td>
<td>795</td>
<td>210</td>
<td>1,005</td>
<td>1,655</td>
<td>1,110</td>
<td>2,115</td>
<td>3,483</td>
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<tr>
<td>1980-81 (2)</td>
<td>915</td>
<td>225</td>
<td>1,140</td>
<td>1,670</td>
<td>1,365</td>
<td>2,505</td>
<td>3,670</td>
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<tr>
<td>1981-82 (1)</td>
<td>1,075</td>
<td>255</td>
<td>1,330</td>
<td>1,789</td>
<td>2,060</td>
<td>3,960</td>
<td>4,560</td>
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<tr>
<td>1982-83</td>
<td>1,175</td>
<td>285</td>
<td>1,460</td>
<td>1,888</td>
<td>2,268</td>
<td>3,726</td>
<td>4,825</td>
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<tr>
<td>1983-84</td>
<td>1,254</td>
<td>303</td>
<td>1,557</td>
<td>1,942</td>
<td>2,427</td>
<td>3,984</td>
<td>4,970</td>
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<tr>
<td>1984-85</td>
<td>1,323</td>
<td>318</td>
<td>1,641</td>
<td>1,969</td>
<td>2,610</td>
<td>4,251</td>
<td>5,101</td>
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<tr>
<td>1985-86</td>
<td>1,374</td>
<td>330</td>
<td>1,704</td>
<td>1,970</td>
<td>2,712</td>
<td>4,416</td>
<td>5,106</td>
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<tr>
<td>1986-87</td>
<td>1,374</td>
<td>366</td>
<td>1,890</td>
<td>1,949</td>
<td>2,712</td>
<td>4,416</td>
<td>5,050</td>
</tr>
<tr>
<td>1987-88</td>
<td>1,524</td>
<td>366</td>
<td>1,890</td>
<td>2,070</td>
<td>3,090</td>
<td>4,980</td>
<td>5,454</td>
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<tr>
<td>1988-89</td>
<td>1,644</td>
<td>396</td>
<td>2,040</td>
<td>2,140</td>
<td>3,580</td>
<td>5,628</td>
<td>5,904</td>
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<tr>
<td>1989-90</td>
<td>1,764</td>
<td>426</td>
<td>2,190</td>
<td>2,190E</td>
<td>4,089</td>
<td>6,279</td>
<td>6,279E</td>
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</tbody>
</table>

% Chg. | 245.88% | 255.00% | 247.62% | 9.36% | 289.43% | 273.75% | 17.58%

Note:
(1) 81-82 Reduced Instruction fees $25 and Non-resident fees $45 for Winter and Spring quarters.
(2) 80-81 Increased Instructional fees $15 for Winter and Spring quarters.
(3) 76-77 Increased Instructional fees $10 for Winter and Spring quarters.
(4) Constant $ based on CPI December to December change.

UBP/July 7, 1989
<table>
<thead>
<tr>
<th>Year</th>
<th>Instructional &amp; General Fees</th>
<th>Room &amp; Board Per Quarter</th>
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<tr>
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<td>$325</td>
<td>$585</td>
</tr>
<tr>
<td>1979-80</td>
<td>335</td>
<td>635</td>
</tr>
<tr>
<td>1980-81</td>
<td>370</td>
<td>676</td>
</tr>
<tr>
<td>1981-82</td>
<td>460 (aut. quarter)</td>
<td>752</td>
</tr>
<tr>
<td></td>
<td>435 (winter, spring &amp; summer)</td>
<td></td>
</tr>
<tr>
<td>1982-83</td>
<td>486</td>
<td>833</td>
</tr>
<tr>
<td>1983-84</td>
<td>519</td>
<td>870</td>
</tr>
<tr>
<td>1984-85</td>
<td>547</td>
<td>898</td>
</tr>
<tr>
<td>1985-86</td>
<td>568</td>
<td>933</td>
</tr>
<tr>
<td>1986-87</td>
<td>568</td>
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<td>1988-89</td>
<td>680</td>
<td>1089</td>
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<tr>
<td>1989-90</td>
<td>730</td>
<td>1,127</td>
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</table>
TO: Ruth Gerstner, Editor, University Communications
FROM: Barbara M. Newman, Associate Provost
DATE: December 8, 1988
RE: New faculty appointments

In response to your request, I am sending you a comparison of the faculty recruitment profile for 1987 and 1988. These data reflect all new tenure track appointments on all campuses. They do not include faculty who were appointed as lecturers, clinical faculty, or adjunct faculty.

New Faculty Appointments

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<thead>
<tr>
<th></th>
<th>1987</th>
<th>1988</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>286</td>
<td>290</td>
</tr>
<tr>
<td>Female</td>
<td>96 (33%)</td>
<td>97 (33%)</td>
</tr>
<tr>
<td>Am Ind</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>25 (8.7%)</td>
<td>15 (5.2%)</td>
</tr>
<tr>
<td>Black</td>
<td>6 (2%)</td>
<td>28 (9.6%)</td>
</tr>
<tr>
<td>Hispanic</td>
<td>7 (2%)</td>
<td>9 (3.1%)</td>
</tr>
<tr>
<td>White</td>
<td>248 (87%)</td>
<td>238 (82%)</td>
</tr>
</tbody>
</table>

I will be happy to provide additional information if it would be useful.
Table 3
THE OHIO STATE UNIVERSITY
Number of Regular Faculty by Ethnic Group by College and Unit
as of October 31, 1988

<table>
<thead>
<tr>
<th>College/Unit</th>
<th>Number of Minority Faculty by Ethnic Category</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Minority Asian Black Hispanic Hispanic</td>
</tr>
<tr>
<td></td>
<td>Faculty Faculty Native Pacific Black Hispanic</td>
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<td>Agriculture</td>
<td>286 16 0 3 5 370</td>
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<tr>
<td>Arts. College of the</td>
<td>163 7 0 1 0 156</td>
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<tr>
<td>Biological Sciences</td>
<td>124 4 3 1 0 28</td>
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<td>Business</td>
<td>131 15 0 13 2 115</td>
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<tr>
<td>Dentistry</td>
<td>100 10 0 2 7 90</td>
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<tr>
<td>Education</td>
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<td>Engineering</td>
<td>380 53 0 51 1 247</td>
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<td>40 4 0 3 4 44</td>
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<tr>
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<tr>
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</tr>
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<td>Medicine</td>
<td>459 27 0 15 7 432</td>
</tr>
<tr>
<td>Nursing</td>
<td>47 2 0 2 0 45</td>
</tr>
<tr>
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<td>10 0 0 0 0 10</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>37 5 0 5 0 32</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>238 23 0 16 5 215</td>
</tr>
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<td>Social Work</td>
<td>28 5 0 1 4 23</td>
</tr>
<tr>
<td>University College</td>
<td>0 0 0 0 0 0</td>
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<tr>
<td>Veterinary Medicine</td>
<td>108 8 0 4 2 108</td>
</tr>
<tr>
<td>Total Colleges-Columbus Campus</td>
<td>2,838 283 1 168 83 31 2,555</td>
</tr>
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<td>Office of Academic Affairs</td>
<td>2 0 0 0 0 2</td>
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<tr>
<td>University Libraries</td>
<td>98 13 0 6 5 85</td>
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<tr>
<td>Cooperative Extension Svc-State</td>
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<tr>
<td>Total Columbus Campus</td>
<td>2,963 297 1 174 89 33 2,666</td>
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<tr>
<td>Cooperative Extension Svc-Field</td>
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<tr>
<td>Lima Campus</td>
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<tr>
<td>Mansfield Campus</td>
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<tr>
<td>Marion Campus</td>
<td>25 2 0 1 0 23</td>
</tr>
<tr>
<td>Newark Campus</td>
<td>36 2 0 1 0 34</td>
</tr>
<tr>
<td>Agricultural Technical Institute</td>
<td>39 1 0 0 0 38</td>
</tr>
<tr>
<td>Total University</td>
<td>3,384 312 1 179 95 37 3,072</td>
</tr>
</tbody>
</table>

Source: Tenure Records Data Base as of October 31, 1988
TABLE 10
THE OHIO STATE UNIVERSITY
Distribution of Female and Minority Regular Faculty as Percentage of Total Regular Faculty, 1979-1988

<table>
<thead>
<tr>
<th></th>
<th>Black</th>
<th>Am. Indian</th>
<th>Asian</th>
<th>Hispanic</th>
<th>Total Minority</th>
<th>Total Female</th>
</tr>
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<tbody>
<tr>
<td>Oct. 1979</td>
<td>2.17</td>
<td>0.20</td>
<td>2.67</td>
<td>0.80</td>
<td>5.84</td>
<td>20.65</td>
</tr>
<tr>
<td>Oct. 1980</td>
<td>2.28</td>
<td>0.13</td>
<td>2.87</td>
<td>0.80</td>
<td>6.08</td>
<td>21.18</td>
</tr>
<tr>
<td>Oct. 1981</td>
<td>2.28</td>
<td>0.10</td>
<td>3.23</td>
<td>0.75</td>
<td>6.36</td>
<td>21.51</td>
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<tr>
<td>Oct. 1982</td>
<td>2.32</td>
<td>0.15</td>
<td>3.61</td>
<td>0.80</td>
<td>6.88</td>
<td>21.56</td>
</tr>
<tr>
<td>Oct. 1983</td>
<td>2.29</td>
<td>0.15</td>
<td>3.63</td>
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Sources: 1979-80 data were obtained from The Ohio State University Senate Committee on Women and Minorities, Annual Report, June 1982. All other data are from the following:

The Ohio State University Office of Affirmative Action.
The Ohio State University Instructional Staff Total University Summary, October 1981

Ibid., 1982

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The Ohio State University Office of Personnel Services.
The Ohio State University Work Force Analysis - Faculty and Other Instructional Positions, as of October, 1984.

Ibid., 1985

Ibid., 1986

Tenure Records Data Base. The Ohio State University, November, 1987.

Ibid., 1988
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1 Sources: The Ohio State University Office of Affirmative Action. The Ohio State University Instructional Staff Total University Summary, October 1981.

Ibid, 1982

Ibid, 1983
Statement by President Edward H. Jennings
University Senate Meeting
Saturday, December 2, 1989

I come before you today to let you know that I have requested permission from the University Trustees to resume my duties as a faculty member and resign my duties as president. They have approved that request effective September 1, 1990.

As many of you know, I have been a university officer for almost fifteen years, but my profession is nevertheless a college professor. Within that context, it is inevitable that I return to the practice of my profession prior to my retirement. The timing of my return to the faculty can of course never be perfect but in my judgment now is a watershed opportunity for both me and for the University. The past nine years have been the most challenging and rewarding period of my professional life. And it has been fun -- most of the time.

Ohio State is entering a new stage with better prepared undergraduates; a new undergraduate curriculum; a strengthened affirmative action program; an institutionalization of private fund raising; a younger and highly qualified faculty committed to the very best; and a board of trustees that also is committed to the very best, and that has been and continues to be supportive of me and you -- the faculty, staff, and students.

It is a good time for me as well -- to update myself, to return to teaching and research, and to explore opportunities heretofore closed to me as President -- in short, to be a faculty member. This is a great institution and I look forward to being a full-time member of the faculty that makes it a great university.

I close then with a huge thank you for the support given me by the entire University family -- faculty, staff, students, alumni, friends -- all of you.
Statement from the Board of Trustees
The Ohio State University
December 2, 1989

The Board of Trustees accepts President Jennings' decision with complete respect and understanding, and we are sorry to lose him.

President Jennings has provided Ohio State the leadership that enabled us to achieve important milestones academically and financially.

We are grateful for his service and leadership over the past nine years, and are grateful that he will be remaining within our community by returning full time to the faculty.

We wish him and his family every success in the years ahead.

John W. Berry
Chair
Jennings supports student radio station

By Theresa Marvin
Lantern campus reporter

OSU President Edward H. Jennings said he supports allowing students to run one of the university's radio stations to give broadcast journalism students a chance at hands-on training.

Recently the School of Journalism was criticized for the lack of outlets available to give broadcasting students experience by the Accrediting Council on Education in Journalism and Mass Communication.

If one of the WOSU stations were used by students majoring in broadcast as a laboratory, Jennings said the students would learn more about Federal Communications Commission rules and the operation of a station. The journalism school should run the station completely, he said.

"It should be a course, not an organization," Jennings said. "Let's make sure this has the academic base." Tom Borgerding, broadcast producer at WOSU stations, said if broadcast students were able to run the station to gain experience it would enhance credibility for the department.

"I would be reluctant to think (students running WOSU-AM/FM) would even be an option," Borgerding said. However, students should have an over-the-air outlet for their work, he said.

Because students are not able to use WOSU stations as a broadcast laboratory, Borgerding, who is also a broadcast instructor, said he hopes students can get experience at WOSR.

Most people, however, can't get WOSR on their radios.

WOSR is a station which is wired through the residence halls and fed into a transmitter in each hall. Currently only four of the transmitters work which means the other 22 dormitories are unable to get reception of the station.

Borgerding said because of technical problems such as the wiring, broadcast journalism students do not get any significant professional experience at WOSR.

If WOSU-AM/FM becomes a student laboratory, students should design the format, he said.

"They really should be able to take the bull by the horns and do it," Borgerding said.

Quick Coddington, acting station manager for WOSU said the station employs students for both internships and work-study positions. He said the internships may be available for class credit.

The OSU Board of Trustees is the licensee for the WOSU stations, which makes them ultimately responsible for station operations, Coddington said.

Jennings said the stations do not serve the academic community as they did in the 1930s and 1940s, when the stations were geared toward engineering and electronic research activities.

Since that time, broadcasting has evolved from academics because it became uninteresting for engineers to study radio stations, Jennings said.

Obtaining a student-run station could also be achieved by getting another license. However, Ohio State already owns licenses to three stations in the Columbus area, WOSU-AM/FM and WOSU-TV.

The presence of a large number of stations in the area would probably prevent Ohio State from getting another radio station, even if the school's demand and resources would be large enough to do so.

"I would have to say this would probably be technically impossible," Scott Cinnamon, a lawyer in the law firm of Kinkle and Associates, said. "It's hard to find a non-commercial frequency without interfering with one that already exists."

Cinnamon, who specializes in communication law, said the first step would be to hire a consulting engineer to see if a station can be created near existing stations.

Then one would have to apply to the FCC, he said. It takes about 6 months before this application is accepted or rejected.

Accepted applications are put on a list which gives the students a chance to file against the "would-be" stations. Cinni-

mon said this litigation can take anywhere from 45 days to 4 years.

He said since the chance of getting another license at Ohio State is slim, broadcast students should try to get programming time on one of the existing stations or take over one of them.

"The only way you're going to win this battle is to get the faculty interested in what you want to program," Cinnamon said. "Show them better programming for less money."

Experience is important for those in broadcasting and learning to tape and edit are essential, he said.

"It's important that (broadcast students) have a background on why radio and television are run differently than newspapers," Cinnamon said.

Jennings said the first step to obtaining a laboratory for broadcast students to gain experience, would be getting the students and faculty to work together toward this common goal.
OSU to get Spanish studies chair

By Kathleen Clark
Lantern campus reporter

The royal family of Spain will join forces with Ohio State to establish the Prince of Asturias Chair in Spanish Studies at Ohio State, when OSU President Edward H. Jennings meets Nov. 23 with Juan Carlos I, king of Spain in Madrid.

“We are hopeful that the royal family will endow a chair in Spanish Studies in the name of the Prince of Asturias,” Jennings said.

The Prince of Asturias Chair will be a permanent rotating visiting professorship in which eminent faculty from Spanish universities will visit Ohio State for about one year.

The scholars would work in their respected fields of interest.

“The visiting scholars will teach, conduct research and give public lectures at Ohio State to create an awareness among the students and faculty about Spain,” said Stephen J. Summerhill, associate professor of Spanish and Portuguese and assistant vice provost for international affairs.

Summerhill, who will accompany Jennings to Spain, said the endowed chair was designed so not only would the Spanish and Portuguese Department benefit, but also any other interested university departments.

Besides meeting the king, Jennings will hold follow-up meetings with representatives from the Prince of Asturias Foundation.

“The Prince of Asturias Foundation is an organization established by the royal family to respond to all of the request that come to the royal family,” Summerhill said. “So they in effect receive all the request that come to the royal family and assess their merits and make decisions about what they can do to help those who come to the king for assistance.”

He said the foundation will help support the chair by matching funds that Jennings, through the university development campaign, has offered to help establish the chair.

The meeting with the king and the establishment of the Prince of Asturias Chair is especially important to Spain because of the celebration of the Columbian Quincentenary, the 500th anniversary of the first meeting between the Europeans and Americans.

“This 1992 celebration is especially symbolic because it is a key moment when everybody is asking where we have been and where we are going,” Summerhill said. “Since Spain was so involved with the first meeting between the Europeans and Americans, the celebration of 1992 is really important in Spain.”

Ohio State’s efforts and key location in a city named after Christopher Columbus, has helped it to become one of the most important universities related to the preperation for the 1992 celebration events, he said.

Josaphat Kubayanda, acting chairman for the Spanish and Portuguese Department, said: “My feeling is that this chair will give us more visibility and people will take us more seriously. It will also give a big boost to the other various departments in the university.”

Jennings and Summerhill will also visit the seven OSU students studying at the Toledo Program of the Jose Ortega y Gasset Foundation.

The Toledo program has been in existence for five years. Based in Toledo, Spain, it offers students the opportunity to learn the Spanish language, Spanish and Latin American culture.

After meeting with the students, Jennings and Summerhill will meet with representatives from the Jose Ortega y Gasset Foundation, who, with Ohio State, jointly sponsor the international study program. The program also includes exchanges with both faculty through the Ortega y Gasset Lectureship, the Ortega y Gasset Foundation is based in Madrid.

Summerhill said the Prince of Asturias, who is the king’s 21-year-old son, Philipp, is an undergraduate at the University of Madrid and will graduate in 1992.

Jennings had wrote him during the summer and named him an honorary member of the Ohio State class of 1992. Philipp has accepted.

“We really hope both the king and his son will come to visit Ohio State in 1992,” Summerhill said.

Jennings said his major goal in establishing the chair is to attract some of the most outstanding faculty in the various fields.

Summerhill said he hopes, through the Prince of Asturias Chair, people will begin to understand Spain and its significant contributions to the world.

Jennings and Summerhill will return to Ohio State Nov. 28.
COLUMBUS -- Edward H. Jennings, president of The Ohio State University, will meet in Madrid with Juan Carlos I, king of Spain, on Thursday, Nov. 23, to discuss the Prince of Asturias Chair in Spanish Studies at Ohio State. The Royal Family has agreed to support the chair, which is named after Prince Philip, heir to the Spanish throne.

The chair is being established in honor of the approaching Columbian Quincentenary and as a reaffirmation of Ohio State's commitment to the study and importance of Spanish language and civilization. Jennings will hold follow-up meetings with representatives of the Prince of Asturias Foundation, a private foundation established by the Royal Family.

While in Spain, Jennings also will meet with Ohio State students who are studying at the Toledo Program of the Jose Ortega y Gasset Foundation.

This international study program is jointly sponsored by the University Center for International Studies at Ohio State and the Jose Ortega y Gasset Foundation in Madrid. The program provides students with the opportunity to incorporate study of Spanish language and culture with the study of Latin American and/or European studies.
Officials of the Jose Ortega y Gasset Foundation will meet with Jennings as well. Ohio State first signed an agreement with the foundation in 1984, and the exchanges include both faculty, through the Ortega y Gasset Lectureship, and students.

Stephen J. Summerhill, associate professor of Spanish and Portuguese and assistant vice provost for international affairs, will accompany Jennings on his trip. Jennings will return to campus Tuesday, Nov. 28.

#

Contact: Stephen J. Summerhill, 292-9660. (Steve/44)
Jennings to quit as OSU president

By Tim Dolin
Dispatch OSU Report
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Edward H. Jennings will resign as president of The Ohio State University, The Dispatch learned last night.

Jennings, 52, who has a background in finance, is expected to leave Sept. 1 and return to teaching, sources said.

Details of the departure could not be determined last night, but a major announcement is expected today, sources said.

Jennings, who became the university's 16th president on Sept. 1, 1981, could not be reached for comment last night.

His eight-year tenure at OSU has been filled with highs and lows, ranging from the country's most successful fund-raising campaign by a public university to the controversial firing of OSU football coach Earle Bruce.

OSU trustees, who held their monthly meeting on campus yesterday, would not confirm or deny that Jennings is leaving. Trustee Hamilton J. Teaford said he will not comment until after today's announcement.

"I'll talk plenty about it after that," Teaford said. "But I'm just not going to upstage the press conference."

Jennings is scheduled to preside over a meeting of the University Senate, a faculty-student government body, at 9 a.m. today in Dreese Laboratories, 2015 Neil Ave., said university spokesman Steve Sterrett.

Under Jennings, OSU waged the largest fund-raising campaign by a public university, raising more than $400 million. The campaign ends next year.

Jennings, who served two years as president of the University of Wyoming before coming to OSU, also initiated a minority recruitment effort and a selective admissions policy in an attempt to upgrade the student body and the faculty.

OSU also has launched a major effort to restructure its undergraduate curriculum.

The Jennings years have been marked by controversy, the biggest being Bruce's firing. Despite one of the most successful records in school history, Bruce was fired the week of the OSU-Michigan football game in 1987.

Jennings was sharply criticized for the handling of Bruce's departure and transforming the coach into a martyr. Jennings faced the wrath of then-athletic director Rick Bay when then-athletic director Rick Bay resigned in protest.

Bruce responded by suing the university for $7.4 million for breach of contract. Jennings refused to give a reason for the firing, describing it as a personnel matter.

But the lawsuit charged that the real reason Jennings fired Bruce was that Bruce did not approve of Jennings' conduct.

Bruce's attorney, John S. Zonak, implied that Jennings' high lifestyle was cause for concern among the trustees. But trustees rallied around Jennings, denying allegations of excessive drinking and carousing.

The university and Bruce quickly agreed to a $171,000 settlement.

In an interview in January 1988, Jennings said the Bruce firing was the most difficult public issue he had faced at OSU. Some academic issues have been harder, but those mostly were confined to the campus, he said.

Jennings divorced his wife of 22 years, Mary, in January 1988. He married Barbara Real, a former regional director in OSU's fund-raising campaign, in September of the same year.
Jennings ready to
OSU preparing to look for a replacement;
Celeste isn’t likely to become a candidate

By Tim Doelin and Robert Rush
Dispatch Staff Reporters

President Edward H. Jennings will
become Professor Jennings at The Ohio
State University next fall.

But don’t expect Gov. Richard F. Celeste to become OSU president.

Jennings, 52, told the university Senate
yesterday that he will step down on
Sept. 1, 1990, exactly nine years after
becoming the university’s 11th president.

He will return to the classroom after
taking some time off. He will teach fi-
cance of OSU, something he has done off
and on during his tenure as president.

“As many of you know, I have been a
university officer for almost 10 years, but
my profession is nevertheless a college
professor,” Jennings told faculty and
staff members and students at the Senate
meeting in Dreyse Laboratories.

“Within that context, it is inevitable
that I return to the practice of my profes-
sion prior to my retirement. The timing of
my return to the faculty can of course
never be perfect, but in my judgment now is
a watershed opportunity for both me
and for the university.”

Jennings’ voice started to crack as
he ended the brief address by thank-
ing the faculty, staff, students,
alumni and friends. He then
quickly left the audi-
torium through a
side door to ap-
plause and walked
to his office in
Bricker Hall, a few
blocks away, to
meet with report-
ers.

Jennings told
reporters he has
been contemplat-
ing the move for
the last six
months.

“I think you
will find that this
is not unusual for a
university presi-
dent,” he said. “I
will go back to the
classroom, but you
won’t see me
around Bricker
Hall (the admin-
istration building).”

Jennings’ salary could plummet when
he switches jobs. He now earns $149,286 a
year. The average nine-month salary for a
full professor in 1988-89 was $60,925.

A nationwide search will be launched
soon to find a replacement. The list of
candidates will not include Celeste, said
OSU Trustee Hamilton J. Teaford.

Celeste’s second term as governor will
end in January 1991, four months after
Jennings’ resignation becomes effective.

The Ohio Constitution prohibits Celeste
from seeking a third consecutive term as
governor.

Celeste has appointed seven of the
ten trustees, fueling speculation that he
might become the next OSU president.

But Teaford said the governor “does
not have a chance” of succeeding Jen-
nings.

“He does not have the credentials,”
Teaford said. “We have to have a person
with high-level credentials and experi-
ence in higher education, and the gover-
nor doesn’t have either one.”

Celeste, a former Rhodes scholar, re-
cently has been sporting a professorial
look, with a beard. But that isn’t enough
for him to get the OSU job, Teaford said.

“To the faculty, (Celeste) not having a
Ph.D. is the kiss of death,” Teaford said.

Several faculty members who attend-
ed the university Senate meeting agreed.

“Is he qualified?” asked Carole Anderson,
dean of the OSU College of Nursing.

“A university president is not a politi-
cal appointment,” added Sue Blanshan,
executive officer for human relations at
OSU.

Although Celeste has not expressed
interest in a future academic post, he
wants to keep all of his options open.

Reveun Carlyle, Celeste’s deputy press
secretary, said yesterday.

Celeste generally has mentioned an
internationally oriented job or a business
position in Ohio, Carlyle said.

The next regularly scheduled meeting
of the OSU trustees is Feb. 2. However,
Teaford and Shirley Dunlap Bowser, trus-
tee vice chairman, said the board is ex-
pected to meet before then to start the
search process.

“We want to do this in a timely
manner,” Bowser said.

Trustees emphasized that there was
no pressure on Jen-
nings to step down.

The announcement
surprised trustees,
who learned of Jen-
nings’ decision on
Friday.

“It was a little
surprised, but Ed
has mentioned ev-
every now and then
that he wanted to
go back to the fac-
culty,” said Trustee
John W. Kessler.

“I think he’s
done a good job.
It’s a much better
institution than it
was when he found
it.”

Jennings
launched a major
minority recruit-
ment effort that has
increased the
count of black
students and facul-
ty members the
last three years.

He spearheaded a $350 million
fundraising cam-
paign, the largest by a U.S. public univer-
sity.

Under Jennings, OSU implemented a
selective admissions policy designed to
improve the quality of students. And OSU
is one of the first universities to overhaul
its undergraduate curriculum.

Area business leaders attending a
two-day retreat in Wausau, Wis., credi-
ted Jennings with doing more to bring OSU
and the business and civic community
together than any previous president.

They agreed it will be difficult to find
a replacement with the skills necessary to
oversee the $1 billion budget at OSU.

“I’m very proud of his accomplish-
ments,” said OSU Trustee Leslie H.
Weaver, who attended the retreat.

For Jennings, the most notable “diffi-
cult time” was in the fall of 1987 when he
fired OSU football coach Earle Bruce.

The coach’s abrupt dismissal, along with
the resignation of Athletic Director Rick Bay,
brought a storm of protest from fans.

A subsequent lawsuit filed by Bruce
alleged the real reason for his dismissal
was that Bruce did not approve of Jen-
nings’ personal conduct. Bruce’s attorney,
head back to the classroom

Campus reactions to news range from sadness to shrugs

By Robert Ruth
and Tim Doulin
Dispatch Staff Reporters

Faculty members and students react
ded with surprise, sorrow and indifference
to the announcement yesterday that Ed-
ward H. Jennings will resign next year as
president of The Ohio State University.

Even those closest to Jennings were
called off guard, although he had talked
ear back to teaching someday.

"There probably comes a time to make
a change," said Herbert B. Asher, a spe-
cial assistant to Jennings since 1958. "I
think some of us would have wished the
"time would have come a little later.

"In a sense, it is a natural time. The
"curriculum is moving ahead. The selective
admissions policy is moving ahead. The
fund raising has achieved its goals."".

Although only 52, Jennings had
achieved senior statesman status, as a
college president. According to The
Chronicle of Higher Education, the aver-
age tenure is seven years. Jennings will
have served nine years by the time he
steps down.

"I think he wanted to leave when it
was his choice, when he was feeling really
good about everything, and he didn't want
to oversell his welcome," said Barbara J.
Tollefson, member of Jennings' staff.

"In my opinion, I really think he could
have stayed a little longer and not done
that."

Donald Harris, dean of the College of
the Arts, said, "It is a big loss to the
university and community. His will be
big, big shoes to fill."

Carole Anderson, dean of the College of
Nursing, said: "He bridged the gap
between the university and the Columbus
community." She added that he didn't
bend under pressure from special-interest
groups.

"He was always his own man," she
said.

The University Senate, a faculty and
student government body, approved by
acclamation a resolution commending
Jennings for his "enlightened
leadership."

Richard Bjornson, a professor of
French and comparative literature who
introduced the resolution, said, "There is
no question that Ed Jennings is one of the
finest college presidents in the country."

Harris and Sue Blanahan, the vice
president of human relations at OSU, said
they were especially impressed by the
way Jennings handled the firing in 1967 of
football coach Earle Bruce.

"Because of his high moral integrity,
he was able to rise above it," Harris said.
Blanahan added, "He took the high
road.

Frank Wang, a junior from Taiwan,
said some of his friends have criticized
Jennings for tuition increases, the Bruce
firing and spending millions of dollars on
the Wexner Center for the Visual Arts.

"A lot of students feel that money
should have gone to hiring more professors," Wang said.

But most students interviewed on
campus were indifferent.

"He was just a name to me," said Doug
Grinnikos, a senior engineering student from Cincinnati. "All I
want to do is put in my time, get my
degree and get out."

Bridget Harris, an 18-year-old fres-
man from the West Side, added, "I didn't
even know his name."

Another student was more interested
in an upcoming test.

"I didn't know about his resigning
and I have a final exam in 10 minutes," he
said.
OSU's top Buckeye to step down in fall

Jennings says he'll return to classroom

By Beth Grace
Associated Press

Columbus
Ohio State University President Edward Jennings announced Saturday he will leave his post in September to take a job on the university's faculty.

"I have been a university officer for 15 years, but my profession is nevertheless a college professor," he told the University Senate, a faculty-staff governing body. "The timing of my return to the faculty can, of course, never be perfect, but in my judgment, now is a watershed opportunity for both me and for the university."

He choked back emotion as he thanked the group for its support and left the auditorium.

Jennings, 52, became Ohio State's 10th president on Sept. 1, 1981. He said at a news conference after he addressed the senate that he will teach beginning finance classes.

His tenure as president has been marked by many administrative successes.

One included Ohio State's capital campaign, which began in 1985 with a target of $350 million by the summer of 1990. As of September, the campaign had raised $401.5 million in pledges and donations.

But in 1987, some questioned whether Jennings would remain after he ordered the firing of football coach Earle Bruce.

Jennings was widely criticized for firing Bruce the week before the Buckeyes' season-ending game with rival Michigan. He refused to publicly discuss the move, calling it a personnel matter.

Athletic Director Rick Bay resigned in protest, Bruce, whose record at Ohio State of 81-25-1 was the best of any Big Ten Conference coach from 1979 to 1987, claimed the firing was a vendetta. He sued the university for $7.4 million, alleging breach of contract. The suit was settled for $471,000.

Bruce, now head coach at Colorado State, could not be reached for comment Saturday.

Jennings told reporters that he was under no pressure to resign, although he gave no specific reason for his decision to resign the faculty. He said he chose the September date to give the university officials time to find a successor.

He declined to speculate on possible candidates and chuckled when asked whether Gov. Richard F. Celeste, whose second term in office ends next year and who has been rumored as a Jennings successor, might be on the list.

"I think the governor has got enough to do," he said.

Hamilton Teaford, a member of the university's board of trustees, said Jennings told board members Friday of his plans. But Teaford said Jennings had said long ago that he did not plan to remain as president indefinitely.

Among other successes for Jennings has been action to increase minority enrollment at Ohio State, whose enrollment of 55,994 makes it one of the largest universities in the nation. Ohio State has about 4,900 minority students, 2,729 of them black. That compares with 2,800 blacks enrolled when Jennings launched his affirmative action plan.

Edward Jennings...

... to teach again
The steady, resonant voice is a trademark for Edward Harrington Jennings, the 11th president of The Ohio State University.

The deep baritone remains calm, never giving a hint of turmoil that might be within the man. Outwardly, he has kept his cool throughout the turmoil facing the president of a sprawling, 33,000-student university.

Despite the normal concerns, crises and controversies that come with the job, Jennings, 56, can look back on many accomplishments at OSU:
- Implementation of a selective admissions policy to admit students on the basis of their academic qualifications, not the date of their admission application.
- Previously, admissions were on a first-come, first-served basis.

Jennings was one of three candidates for the OSU presidency. The others were David Skorton, president of the University of Rochester, and David Skorton, president of the University of Rochester.

Jennings was chosen over Skorton because he was considered more experienced and had a better understanding of the university's needs.

Jennings has been praised for his leadership in several areas, including academic affairs, student services and athletics. He has also been criticized for his handling of some issues, such as the investigation of a lawsuit against the university.

The Jennings Years

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Reports that Jennings would be forced to resign were denied. The university's board of trustees said it would consider the matter later this month.

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OSU officials have said they will keep the policy flexible and will bend it when necessary to maintain a diversified student body and admit minority students and others with extraordinary needs.

- Establishment of an affirmative action plan, including aggressive recruitment of minorities as faculty members and students.
- Construction of the Weaner-Moss Building, which opened last month, has taken some time and will take more time to complete.
- OSU officials have been in a good position to handle the costs of minority programs.
- OSU has established a scholarship program for black sixth-graders. If the younger students take college-preparatory courses in high school and keep their grades up, they are guaranteed admission to OSU and financial aid.
- Another phase of the program calls for identifying the most promising black doctoral students for faculty positions. OSU wants to have the highest percentage of black faculty members in the Big Ten by the fall of 1980. The university already has the most black faculty members with 78 but ranks third in percentage.
- OSU also launched national searches for a director of black studies and a vice president for minority affairs.

The launching of an ambitious fund-raising campaign, described by OSU officials as the largest ever by a public university, two months ago, OSU trustees were passed more than a year ahead of schedule. The drive to raise money for research, athletics and academics will continue through next summer.

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Jennings lectures to his class in Hagerty Hall in 1986
In 1969 and a master's degree in business administration from Case Western Reserve University, in 1964. He received a doctorate in finance from the University of Michigan in 1969.

He earned a bachelor's degree in industrial management from the University of North Carolina in 1967.

Jennings has been able to do in Ohio what he did in Wisconsin. State funding for OSU has increased steadily during his tenure. The university achieved its first billion-dollar budget under Jennings.

Jennings' tenure was praised for some years during his presidency by both friends and critics. A $150 increase in the student body over the last five years is one of the most significant changes in his career. During most of his years at OSU, Jennings has kept his hand in teaching. He has taught a class in finance, a job he considers a labor of love.

Jennings answers questions from student journalists about Earle Bruce's firing
In 1969 and a master's degree in business administration from Case Western Reserve University, in 1964. He received a doctorate in finance from the University of Michigan in 1969.

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Ohio State University President Edward H. Jennings addresses crowd during his inauguration in 1982

The Jennings Years
By Graydon Hambrick and Robert Roth
Dispatch Staff Reporters

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Jennings for the resignation of Athletic Director Rick Has, who quit in protest of Bruce's firing.

Reports that Jennings would be forced to resign cropped up before he fired Bruce but intensified in late 1987. Some trustees expressed concern about Jennings' personal conduct, sources reported.

When Bruce filed a $7.4 million lawsuit in Franklin County Common Pleas Court to challenge his ouster, he contested it was actually fired because he objected to Jennings' lifestyle.

During a press conference, Bruce's attorney, John S. Zemek, elaborated on the allegations, accusing Jennings of excessive drinking and carousing.

Many wondered whether Jennings could survive, but talk of his resignation subsided after an out-of-court settlement was reached, calling for Bruce to be paid $471,000.

In the January 1988 interview, Jennings said he could remain an effective leader, but had to address the rumors. He had the full support of trustees and most of the faculty, Jennings said.

He dismissed the resignation rumors. "I'm not ready to leave Ohio State," he said. "There is still a lot to do."

In January 1988, Jennings and his wife, Marsha, were married and married his 29-year-old wife died in February 1988. Eight months later, Jennings married Barbara Reil, formerly a regional director of the OSU Campus. Reil resigned from her university position and accepted a job with Vorys Seybert Seymour and Pease, Columbus' largest law firm and counsel for the university.

Jennings was born Feb. 18, 1937, in Minneapolis and grew up in Washington, D.C.

He earned a bachelor's degree in industrial management from the University of North Carolina in 1959 and a master's degree in business administration from Case Western Reserve University in 1963. He received a doctorate in finance from the University of Michigan in 1967.

He worked as an industrial engineer, production planner and production supervisor for companies in South Carolina and Pennsylvania from 1969 to 1976.

He began his career in education in 1977 as a finance lecturer at Eastern Michigan University. He joined the faculty of the University of Iowa in 1979 and, by 1976, had risen to the post of vice president for finance and university services.

Jennings served two years as president of the University of Wyoming before being named OSU president on Sept. 1, 1981.

His reputation as a financial expert, especially his ability to squeeze money from reluctant legislators who control many of the purse strings of state universities, reportedly was a major reason he was chosen for the OSU job.

At the time of his appointment, deep slashes in state funds caused cutbacks in OSU programs — students had suffered three consecutive tuition increases, and a hiring freeze had resulted in about 50 unfilled staff positions.

Major expenditures were put on hold, and most faculty raises did not keep up with inflation rates.

Jennings has been able to do in Ohio what he did in Wisconsin. Funding for OSU has increased steadily during his tenure. The university achieved its first billion-dollar budget under Jennings.

Tuition was frozen for some years during his presidency but rose during others. A $150 increase this year marked the largest such rise.

During most of his years at OSU, Jennings has kept his hand in teaching. Intermittently during his term as president, he has taught a class in finance, a job he considers a labor of love.

Jennings will step down as president Sept. 1, 1990.

After a break from the academic life, he plans to make this labor of love — teaching — his
Band members salute Jennings at his 50th birthday party in 1987

Jennings answers questions from student journalists about Earle Bruce firing
OSU president to resign, will return to faculty

He choked back emotion as he thanked the group for its support and left the auditorium.

Jennings, 52, became Ohio State's 10th president on Sept. 1, 1981. He said at a news conference afterward that he will teach beginning finance classes.

His tenure as president has been marked by many administrative successes.

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Jennings told reporters he was under no pressure to resign, although he gave no specific reason for his decision to re-join the faculty. He said he chose the September date to give university officials time to find a successor.

He declined to speculate on possible candidates and chuckled when asked if Gov. Richard F. Celeste, whose second term in office ends next year and who has been rumored as a Jennings successor, might be on the list.

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Bruce wishes Jennings no harm — but no good, either

By Tim Doulin
Dispatch Staff Reporter

It's been more than two years since Earle Bruce coached his last football game for The Ohio State University, but he still knows what is going on at his old school. It didn't take long for word to reach Bruce that the man who fired him, OSU President Edward H. Jennings, was resigning to return to teaching.

"I hurt for the university," Bruce said in a telephone interview this weekend from his home in Fort Collins, Colo.

"I don't wish Ed Jennings any bad. Of course, I don't wish him any good."

Probably the most publicly scrutinized decision during Jennings' eight-year tenure as OSU president was the firing of Bruce, who compiled an 80-26-1 record with four Big Ten Conference championships in nine seasons.

Jennings drew criticism for the handling of Bruce's dismissal. The firing was announced the week of OSU's final game of the 1987 season against rival Michigan. OSU Athletic Director Rick Bay quit in protest.

Inspired by the firing, the underdog Buckeyes defeated Michigan 23-20 in Ann Arbor. Shortly before his final game as a Buckeye coach, Bruce filed a $7.4 million lawsuit against the university.

Jennings never disclosed the reason behind Bruce's firing, saying it was a personnel matter. The lawsuit said the real reason was that Bruce did not approve of Jennings' conduct. Bruce's attorney implied that Jennings' lifestyle was cause for concern among OSU trustees.

Things got messy.

"How would you feel if you were never told why you were fired?" Bruce asked.

"I understand that Ed Jennings was used, and I hope he does, too."

Bruce wouldn't say who "used" Jennings.

The university quickly agreed to pay Bruce $471,000 to drop the lawsuit.

Bruce, 58, took the head coaching job at the University of Northern Iowa. A year later, he moved to Fort Collins to become coach at Colorado State University.

Bruce prefers not to dwell on the past.

"I'm away from Ohio State, I've moved on with my life. Ed Jennings has to get on with his life. I'm not interested in doing anything to Ed Jennings. I'm always going to be a Buckeye and root for the Buckeyes."

Earle Bruce
CON'T FROM PAGE 6

Bruce isn't surprised that Jennings plans to step down next September and return to teaching after nine years as president at OSU.

"I've heard him say that is something he would do at some time," Bruce said.

"I presume that is what happened. I don't know what his goals are. I know it is tough to be a president of a university, just like it is tough to be a football coach."

Bruce, a 1953 OSU graduate, professed love for his alma mater but didn't say he was sorry to be gone.

"I don't know if I miss it," he said.

"I probably understood Ohio State as well as anyone. I probably understood what went on at the university level, and I probably understood what went on in the city of Columbus."

These days, Bruce is focusing his energy on building a program at Colorado State, which finished 5-5-1 his first season. The team was 2-21 the two seasons before Bruce arrived.

"I'm very happy here. Fort Collins is a nice town to live in. Colorado State is a nice school. I think we are building something for the future. I hope we are," he said.

Bruce plans to be in Columbus over the holidays to visit his daughter.
Bruce wishes Jennings no harm — but no good, either

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It didn't take long for word to reach Bruce that the man who fired him, OSU President Edward H. Jennings, was resigning to return to teaching.

"I hurt for the university," Bruce said in a telephone interview this weekend from his home in Fort Collins, Colo.

"I don't wish Ed Jennings any bad. Of course, I don't wish him any good."

Probably the most publicly scrutinized decision during Jennings' eight-year tenure as OSU president was the firing of Bruce, who compiled an 80-26-1 record with four Big Ten Conference championships in nine seasons.

Jennings drew criticism for the handling of Bruce's dismissal. The firing was announced the week of OSU's final game of the 1987 season against rival Michigan. OSU Athletic Director Rick Bay quit in protest.

Inspired by the firing, the underdog Buckeyes defeated Michigan 23-20 in Ann Arbor. Shortly before his final game as a Buckeye coach, Bruce filed a $7.4 million lawsuit against the university.

Jennings never disclosed the reason behind Bruce's firing, saying it was a personnel matter. The lawsuit said the real reason was that Bruce did not approve of Jennings' conduct. Bruce's attorney implied that Jennings' life-style was cause for concern among OSU trustees.

Things got messy.

"How would you feel if you were never told why you were fired?" Bruce asked.

"I understand that Ed Jennings was used, and I hope he does, too."

Bruce wouldn't say who "used" Jennings.

The university quickly agreed to pay Bruce $471,000 to drop the lawsuit.

Bruce, 58, took the head coaching job at the University of Northern Iowa. A year later, he moved to Fort Collins to become coach at Colorado State University. Bruce prefers not to dwell on the past.

"I'm away from Ohio State. I've moved on with my life. Ed Jennings has to get on with his life. I'm not interested in doing anything to Ed Jennings. I'm always going to be a Buckeye and root for the Buckeyes."

Bruce isn't surprised that Jennings plans to step down next September and return to teaching after nine years as president at OSU.

"I've heard him say that is something he would do at some time," Bruce said.

"I presume that is what happened. I don't know what his goals are. I know it is tough to be a president of a university, just like it is tough to be a football coach."

Bruce, a 1953 OSU graduate, professed love for his alma mater but didn't say he was sorry to be gone.

"I don't know if I miss it," he said.

"I probably understood Ohio State as well as anyone. I probably understood what went on at the university level, and I probably understood what went on in the city of Columbus."

These days, Bruce is focusing his energy on building a program at Colorado State, which finished 5-5-1 his first season. The team was 2-21 the two seasons before Bruce arrived.

"I'm very happy here. Fort Collins is a nice town to live in. Colorado State is a nice school. I think we are building something for the future. I hope we are," he said.

Bruce plans to be in Columbus over the holidays to visit his daughter.
Jennings’ new pay may be $100,000

By Tim Doulin
Dispatch OSU Reporter

President Edward H. Jennings still could be earning more than $100,000 a year when he becomes a finance professor at The Ohio State University.

The OSU Board of Trustees will set the salary for Jennings, who announced last week his resignation as the university’s president, effective Sept. 1, 1990, to return to teaching.

“I would assume his salary will be coming down,” said OSU Trustee Hamilton J. Teaford. “But it probably won’t be much of a fall.”

As president, Jennings earns $146,286. The average nine-month salary for a full professor of finance is $86,440. The pay scale ranges from $61,920 to $110,400.

Jennings, who will have been OSU president for exactly nine years when he steps down, earned a bachelor’s degree in industrial management from the University of North Carolina in 1959 and a master’s degree in business administration from Case Western Reserve University in 1963. He received a doctorate in finance from the University of Michigan in 1969.

The College of Business and the OSU provost will have a say on Jennings’ teaching salary before the trustees make their decision, Teaford said.

The OSU president also receives a home with housekeeping, an automobile and other perks that he will lose when he steps down from that job.

On Saturday, Jennings said he would consider working as a business consultant, but he had not received any offers. Besides overseeing the operation of a university with an annual budget over $1 billion, Jennings is a member of the board of directors for Bane One Corp. and Ohio Bell Telephone.

Jennings also is a former board member of the Columbus Area Chamber of Commerce. He spent six years as an industrial engineer, planner and production supervisor for companies in South Carolina and Pennsylvania from 1959-65.

OSU is expected this week to name a search committee to find Jennings’ replacement.

Candidates for the job have not been mentioned publicly, but trustees have indicated it will be someone at the top of the higher education field.

“We don’t want to limit ourselves, but I think that is the natural way to go,” said Trustee John W. Kessler.

“We certainly have high expectations. I thought Ed took Ohio State from where he found it and carried it forward and did a good job,” he added.

In 1981, it took the university about five months to decide on Jennings as a replacement for former OSU President Harold Eararson.
Jennings ready to head back to the classroom

OSU preparing to look for a replacement; Celeste is likely to become a candidate

By Tim Deuel and Robert Abraham

President Edward H. Jennings will become Professor at The Ohio State University next fall.

He doesn't expect Gov. Richard P. Celeste to become OSU president.

Jennings, 62, told the University Senate yesterday that he will step down on Sept. 1, 1996, exactly nine years after becoming the university's 11th president.

"If he returns to the classrooms after taking some time off, he will teach in The Ohio State University's College of Education and the College of Nursing," Jennings said.

Jennings said he will work with Celeste to ensure a smooth transition.

"I think you will find that this is not unusual for a university president," he said. "It will be even more unusual to have a university president who won't see me around Bruin Hall (the administration building) any more."

Jennings' salary will plummet when he retires. The last OSU president, John C. Landes, earned $425,000 a year. The average nine-month salary for a full professor in 1989-90 was $65,000.

A nationwide search will be launched soon to find a replacement. The list of candidates will not include Celeste, said Chris Collins, OSU Trustee. Landes served as interim president from January 1991, four months after Jennings' resignation became effective.

The Ohio Constitution prohibits Celeste from serving as OSU president, even if he steps down as governor.

Jennings has appointed seven of the nine trustees, giving speculation that he may become the next OSU president. But Landes said the governor "does not have a chance of succeeding Jennings. He does not have the credentials." Tafsd said. "We have to have a person with high-level credentials and experience in higher education, and the governor doesn't meet those criteria.""Celeste, a former Rhodes scholar, recently has been speaking at a presidential look, with a beard. But that isn't enough for him to get the OSU job, Tafsd said."

"To the faculty, Celeste is not having a Ph.D. is the kiss of death," Tafsd said.

Several faculty members who attend ed the University Senate meeting yesterday asked if he qualified, asked Carl Anderson, dean of the OSU College of Education.

"A university president is not a political appointment," Anderson said.

Celeste has not expressed interest in a future academic post, but wants to keep all of his options open, according to Carnolly, Celeste's chief of staff and chief of staff for the university's deputy executive vice president.

"Celeste generally has mentioned an internationally oriented job or a business opportunity in Ohio," Carnolly said.

The next regularly scheduled meeting of the OSU trustees is Feb. 3. However, Tafsd and Shirley Dunlap Brewer, trustees vice chairman, said the board is expected to meet before then to start the search process.

"We want to do this in a timely manner," Brewer said.

Trustees emphasized that there was no pressure on Jennings to step down.

"I think your judgment now is a watershed opportunity for both me and for the university," Edward H. Jennings said.

"In my judgment now is a watershed opportunity for both me and for the university," Edward H. Jennings said.

Campus reactions to news range from sadness to shrugs

By Robert Russ and Tim Deuel

OSU students and faculty reacted with surprise, sorrow and indifference to the news that OSU President Edward H. Jennings will resign next year as president of the Ohio State University.

"I can't believe it," said John S. Zanok, later acclaimed Jennings of caring and effective leadership. But Tafsd said that the Bruce firing and Sonak's allegations affected the trustees' confidence in Jennings.

"We know the Bruce thing didn't come out the right way in terms of the public," Tafsd said. "But I emphasized that the trustees wholeheartedly supported Jennings' decision."

Most of the faculty also stood by Jennings during his latest incident.

"I still have the same authority that I had on hour ago," Jennings said.

The Jennings Years, Page 2 B

Organic photo by Sue Howard
Celeste eschews OSU job
Says presidency is ‘distant option’

BY THOMAS SUDDES
PD BUREAU

COLUMBUS — Gov. Richard F. Celeste said yesterday that it "wouldn't be prudent" to flatly say he would refuse the presidency of Ohio State University if it were offered to him, but he said becoming a candidate for the job was "a distant option.

"D'Nam (first lady Dagnar I. Celeste) gave me advice this morning. ... She said, 'Don't rule anything out, Dick.' I think it's her desperation for a place to put her head in January of '91," the governor said.

Since he became governor in 1985, the Celestes have lived in Ohio's Governor's Mansion in suburban Bexley. In January 1991, Celeste's term expires, and he is constitutionally ineligible to seek a third consecutive term.

"I consider (the OSU presidency) a distant option on the horizon of those things that I consider, that I'm even thinking about, for myself," Celeste said.

On Saturday, OSU President Edward H. Jennings announced he would resign the presidency, effective Sept. 1, so he could resume teaching in his academic specialty: finance.

Seven of Ohio State's nine trustees are Celeste appointees, and Celeste will be able to appoint an eighth trustee in the spring.

"That doesn't mean they (trustees) have any interest in seeing me as president of the university," Celeste said.

As governor, Celeste's annual salary is $85,000. (Celeste vetoed a salary hike the legislature proposed in 1984.) The OSU presidency currently pays $146,236 and includes an official residence.

State Sen. Eugene J. Watts, R-16, of Columbus, whose district includes the OSU campus and who is an OSU associate professor of history, said it would be wrong for Celeste to seek or accept the OSU presidency.

"It would raise extremely serious ethical questions to have a board

 sees CELESTE/4-8

Celeste

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(Celeste) appointed then appoint (him) — that's wrong," Watts said.

Rumors have persistently linked Celeste's post-gubernatorial plans to the OSU presidency or to another academic post, such as the presidency of Cleveland State University or the Ohio Board of Regents chancellorship. Chancellor William B. Coulter is retiring this month.

"They're (the rumors) more persistent because of Ed Jennings' decision to resign, and I can understand that," Celeste said yesterday.

The governor said he hoped the regents would "look across the country" for a successor to Coulter.

At a recent "university day" in Cleveland, Celeste said he told Cleveland State trustees and President John A. Flower: "Look, I want to lay to rest this rumor that I'm interested in becoming the next president of Cleveland State University. And I said the same thing about Ohio State. I don't think anyone sitting here is designing a takeover bid for OSU."

Celeste, a public officeholder for most of the past 20 years, hinted he may play off his international and managerial experience to win a post in private industry.

"As much as I'm interested in big and complicated enterprises — and Ohio State is certainly that — I am not sure in my own mind that I'd want to get involved in an enterprise that is still so much a part of the public arena where I'd have to look to the legislature on budgets and stuff of that kind. ... I mean, it's not giving myself a real break (from public life)."
A little anonymity is OK with Jennings

Edward H. Jennings didn't lose his sense of humor even on the day he announced his resignation as president of The Ohio State University.

Jennings laughed heartily when informed Saturday that most students polled informally by The Dispatch did not particularly care who serves as president of their university. A few did not even know Jennings' name.

"That doesn't surprise me," Jennings said. "I would estimate my name recognition among students is only about 50 percent."

Jennings, 52, informed OSU officials Saturday that he will resign Sept. 1 and return to teaching.

— Robert Ruth
SEARCH PROCESS OUTLINED FOR NEW PRESIDENT

COLUMBUS -- John W. Berry, chairman of The Ohio State University Board of Trustees, Wednesday (12/6) announced the establishment of a search committee process to find a successor to President Edward H. Jennings, who plans to return to the faculty next fall as a professor of finance.

Berry also announced the appointment of John W. Kessler, a trustee from Columbus and an Ohio State alumnus, as chairperson of the committee.

The 15-member committee will consist of four trustees including Kessler, five members of the faculty, two students, one dean, the director of The Ohio State University Alumni Association and two non-teaching staff.

The director of the alumni association is Dan L. Heinlen of Columbus. The names of other committee members are expected to be released by the first week of January 1990.

Berry noted that "the search committee is charged with representing the best interests of the university in planning and directing all aspects of a comprehensive and expeditious search for a new president, including developing a list of candidates, reviewing the qualifications of candidates and making a recommendation of one or more candidates to the
board at or before the regular Board of Trustees meeting in July 1990."

Jennings announced Saturday (12/2) to the University Senate that he will resign as president and take a position on the Ohio State faculty as a professor of finance, effective Sept. 1, 1990. Jennings, 52, has been president of Ohio State since Sept. 1, 1981.

"I have been a university officer for 15 years, but my profession is nevertheless a college professor," Jennings said. "Within that context, it is inevitable that I return to the practice of my profession prior to my retirement. The timing of my return to the faculty can of course never be perfect, but in my judgment now is a watershed opportunity for both me and for the university."

Jennings briefly outlined the current status of the university, saying that Ohio State is entering a new stage in its history. He cited better prepared undergraduates, a new undergraduate curriculum, a strengthened affirmative action program, university-wide growth in private fund raising, and faculty and trustees committed to the very best quality education.

He said: "It is a good time for me to update myself, to return to teaching and research, and to explore opportunities heretofore closed to me as president -- in short to be a faculty member. This is a great institution, and I look forward to being a full-time member of the faculty that makes it a great university."

Throughout his tenure as president, Jennings has continued to teach occasional courses in finance, but he said he will need to
update himself in the field before he can teach beyond the introductory level again.

In a written statement, John Berry, chairman of the university's Board of Trustees, said:

"The Board of Trustees accepts President Jennings' decision with complete respect and understanding, and we are sorry to lose him. President Jennings has provided Ohio State the leadership that enabled us to achieve important milestones academically and financially. We are grateful for his service and leadership over the past nine years, and are grateful that he will be remaining within our community by returning full time to the faculty. We wish him and his family every success in the years ahead."

Prior to coming to Ohio State as the university's 10th president, Jennings served two years as the president of the University of Wyoming. Before that he was vice president for finance and university services at the University of Iowa, where he also served on the faculty for 10 years.

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Contact: For information on the search committee process, call Madison H. Scott, secretary of the Board of Trustees, at (614) 292-8153. For information on President Jennings' service to Ohio State, call Malcolm S. Baroway, executive director of university communications, at (614) 292-2711.

(Ruth/270)
A little anonymity is OK with Jennings

Edward H. Jennings didn't lose his sense of humor even on the day he announced his resignation as president of The Ohio State University.

Jennings laughed heartily when informed Saturday that most students polled informally by The Dispatch did not particularly care who serves as president of the university. A few did not even know Jennings' name.

"That doesn't surprise me," Jennings said. "I would estimate my name recognition among students is only about 50 percent."

Jennings, 52, informed OSU officials Saturday that he will resign Sept. 1 and return to teaching.

Jennings seeks his academic freedom

By David Lore
Dispatch Special Projects Editor

The Ohio State University cannot wait to trade its spacious executive suite for an obscure faculty nook. The presidency, he said yesterday, is becoming his prison.

Jennings announced Saturday he will step down Sept. 1 to return to teaching. He will join the faculty as a professor of finance.

Interviewed on the eve of OSU's autumn commencement, Jennings sounded as impatient for freedom as any graduate in cap and gown.

"I'm 52 years old, and if I don't start thinking about changing what I'm doing pretty soon, I won't, because another four or five years will go by and I'll have become too much the elder statesman," Jennings said.

"In the quiet of the night, I see too many people holding on until their 60s and not being able to do anything else."

Changes on a global scale have captured Jennings' imagination in recent months. As a professor of international finance, Jennings said, he is excited about the emergence of a powerful European Economic Community and the issues it raises for both Europe and America.

It may seem odd to some that Jennings, seemingly enjoying good health and solid support from his trustees and faculty, would abandon his prestigious post and its $146,386 salary for the more monotonous joys of scholarship.

The fact is, Jennings said, even a good job can get boring.

He acknowledged these problems exist at OSU:

- The university needs two to three times more state money than it is receiving to modernize buildings and laboratories. "We can easily identify $800 million in capital needs," including a new library, a physics building and a medical research center.

- Intercollegiate athletics have undue influence "when you have to spend 90 percent of the time on less than 1 percent of the operation." At the same time, Jennings believes a university can be tops in both sports and scholarship.

- "I know a lot of institutions that don't cheat and don't shortchange their students, and Ohio State is one of them."

- Ohio campuses including OSU, are not ready to handle the number of students who might want to enroll during the 1990s.

- OSU has added a number of bright young scientists to its faculty but ranked only 22nd in the nation last year in a government study gauging the amount of money coming in for research and development in science and engineering. By comparison with Big Ten universities, Wisconsin ranked fourth, Minnesota sixth, Michigan seventh and Illinois 11th.

Looking to the 1990s, Jennings sees "a watershed opportunity for this institution."

"In the 21st century, you'll see the big 'publics' being the dominant academic institutions in America," he said.

This will happen, he said, because mega-universities can afford the facilities, offer a variety of programs and provide the opportunities that scholars want.

"We simply cannot do science today without being very large, but you can't do humanities very well either, without being very large because you need a 5 million-volume library."

He likes being president but believes the job lacks intellectual challenge.

"The key thing I know is that, as a full-time faculty member, a whole host of opportunities come one's way," he said.

These include consulting on problems affecting European markets and U.S. higher education, assignments he could not accept as a university president.

He ruled out - at least for now - any thought of taking another university presidency.

"The challenge I want to get into first is looking at what opportunities I have," he said.

"What motivates me is having fun doing what I'm doing."
President Jennings will return to the classroom

President Jennings announced he will resign effective Sept. 1, 1990, when he spoke to the University Senate at the beginning of its meeting Dec. 2. He will remain at Ohio State as a faculty member in the Department of Finance.

"I have been a university officer for almost 15 years but my profession nevertheless is college professor. It is inevitable that I return to my profession prior to my retirement," the president told the Senate.

Jennings came to Ohio State in September 1981 as the University's 10th president. He also is a professor of finance.

Jennings admitted that the timing of such an announcement "can never be perfect" but added:

"Ohio State is entering a new stage with better prepared undergraduates; a new undergraduate curriculum; a strengthened affirmative action program; an institutionalization of private fund raising; a younger and highly qualified faculty committed to the very best; and a board of trustees that also is committed to the very best, and that has been and continues to be supportive of me and you — the faculty, staff and students.

"It is a good time for me as well — to update myself, to return to teaching and research and to explore opportunities heretofore closed to me as president — in short, to be a faculty member. This is a great institution and I look forward to being a full-time member of the faculty that makes it a great University."

At the end of the University Senate meeting, member Richard Bjornson, professor of French and Italian and Black studies, asked that "the University Senate convey its profoundest gratitude to President Edward Jennings for his enlightened leadership, his commitment to the educational goals of the University, his skillfulness at placing the University on a solid financial footing, and his responsiveness to the concerns of faculty and students."

Rousing applause followed the reading of this statement.

Jennings was raised in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959, his Master of Business Administration degree from Western Reserve University in Cleveland in 1963, and his doctorate in finance from the University of Michigan in 1969. He is co-author of a textbook, Fundamentals of Investments, now in its fourth printing.

Jennings is a member of the National Association of State Universities and Land Grant Colleges and is chair of its Council of Presidents. He also

Continued on page 4.

Photo by Kevin Fitzsimons

PRESIDENT JENNINGS tells the media of his intention to return to the faculty full time, during a news conference Dec. 2.
Continued from page 1.

serves on the board of the National Merit Scholarship Corporation. He is a member of the National Committee on United States-China Relations and the President's Committee on Intercollegiate Athletics of the American Council on Education.

His awards include the Ohio Governor's Award in 1981 and the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland. In 1987, he was selected by the Ohio State chapter of the American Association of University Professors to receive the Louis Nemzer Award, an honor given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

John Berry, chair of the University's Board of Trustees, says, "The Board of Trustees accepts President Jennings' decision with complete respect and understanding, and we are sorry to lose him."

"President Jennings has provided Ohio State the leadership that enabled us to achieve important milestones academically and financially. We are grateful for his service and leadership and are grateful that he will remain within our community by returning to the faculty."

"We wish him and his family every success in the years ahead."

C. William Swank, president of the Ohio State Alumni Association, says, "I want to thank Edward H. Jennings for his years of leadership. His achievements in the arts, fundraising, academic excellence, affirmative action, admissions and curriculum, just to name a few, are more than anyone could have imagined possible. We wish him the best."

The Board of Trustees in the next several days will announce the framework for how the search committee for a new president will be formed, according to Madison Scott, vice president for personnel services and secretary of the board of trustees.

An open letter to the campus

An Open Letter to Faculty, Staff Members and Students:

As you are aware, I have announced my intention to resume my duties as a faculty member after Sept. 1, 1990, and to resign my responsibilities as president. This was not an easy decision, for I have found these past eight years to be the most rewarding of my professional life.

This is an opportune time for me to return to my faculty role. The University is in a period of exciting successes and opportunities. Ohio State is moving in a very positive direction, and I know that this is because of you — each of you contributing every day to the excellence of the University. I am confident that this course will continue.

I want you to know how very much I appreciate the support you have given me. As I often have said, the members of the Ohio State family are our greatest strength. They certainly have been for me. You have my deepest thanks.

Edward H. Jennings
University at junction of Hispanic cultures

By Greg Brown

On a world map find Madrid, Spain and the middle nations of Central America. Now where the longitude through this part of Latin America intersects with the latitude of Madrid. They meet in Ohio, "heartland" of the United States.

Geographically, Columbus serves as the apex of a triangle with Spain and Latin America at either end. Middle ground, if you will, for the Hispanic world.

Soon, Ohio State will serve as an academic apex with the same partners. The Prince of Asturias Chair in Spanish Studies will promote a deepened understanding of Spain and Latin America by bringing Spanish scholars to Ohio State to teach and conduct research.

Last month, President Jennings and Stephen Summerhill, associate professor of Spanish and Portuguese and assistant vice provost for international affairs, met at Juan Carlos, King of Spain, at his palace in Madrid to discuss the significance of the chair. The Royal Family is supporting the chair, which is named after the late Prince Philip, heir to the Spanish throne.

The meeting lasted 35 minutes, long by royal standards, and included conversation in the king's inner office. He speaks excellent English (he fishes in New Mexico regularly), and sees this chair as a way to increase knowledge of Spain and Latin America in the United States.

Jennings and Summerhill also met with representatives of the Prince of Asturias Foundation, established by the Royal Family, and the agency assisting in recruiting the Spanish government for funding half this chair.

Last year, during a trip to Ohio State by the foundation's director, Jennings told him about the significance of the University's location. Here, middle America meets the world. It was a point not lost on the Royal Family.

"The king expressed considerable enthusiasm for this project," says Jennings. "He recognizes the importance of enhancing education in Spanish studies in America's heartland."

The Spanish aren't seeking to promote just the qualities of their culture, including great art and at times great tolerance for cultural differences, notes Summerhill. They're also looking to explore the darker realities such as the plunder by their empire and the cruelties of the Inquisition.

But the king does believe the Hispanic world will benefit if Americans understand it better — and vice versa.

"One point the king kept stressing," says Summerhill, "is a concern that Americans don't understand Spain and Latin America very well. He's the scholarly efforts of Ohio State can change some perceptions."

The chair is being established in honor of the approaching Columbian Quincentenary, as a reaffirmation of Ohio State's commitment to the study and importance of Spanish language and civilization. Summerhill was charming with two Spanish colleagues in a Madrid cafe three years ago about the 1992 celebration. They hoped the Quincentenary could serve as a beginning of new understanding, not simply an event whose glory exists but briefly.

It was then the idea of a chair crystallized. "We all felt this could be a deep, long-lasting way to examine the cultural heritage we share."

Discussions between the University, the U.S. State Department and agencies in Spain finally led to the Prince of Asturias Foundation.

"In all of our dealings with the foundation and King Juan Carlos, it has been apparent that they hold this University in high regard," says Jennings. "I think all of us value this relationship and how the chair will help build on our reputation in an important field for the future."

The first appointment will be in 1992. It's likely the chair will be rotate one not held by a single person. Summerhill says the first scholar will be one who has expertise in the Quincentenary, an event already gripping Spain with excitement. That year the Olympics will be held in Barcelona, the World's Fair in Seville, and the Cultural Center of Europe celebration in Madrid.

This country, too, is preparing for numerous word-class events, including the AmeriFlora '92 garden and flower exhibition over three parks just east of downtown Columbus. Ohio State, also, is sponsoring many conferences, lectures, and educational and cultural events.

Summerhill sees this chair as an avenue through which focus on these events can move toward shared scholarship. "Our University will benefit from contact with some of the great scholars in Spain," says Summerhill. "They'll take back with them knowledge gained from working with our superb faculty."

"Like with all such relationships, it's a winning combination."

Officials meet over exchange

While in Spain, President Jennings and Stephen Summerhill, associate professor of Spanish and Portuguese and assistant vice provost for international affairs, met with Ohio State students who are studying at the Toledo Program of the Jose Ortega y Gasset Foundation.

This international study program is joint sponsored by the University's Center for International Studies and the Jose Ortega y Gasset Foundation in Madrid. The program provides an opportunity to a corporate study of Spanish language and culture with the study of Latin American and/or European studies.

Foundation officials met with Jennings and Summerhill as well to renew their exchange agreement. Ohio State first signed an agreement with the foundation in 1984, and the exchanges include faculty, through the Ortega y Gasset Lectureship and students.
As Quest went to press...

Jennings Resigns Ohio State Presidency

Edward H. Jennings, Ohio State's 10th president, has resigned from the University's highest office and will return to the classroom as a professor of finance. He has been the institution's president for the past nine years.

Jennings announced his decision to step down at the beginning of the December meeting of the University Senate. His resignation is effective September 1, 1980.

"I have been a university officer for almost fifteen years," he said, "but my profession is nevertheless a college professor. It is inevitable that I return to my profession prior to my retirement."

Jennings admitted that the timing of such an announcement "can never be perfect" but added:

"Ohio State is entering a new stage with better prepared undergraduates; a new undergraduate curriculum; a strengthened affirmative action program; an institutionalization of private fund raising; a younger and highly qualified faculty committed to the very best; and a board of trustees that also is committed to the very best, and that has been and continues to be supportive of me and you—

the faculty, staff and students.

It is a good time for me as well—to update myself, to return to teaching and research and to explore opportunities heretofore closed to me as President—in short, to be a faculty member. This is a great institution and I look forward to being a full-time member of the faculty that makes it a great university."

John W. Berry, chair of the Board of Trustees, said, "President Jennings has provided Ohio State the leadership that enabled us to achieve important milestones academically and financially. We are grateful for his service and leadership and are grateful that he will be remaining within our community by returning full time to the faculty."

Raised in Washington, D.C., Jennings received his bachelor of science degree in industrial management from the University of North Carolina in 1959, his master of business administration degree in 1963 from Western Reserve University in Cleveland, and his doctorate in finance at the University of Michigan in 1969. He is co-author of a textbook, *Fundamentals of Investments* now in its fourth printing.

He is a member of the National Association of State Universities and Land Grant Colleges and is chair of its Council of Presidents. He also serves on the board of the National Merit Scholarship Corporation. He is a member of the National Committee on United States-China Relations and the President's Committee on Intercollegiate Athletics of the American Council on Education.

His awards include the Ohio Governor's Award in 1981 and the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland. In 1987, he was selected by the Ohio State chapter of the American Association of University Professors to receive the Louis Nemzer Award, an honor given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

He is a member of several boards of directors, including the United Negro College Fund Central Ohio Advisory Board. He is also a trustee of Children's Hospital and the Columbus Symphony Orchestra. Jennings and his wife, Barbara, live in Columbus. He has two sons, William and Steven.
Jennings will pursue teaching at OSU

By Trish Borne
Lantern campus writer

OSU President Edward H. Jennings announced that he will be resigning from his administrative position on Sept. 1, 1990, to pursue other career ambitions.

The date Jennings requested for his resignation to go into effect will make his presidency exactly a nine year term. Jennings, however, said there was not any significance to the timing of his decision.

"I've been thinking about changing job positions for about six months. Timing is never good, but once you decide you're going to do something, you have to go through it," he said.

Jennings requested permission on Dec 1, 1989, from the University Trustees to resign his duties as president, and publicly announced his decision a day later.

"I wanted to give the board enough time to find a replacement," Jennings said.

At the time of his resignation, Jennings also asked to resume his duties as a faculty member. He holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

"I'm been teaching on and off since my presidency began. Now I want to go back to doing it full time," Jennings said.

Jennings plans on staying at Ohio State and instructing finance courses. He said he wants to explore other career opportunities before he retires and he feels that now is a good time to leave when things are good at the university.

"Now I can do what I really want to do," he said.

Jennings has had experience working in both the academic community and private enterprise. Privately, he has worked as an industrial engineer, a senior industrial engineer, a production planner, production supervisor and has also done numerous financial consulting and advising jobs.

Academically, Jennings has been working as a university officer for almost 15 years. "My profession is nevertheless a college professor," he said.

Jennings began his teaching career as a visiting lecturer in finance at Eastern Michigan University in 1967. After receiving his doctorate in philosophy in finance in 1969, he became a professor of finance at the University of Iowa.

He then went on to become vice president for finance and university services at the University of Iowa and then spent two years as president of the University of Wyoming before coming to Ohio State.

Jennings said his primary reason for making this professional shift has to do with all of the current changes and opportunities taking place in the world today, not for any monetary purposes.

"Unless I decide to do consulting work my salary will actually drop," he said.

Jennings said he is particularly interested in Western Europe and the new monetary system it is initiating. Although he doesn't have any current plans to travel, Jennings said he is interested in working abroad in a financial setting.

"I think this change will give me more freedom to speak out on my opinions about education and finance," he said.

Jennings said he feels much more relaxed now that he has made his decision and has told everyone what he wants to do.

"I'm really excited to get back to doing research and writing. I don't know when I'm going to retire, I have a lot still ahead of me," he said.

When asked about who he speculated will be chosen to take over his position, Jennings said it is not unlikely that his replacement is currently a president of another university. He also said his replacement will need to have an exceptional academic background and that the odds of a political figure becoming the university president are unlikely.

See JENNINGS: page 2
Jennings’ presidency brings change

By Tammy Galvin
Lantern staff writer

In retrospect of President Jennings’ nine years at Ohio State, many significant contributions and events stand out as he leaves the office of the president.

Jennings announced his resignation effective Sept. 1, 1990. But don’t be too quick in bidding him farewell because you may enter a classroom someday and see him handing out the quarter’s syllabus.

“I have been a university officer for almost 15 years, but my profession nevertheless is college professor. It is inevitable that I return to my profession prior to retirement,” Jennings said at the University Senate meeting Dec. 2.

Jennings became the 10th president of Ohio State on June 11, 1981. "President Jennings’ outstanding strengths in finance management came at a time when the university’s finances needed a great deal of stabilizing," said William J. Napier, former assistant to the president from 1981-1984.

Jennings was faced with either having to make major cutbacks, doubling tuition, or both to compensate for the $20 million that needed to be cut from the budget by the end of 1981.

In January, 1981, Jennings placed a freeze on hiring and on unnecessary purchases, including a halt on in-state and out-of-state travel, renovation and construction projects, and all overtime work.

Jennings cancelled his own inauguration citing it inappropriate in the midst of Ohio State’s fiscal crisis.

Throughout Jennings’ tenure, he made many contributions to the Ohio State community, including:

• Jennings implemented a selective admissions policy requiring students to complete a college-preparatory curriculum in high school to be automatically admitted. Those admitted with academic credit deficiencies must make them up upon entrance into the university.
• Jennings upgraded the undergraduate curriculum by initiating a general education program that will begin next fall. The program exceeds recommendations made recently by the National Endowment for the Humanities.
• In 1983, Jennings brought international leaders to the campus to address the university community and spend time with undergraduates through the Schooler-Reese Distinguished Lecture Series.
• Jennings launched affirmative action programs to attract more minority faculty and students to Ohio State. When Jennings took office in 1981, there were 2,533 black students enrolled, in the fall of 1989 there were 2,720 enrolled.

The program included spending $7 million annually over five years to increase the effectiveness of other affirmative action programs.

The Affirmation Action Grants Program, which Jennings launched, offers funding for faculty, staff and students who wish to implement affirmative action programs on campus.

He also established the Affirmative Action Internship Program. This program allows faculty to work in other departments on a temporary basis to help them gain experience in their area of employment.

Jennings also implemented the Young Scholars Program in 1988, designed to encourage selected minority students to attend college by preparing them through various academic and personal programs.

Jennings also established several building and renovation projects on campus including the Wexner Center for the Visual Arts and the Arthur G. James Cancer Hospital and Research Institute.

Other buildings constructed during Jennings’ tenure were the Woody Hayes Athletic Center, the Davis Medical Research Center and the Frank Hale Black Cultural Center.

• Jennings relocated all undergraduate classes to the central campus from West campus and established an office for the College of Social Work. Richard E. Boettcher, dean of the college of social work, said, “We now have much better classroom facilities located in Arps Hall. Prior to this we were scattered all over campus.”
• Jennings approved a campus-wide rape prevention and education project in March of 1983. Also in 1983 he initiated a five-year effort to raise $350 million in 1985, which is the largest private fund-raising campaign a public institution has ever held.

However, not everything Jennings did was as well accepted as the aforementioned programs.

Controversy arose on Nov. 16, 1987 when Jennings fired Ohio State Football Coach Earle Bruce the week of the Ohio State-Michigan football game, despite Bruce’s winning record.

The press conference in which Jennings announced the dismissal of Bruce was followed by the resignation of Ohio State Athletic Director, Richard M. Bay. Bay said he resigned because of philosophical differences he had with Jennings.

When Jennings refused to give a reason for Bruce’s firing, saying it was a personnel matter, Bruce lashed back with a $7.4 million lawsuit for breach of contract.

Bruce said the real reason he was fired was because he disapproved of Jennings’ conduct. Bruce’s attorney, John S. Zonak, referred to Bruce’s disapproval of Jennings’ “high lifestyle” in the suit. The university and Bruce agreed to a $471,000 settlement.

• The year before Bruce’s firing, Jennings was involved in another suit. In 1988, Jill Redo, then an Ohio State senior, tried out for Ohio State’s cheerleading squad.

Upon being cut from the 7-man, 7-woman squad she filed a grievance with the Student Human Relations Board in the spring of 1988 saying that she was excluded because she is black.

On Oct. 31, 1987, Jennings added her as the 16th member on the squad. He said he issued the order because the complaint she filed had been left hanging for six months.

The addition angered the other members, Redo said, and they retaliated by making her feel unwelcome.

Redo filed a lawsuit listing Ohio State Trustees, President Jennings, Athletic Director Rick Bay, his assistant, Dan Meinert, Shirri Moore, the 1986-1987 cheerleading coordinator, and the squad as defendants.

Redo asked for $50,000, an additional amount to be determined by the court and attorney and court fees in the suit. The suit stated that Ohio State had failed to respond to her continued requests for equal treatment.

• Another issue that brings Jennings criticism is the steady increase in Ohio State tuition since 1981. In-state student tuition and fees was $480 Autumn Quarter, 1961, and $780 Autumn Quarter, 1989.

• Jennings’ salary has been an issue throughout his tenure. In 1982, the first full fiscal year that he was with Ohio State, he earned $75,000. His current salary is $146,280.

‘I have been a university officer for almost 15 years, but my profession nevertheless is college professor. It is inevitable that I return to my profession prior to retirement.’

— Edward H. Jennings
Jennings sees positive OSU future

By Tammy Galvin and Kurt L. Leib
Lantern staff writers

With his feet propped up, an OSU coffee mug in hand, and nine years of his presidency behind him, Edward H. Jennings said he feels now is a good time to step down.

"It is a good time for me as well as the university because it is now in a good financial state, and we have an awful lot of activities going on," Jennings said.

These activities include: selective admissions, research activities, affirmative action policies and fund-raising.

When Jennings took office, September 1981, he carved $20 million from the university's budget by year's end. He said this was his most difficult decision as president, not the firing of Earle Bruce.

Times have changed during Jennings' nine-year presidency.

The five-year private fund-raising campaign, the largest ever undertaken by a public institution, has exceeded its $350 million goal with six months to go.

"The fascinating thing about fund-raising is that we've only just begun to tap the surface," Jennings said.

He said two-thirds of the degrees granted by Ohio State have been granted since 1965. Jennings gave over 95,000 degrees throughout his presidency.

"What this means is that the majority of our alumni are still quite young and have yet to make their fortunes. As our alumni mature, the fund-raising will continue to increase. This will help immensely because we simply won't be able to get by on state funding as we have been in the past," he said.

Jennings plans to return to the classroom as a professor of finance.

"People fail to recognize that I am a college professor," he said.

As a faculty member I'll probably get more chances to interact because then I'll be on a peer basis rather than as a president.

Returning to a faculty position may not be a smooth transition for Jennings.

"There will probably be some animosity, but most professors are fairly independent and a lot of that will be my responsibility to make sure it won't happen," Jennings said.

Jennings said he has no intention of seeking political office.

As president, Jennings reports to the Board of Trustees and denied that any conflicts with them resulted in his decision to resign.

"No, there hasn't been any bad feelings between the Board and myself. You've probably heard typical rumors, but if there were any truth to them, you would have really heard about it. They are a fine group and have been extremely supportive," Jennings said.

Jennings provided personal insight on the future of medical and cancer research, trends in finance and technological advances.

People will have to deal with the problems associated with advances in biological science, Jennings said.

"I don't know how I will benefit from this research. It depends on how fast it comes about," he said.

Advances in cancer research may render the Arthur G. James Cancer Research Center obsolete in 30 years, Jennings said.

Jennings foresees the coming of desktop satellite dishes. "Just like the drastic decrease in the size of the computer, the same will happen to satellite dishes," Jennings said.
Jennings’ wife looks ahead

By Tammy Galvin
Lantern staff writer

“The practical watchwords of know thyself and be true to thyself are probably the most significant thing to all of us as women in today’s society,” Barbara Jennings said at a luncheon held by the Association of Faculty and Professional Women on Jan. 11.

Jennings, wife of OSU President Edward H. Jennings, discussed the pros and cons of the expected role of women in society, the role of the first lady on today’s campuses, and what lies ahead in the 1990s.

“The main message that I’d like to pass on to you, derived from my experience as first lady, is the fact that role expectations are placed on all of us because we allow it to happen. We have our own self-identity and yet external pressures make us think perhaps we should be somebody other than who we are or more than who we are,” Jennings said.

“The downside of external expectations that can come upon you is when you start trying to meet unrealistic, unnecessary, or artificial ones,” Jennings said.

Jennings said she thinks a regular self-assessment of who you think you are, and whose expectations are driving you, would be a good health check.

Writing your own obituary, for example, helps to sum up the totality of who you are, Jennings said.

Jennings said this exercise will help to determine the self-defined you. “What do you want to be said about you and the purpose for your existence? Try to verbalize what is important to you in your life because that then gives you your personal identity.”

Jennings said she is not your typical president’s spouse because, aside from her many roles as first lady, she works full-time as vice-president of investment banking at McDonald and Company Securities Inc.

“The interesting thing about my position as first lady is that it was assigned by association. Only the president can be legally interviewed for the job. The wife just goes along for the ride, and yet there is this awful, unspoken job description for her,” Jennings said.

The president’s spouse often becomes the institution’s second most important and visible public relations officer, Jennings said. As such, Jennings cited a few of the qualifications for being a president’s spouse.

“Must have the patience of Job, the sense of humor of Steve Martin, the energy of a 10-year-old, the hide of an armadillo, the wardrobe of a Hollywood star, the ego of the Ayatollah, and the selflessness of Mother Theresa,” Jennings said.

Jennings posed the questions, “Should all president’s wives be expected to be a full-time helpmate? And if so, isn’t the university getting a two-for-one deal?”

The debate going on right now is whether or not these spouses should be interviewed and paid, Jennings said.

Many search committees are either formally or informally beginning to talk to both parties in the search process, Jennings said.

Jennings believes this trend to be a good one for the institution and people involved. “This type of communication acknowledges the spouse as a person in her own right,” Jennings said.

Jennings also gave her insight into what the 1990s will bring. “I think inflation will slow down considerably, compared to what’s been going on in the last few decades. This means that women will still only make two-thirds of what males make for the comparable job,” Jennings said.

Jennings said this salary differential means that women can’t judge themselves by their title or by how much they make. It also means that dual careers will continue to be essential in order to maintain the lifestyles that everyone has become accustomed to, Jennings said.

Jennings described helpful hints for future first ladies. “She must quickly master the art of turning the other cheek, the art of non-discrimination, absolute discretion, and last but certainly not least, she should never give her heart to the institution, for the relationship may be pleasurable, but it is assuredly not permanent.”
PRESIDENT TO SPEAK AT OHIO STATE SPRING COMMENCEMENT

COLUMBUS -- Edward H. Jennings will follow tradition set by previous presidents of The Ohio State University by delivering the university's spring quarter commencement address June 8.

The 9:30 a.m. commencement in Ohio Stadium will be the 312th for the university and the final spring quarter graduation over which Jennings will preside.

Jennings was selected as the spring commencement speaker at the request of several university groups, including the University Senate Executive Committee, Mortar Board, the Student-Alumni Council and the Ad Hoc Committee on Commencement Speakers.

Jennings' resignation as president, announced last December, will become effective Sept. 1, nine years to the date after he took office. He plans to serve as a professor of finance.

The 10th president of Ohio State, Jennings will speak 112 years after Edward Orton, the university's first president, spoke to the first graduating class in 1878.

Every president has spoken at one or more commencements during their tenure. Some also have spoken before or after becoming president.

As will Jennings, his immediate predecessor, Harold L.
Enarson, spoke at the spring quarter commencement during his ninth and final year, 1981.

Unlike Enarson, this will be Jennings's first Ohio State commencement address. Enarson gave his presidential inaugural address at the autumn 1972 commencement. He also spoke in 1967 while he was still president of Cleveland State University.

At one time, it was common for the president and, on occasion, future and past presidents, to speak at commencement.

Between 1935 and 1960, the president, acting president or president emeritus gave the address on 17 occasions, and two also gave remarks prior to taking office.

Most of those speeches were given at the end of spring quarter. From 1935 to 1942, the president spoke each spring (a torrent of rain kept George W. Rightmire from delivering his scheduled speech in June 1937).

Howard L. Bevis, president from 1940 to 1956, gave the most addresses of any president, nine. Orton, Walter Q. Scott, Orton's successor, and James H. Canfield, the fourth president, gave the fewest, one. (The university has no record of the 1879 commencement).

In addition to Ohio State, Jennings has accepted an invitation to speak at the Tiffin University commencement on May 12. His past commencement speeches include addresses at the University of Nebraska and the University of Alabama at Huntsville.

A nationally recognized leader in higher education, Jennings chaired the Council of Presidents of the National Association of State Universities and Land Grant Colleges from 1988 to 1989.
Jennings is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan. He also is a member of the American Finance and Western Finance associations.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969. He has honorary degrees from Marietta, Bethany and Kenyon colleges.

He began his teaching career as a visiting lecturer in finance at Eastern Michigan University in 1967.

Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

He then served two years as president of the University of Wyoming before taking the presidency at Ohio State in 1981.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing.

#

**PRESIDENTS OF THE OHIO STATE UNIVERSITY**

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<td>Howard L. Bevis</td>
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<td>Harold L. Enarson</td>
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Jennings to address graduates

By Jennifer White
Lantern staff writer

President Edward H. Jennings will speak to OSU students and faculty at the spring quarter commencement June 8. The commencement, which will take place in Ohio Stadium, will be the president's first OSU commencement address.

According to Steve Sterrett, director of communication services at Ohio State, the president was nominated to speak at the commencement by several campus committees, including the University Senate Executive Committee and the Student-Alumni Council. Jennings accepted the invitation last week. All former OSU presidents have spoken at an OSU commencement during or after their tenure, Sterrett said.

Jennings' resignation as president, which was announced in December, will become effective on September 1. He will begin teaching finance courses at Ohio State after his resignation. Jennings became the president of Ohio State in 1981, following two years as the president of the University of Wyoming.

The president's executive secretary, Mary Basinger, said that, after nine years as OSU's president and two years as the president of the University of Wyoming, Jennings wanted to make a career change and begin teaching.

Jennings, who received his bachelor's degree in industrial management from the University of North Carolina in 1959 and completed his doctorate degree in finance from the University of Michigan in 1969, began teaching as a visiting lecturer at Eastern Michigan University in 1967. In 1969, Jennings became a professor of finance at the University of Iowa.

Faculty members in the College of Business said they are not certain what courses Jennings will teach within the finance department or when he will begin teaching.

In addition to speaking at Ohio State's spring quarter commencement, Jennings has accepted invitations to speak at Tiffin University's commencement in May.

Edward H. Jennings
Jennings helps campus group on Arbor Day

By Rebecca Walters
Lantern staff writer

A Shumard Oak tree was planted Friday on the Oval between Bricker Hall and the Main Library as part of the Campus Campaign kick-off which officially started April 20. President Jennings applied the finishing touches to the tree planting.

"The Campus Campaign is one of the largest single internal fund-raising campaigns of its kind," George L. Smith Jr., campaign co-chairman, said. In the first week alone, the new phase of the campaign already has $53,000 in the bank, he said.

"This is fitting that we have this (tree planting) this week because it is a confluence of three different events going on this week," Smith said. This past week was National Volunteer Week, Earth Week and the campaign kick-off took place.

Volunteers are a vital part of the Campus Campaign, guiding the individual campaigns of 37 academic and administrative units and distributing over 1,000 evergreen trees to the units.

The theme is "Growth: Planting Seeds for the Future" and the evergreens symbolize the new phase of the campaign, co-chairman Shirley Brooks said.

"When one (an evergreen) comes around to an office you are supposed to think of the campaign."

People from the Campus Campaign Council, the president's staff and volunteers were there to celebrate Arbor Day and take part in the tree planting.

President Jennings said the campaign symbolizes that the university has a wide variety of programs that are growing and prospering. Throughout the presentation, protesters were standing in the background with signs that said "OSU get off Mount Gra-

President Edward H. Jennings speaks at the Campaign Seeds tree planting ceremony on the Oval Friday. A Shumard Oak tree was planted to kick off the campaign.

ham," and "Jennings is a hypocrite."

Deans of several colleges were concerned about the timing of the drive, Provost Frederick Hutchinson said. But with money already received, he said he was convinced the timing was appropriate.

"On Arbor Day, 101 years ago, a tree was planted near Orton Hall because of the loyalty to this institution," Hutchinson said.

Kenneth Reisch of the Chadwick Arboretum, helped arrange for the tree donations and took care of the evergreens until they were distributed this past week.

"The Chadwick Arboretum is this whole campus," Reisch said. "It is probably one of the best kept secrets at this university." But he also said you will see it emerging more in the next few years. A three-and-a-half acre lake and gardens are being put in at the west entrance of Ohio State on Lane Avenue, he said.

Brooks said this tree planting will remind us that we are a part of Ohio State and what a great institution Ohio State is.
Jennings receives revised demands

By Michele McCollister
Latern staff writer

The leaders of seven black student organizations gave President Jennings a revised list of anti-racism policy demands upon OSU Friday, dropping their mandate that Michele Ann Yentes be expelled from the university.

The students' demands are in response to charges filed by the university against Yentes, 19, of 1293 Prentis House Court, saying she fabricated a story told to university police in which she claimed to have been raped on the oval by a black male.

The student representatives said Yentes' description of her attacker as black contributes to and is evidence of criminally-oriented stereotypes of black males.

After Yentes' reported the rape, composite pictures of a young black male were posted in campus buildings and buses.

The student leaders presented the revised list of demands to Jennings during a meeting called to discuss the appointment of a university committee on racism, one of the original demands presented earlier to Jennings.

The student leaders demand the committee be comprised of 50 percent black students, and they want the committee to be given the authority to delineate specific solutions to problems affecting black students within the commitment to cultural diversity by the university.

The groups want one of the committee's objectives to be a "thorough uprooting of racism inside OSU decision making structures through an educational process."

In a letter to the leaders of seven black student organizations dated April 25, Jennings responded to each of the demands, stating the results of the university's trial of Yentes could not be made public without the consent of the defendant due to federal statutes protecting student privacy.

Jennings said in the letter that the university judicial process had begun, adding the university is giving the matter priority.

"Given the seriousness of the charges, we are interested in acting as expeditiously as possible," he said in the letter.

In response to the other demands, Jennings called for the student leaders to help the university form creative ways to combat racism within the university community.

The revised list of demands presented April 27 is as follows:

- Immediate implementation of mandatory, ongoing workshops for all OSU police on reducing racism.
- Intentional, planned recruitment of black police officers into the OSU police department, including increased salary levels for OSU police, bringing OSU into a range competitive with the Columbus police.
- Formation of a committee charged with addressing the issue of racism on the OSU campus, 50 percent of which will be comprised of black students.
- Basic Education Requirements contain 25 mandatory credit hours of courses focusing on race and gender, ten hours of which will focus on African culture.
- A ban on the posting of composite drawings of any suspect in campus buildings or buses.

Last week, Jennings said the university does plan on introducing social diversity courses as part of a new general education curriculum. However, he did not say if these courses would particularly meet the demands made by the student groups.

Jewel Hein, the president of the Columbus chapter of the National Organization for Women said pro-choice didn't picket the rally because they didn't want to give the anti-abortion movement more publicity.

The media would have given the anti-abortion rally more coverage if there had been any conflicts with pro-choice picketers, she added.

Hein also said they don't accomplish anything when they try to talk with anti-abortion activists. "We will never change them," she said.

During Quayle's speech private security guards brought were forced to surround a man with other demonstrators so his anti-semetic sign could not read.
Tuition, faculty pay likely to be increased at OSU

By Tim Doulin
Dispatch Higher Education Reporter

Tuition for students and salaries for faculty and staff members are probably going up, and Edward H. Jennings' salary is definitely going down at The Ohio State University.

The OSU Board of Trustees yesterday set a nine-month salary of $119,660 for Jennings when he steps down as president of the university Sept. 1 to return to the faculty as a professor of finance.

The salary is less than the $146,286 a year Jennings currently receives as president but well above the average salary for a full professor of finance, which is $86,440.

Currently, the highest-paid finance professor receives $110,400 a year. That could go up if Jennings has his way.

At yesterday's trustees meeting, Jennings called for faculty and staff raises of 2 percent across the board.

In addition, faculty and staff members would be eligible for merit pay increases that will average about 4 percent, awarded at the discretion of the department. His recommendation calls for additional money to be given for excellence and to achieve equity, also at the discretion of the department.

Jennings also recommended that tuition be increased for in-state, undergraduate students to $731 a quarter, up from $730.

Graduate students, hit with a tuition increase of about 15 percent last year, would get a break this time around. Jennings is recommending a tuition increase for in-state graduate students of 8 percent. That would set tuition at $1,107 a quarter, up from $1,025.

Jennings is recommending a 12.5 percent increase in tuition for out-of-state undergraduate and graduate students, which now is at $2,093 and $2,550, respectively.

The board is expected to act on Jennings' budget recommendations at its next meeting, June 1. The new budget goes into effect July 1.

In remarks to trustees, Jennings was critical of the state legislature's failure to give OSU more money for the upcoming budget.

OSU is expected to receive about $357 million from the state for its 1990-91 budget, up from $339.64 million in 1989-90. Traditionally, the state contribution provides about one-third of a public university's total budget.

"The state seems not to appreciate the importance for Ohio and its citizens of having an internationally prominent comprehensive research university," Jennings said.

"In a time of resource constraints, it becomes too easy to opt for uniformity among all institutions, rather than focus on the unique needs and contributions of each institution."

Jennings recommended that OSU honor a legislated cap that limits the university to raising in-state, undergraduate tuition by 7 percent. The cap is in effect for the second year in a row.

Faculty and staff salary recommendations by Jennings are less than the 12 percent recommended by the Faculty Compensation and Benefits Committee. But Jennings said his recommendation should enable OSU to maintain its No. 3 faculty salary ranking among Big Ten schools.

"I think we will keep pace with the other schools, but it certainly is not going to advance us," Jennings said.

In other board action:
- Bharat Bhushan was named Ohio eminent scholar in mechanical engineering, effective Jan. 1, 1991. Bhushan is an expert on tribology, the study of friction between interacting parts such as gears. Currently, he is senior engineer at IBM's Research Division and manager of the Head-Disk Interface Depart-

Edward H. Jennings

ment of Almaden Research Center in San Jose, Calif.

- Named Gary L. Floyd dean of the College of Biological Sciences. He succeeds William Jensen, who remains a member of the faculty.

- Established a doctoral degree program in oral biology. The program, the first of its kind in the state, will focus on the relationship between biological investigation and clinical practice.


- Approved an honorary degree, doctor of humane letters, for Jennings.
CHANGE IN INDIVIDUAL ASSIGNMENT AND APPROVAL OF SALARY/BENEFIT ENTITLEMENTS

Synopsis: Change in individual assignment and approval of salary/benefit entitlements is proposed.

WHEREAS under Chapter 3335.09 of the Ohio Revised Code the Board of Trustees has the legal authority to appoint and fix the compensation of the President and faculty/staff of the University; and

WHEREAS Dr. Edward H. Jennings announced late last year his decision to leave his position as President of The Ohio State University and return to the faculty; and

WHEREAS the Board of Trustees warmly congratulates him on his splendid accomplishments on behalf of the University and supports his decision to seek this change:

NOW THEREFORE

BE IT RESOLVED, That a Notice of Appointment be issued to Dr. Edward H. Jennings specifying the rank of Professor in the Academic Faculty of Finance for a 9 month appointment commencing Autumn Quarter 1990 at a salary of $119,660; and

BE IT FURTHER RESOLVED, That pursuant to prior action of this Board, that prior to July 1, 1990, a payment be made to STRS on behalf of Dr. Jennings, in an amount equal to that which is sufficient to purchase up to five years of retirement service based on prior qualifying teaching in public service, said fringe benefit payment to be made from unrestricted monies received by the University pursuant to Section 3345.16 of the Revised Code; and

BE IT FURTHER RESOLVED, That for Dr. Jennings, faculty employment and a retirement arrangement providing for supplemental income as set forth in the letter recommended by the Personnel Committee and included in these minutes be approved, and that payment for the annuity contract and incidental tax obligations referred to in the letter is to be made from unrestricted monies received by the University pursuant to Section 3345.16 of the Revised Code; and

BE IT FURTHER RESOLVED, That the Secretary of the Board be authorized to implement the changes/actions set forth in this resolution.
BIOGRAPHY OF:  EDWARD H. JENNINGS

Edward H. Jennings became the 10th president of The Ohio State University on Sept. 1, 1981, after two years as president of the University of Wyoming. He also holds an appointment as professor in the Academic Faculty of Finance at Ohio State.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the
University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, Jennings served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa.

He also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. Jennings has been an adviser to the World Bank on establishing interest rates on loans to developing countries.

His international experience also extends to the Far East. Jennings led Ohio State's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

Jennings was named an honorary fellow of the Honda Foundation during ceremonies in Tokyo in 1986.

In 1983, the governor appointed Jennings to the Development
Advisory Council, which works with the Ohio Department of Development.

In 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration.

In 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

Jennings is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway, and is a member of the Ohio Center Board of Trustees.

He is a member of the National Association of State Universities and Land Grant Colleges. He is chair of the organization's Council of Presidents, chair of the 1988 Committee on Federal Tax and Fiscal Policy Issues and a member of the Committee on Federal Legislation.

Jennings is a member of the Ohio Board of Regents' Ohio Supercomputer Center Governing Board, the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan. Jennings also is a member of the American Finance and Western Finance associations.

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In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the Council on Competitiveness, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.

Jennings is a member of the boards of directors of Banc One Corp., Borden Chemicals and Plastics Limited Partnership, the Center of Science and Industry, Lancaster Colony Corp., and the Columbus Area Chamber of Commerce. He is a member of the boards of trustees of Children's Hospital Inc. of Columbus and the Columbus Symphony Orchestra.

He is an honorary member of the Ohio 4-H Board of Directors and an honorary trustee of the Columbus Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. He received an honorary doctor of humane letters degree from Kenyon College in 1987 and an honorary doctor of laws degree from Tiffin University in 1990.

Also in 1987, Jennings received the Affirmative Action
Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings and his wife, Barbara, live at 285 Croswell Road, Columbus. He has two sons, William F. and Steven W. Jennings.
JENNINGS TO TALK AT HAMILTON HIGH SCHOOL

COLUMBUS -- President Edward H. Jennings of The Ohio State University will present the graduation address at Hamilton (Ohio) High School at 7 p.m. on June 6.

Ohio State's 10th president, Jennings plans to step down Aug. 31 to resume a teaching career as a professor of finance at Ohio State.

Jennings came to Ohio State as president with a concurrent appointment as professor in the Academic Faculty of Finance Sept. 1, 1981, from the University of Wyoming, where he served as president for two years.

Previously, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born in Minneapolis in 1937, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned a Ph.D. in finance at the University of Michigan in 1969. He also worked as an industrial engineer between 1959 and 1965.

#
Jennings made king, then royally roasted

By Neerja Sharma
Lantern staff writer

President Edward H. Jennings was undoubtedly the “king for a day” at the students’ farewell roast for the president Thursday afternoon.

Jennings, members of his staff, and about 500 students attended the event in the Ohio Union ballroom.

At the beginning of the program, Jennings was driven from the president’s office to the East Ballroom of the Ohio Union in a miniature vehicle. When he was spotted by the audience inside, there was applause, but also laughter. Jennings and his driver, OSU psychology student Rich Vannmeter, were stuck inside the doorway. After several tries to get through the doorway, the vehicle raced through the door and Vannmeter drove the president to his honorary seat on the stage.

The president was crowned and pronounced king for a day by co-chair of the president’s farewell committee, Shawna Wilson, a transportation, logistics, and marketing student.

Rich Hollingsworth, Dean of Student Life, narrated the program. He presented the president’s life in a humorous light. As Hollingsworth entered each stage of Jennings’ life, students interrupted the program to seat Jennings in a different type of chair.

Each chair symbolized different stages of his life.

He sat in a director’s chair and a rocking chair. At one point students tried to seat Jennings on a toilet. The crowd began booing when Jennings refused to sit on it. Jennings just laughed, looked into the audience and said, “You sit on it.”

The students presented the president with a variety of gifts. On behalf of Residence and Dining Halls, Jennings received a condom.

“This is what all Ohio State students have to go through,” Wilson said as she rolled a human-size ball of red tape toward him.

The audience was given a chance to participate, when anyone was given a chance to come to the stage to speak to Jennings. One student said, “I respect you as a leader.” Another thanked him for taking the time to meet her father who had driven a lengthy distance to attend his daughter’s leadership banquet.

Mary Basinger, from the president’s office was impressed with the entertainment. “It was just wonderful,” Basinger said. “It’s going to make our’s (farewell program) look terrible.”

Jennings told the students he liked the fact students tried to include all facets of the university.

A few of the events included the Chinese Lion Dance, a dance per-

See JENNINGS: page 2
formed by the Buckeye Dance Team, and tunes by the Men's Glee Club.

Slides of Jennings were also presented which touched on his childhood years through his presidency at Ohio State.

"I'm not normally at a loss for words," Jennings said. "But I am today. Thank you."

"I'll be around here a long time. I look forward to hopefully seeing some of you in my classes," Jennings said.

The presidents farewell roast was sponsored by numerous organizations: Circle K, Ohio States Inc., Student Events Committee, Student-Alumni Council, Residence Halls Advisory Council, Undergraduate Student Government, Zip's Copying, Taylor Tower, and Inter-Professional Council.
WANTED!

STUDENTS TO ATTEND....

PRESIDENT JENNINGS' FAREWELL ROAST

ENTERTAINMENT WILL INCLUDE:
- THE OHIO STATE UNIVERSITY MARCHING BAND
- THE OHIO STATE CHEERLEADERS AND BRUTUS
- MEN'S GLEE CLUB
- PHI BETA SIGMA STEP DANCERS
- BUCKEYE DANCE TEAM
- OSU JAZZ BAND
- SIGMA NU FRATERNITY
- CHINESE LION DANCE
- "NOT QUITE THE MEN'S GLEE" — RHAC BARBER SHOP QUARTET
- NAVY ROTC DRILL TEAM

ALSO IN THE PROGRAM:
- A TRIBUTE TO PRESIDENT JENNINGS
- A SPECIAL SLIDE SHOW
- GAG GIFTS FOR PRESIDENT JENNINGS

Please attend!

THURSDAY MAY 10TH 3-5 PM
OHIO UNION BALLROOM

All OSU students Welcome!!
FACULTY AND STAFF PLAN FAREWELL PARTY FOR PRESIDENT JENNINGS

COLUMBUS -- All members of The Ohio State University faculty and staff have been invited to a farewell reception May 31 honoring Edward H. Jennings. The informal event will be held from 4 to 6 p.m. in the Ohio Union ballrooms.

Jennings, who has been president of Ohio State since 1981, has announced his resignation as president effective Sept. 1. He plans to return to the faculty as a professor of finance.

Music will be provided by the Tom Battenberg Quartet, and light refreshments will be served.

Beginning about 4:45 p.m., there will be a short program emceed by Frederick Hutchinson, vice president for academic affairs and provost. It will include several numbers by the Ohio State Pep Band, presentation of several gifts, and a video salute.

Party organizers chose to have the event at this time so that faculty and staff members who will not be on campus during the summer could attend.
THE CLASSROOM beckons as President Jennings makes the transition to Professor Jennings. For a look back and ahead, see pages 6 and 7.
A legacy of change
Edward H. Jennings, 1981-90

Accomplishments

President Jennings will have been in office nine years to the day Aug. 31 when he begins working full time as a member of the Department of Finance. During those nine years, he initiated and accomplished a number of major projects and goals. The following are a few of the highlights of his tenure:

A stabilization of the budget instituted major cost-savings measures beginning in 1981. Due to many outside pressures, Ohio State faced critical financial shortfalls when Jennings arrived in 1981. Although many department and office budgets have been tight for years, no employee has been laid off for fiscal reasons and faculty salaries have risen in relation to other Big Ten universities. As well, student fees have remained low in comparison to other Ohio universities.

The curriculum for undergraduates has been revamped with emphasis on courses across the curriculum throughout the undergraduate career in areas such as computer science, writing, the study of other cultures, and deeper appreciation of the diverse populations within the United States. The first courses in the new curriculum will be phased in beginning this autumn quarter for incoming freshmen.

Making Ohio State more responsive to affirmative action goals has been a high priority of Jennings’ administration. He established the Office of Human Relations, and the Young Scholars Program that provides academically promising young people from urban centers in Ohio a chance to attend college when otherwise they might have been restricted by cost.

A private fund-raising campaign will create dozens of faculty chairs, support research, defray costs for students, and help the University reach out to the community through areas such as the Warner Center for the Visual Arts and the funding of cancer research. Begun five years ago, the campaign has netted $130 million, a record for a public institution, and $50 million over the original goal.

A greater emphasis has been placed on staff advancement, including the creation of the Office of Career Development for all employees, the Staff Advisory Committee, professional development programs, and staff award programs.

Thirteen new centers or institutes have been established to nurture interdisciplinary activity, including the Biotechnology Center, the Net Shape Manufacturing Center, and the Center for Mapping.

Undergraduate instruction has been moved back to the Oval area. West campus facilities are used for support services and selected research activities.

In addition, he’s put major emphasis on more aggressive recruitment of top faculty and students, enhanced the physical plant with new and renovated buildings, helped the University’s research dollars grow to nearly $140 million annually, implemented the medical practice plan, and modified the University Seal by removing the name Columbus and inserting 1870 in order to emphasize our role to the entire state.

‘We should all recognize that the cost of education is not an expense, but an investment.’

‘...Ohio State’s distinguishing features define a new model — a model in which size, diversity, comprehensiveness, low cost and high quality have greater urgency and value than ever before.’
President leaves imprint across University

By Greg Brown

Jim Jennings' last day as president of Ohio State is Aug. 31. But don't dare tell him he's stepping down.

He says with pride and emphasis that he's always been a faculty member first. So, being known as Professor Jennings delights him.

Furthermore, he's truly excited about a new challenge. "The nature of human beings is to seek change, to look for new ways to improve ourselves. For me, careerwise, this means entering the academic world of finance in a more concentrated way."

As a member of the Department of Finance he'll give full time to teaching, research and consulting. Beginning in September, he can be reached at an office in Etamon Hall.

"Of course there's always more that could be done, but I'm at a point where I feel comfortable about having accomplished or set in motion many of my goals."

As president he's initiated some enormous changes. However, Jennings is quick to point out many of the changes occurred because of the good work of other people.

"What you have to understand is that a president's power mainly is that of persuasion. Especially at a university, I've found most issues are decided by people working alongside each other, not me telling them what to do."

I'm at a point where I feel comfortable about having accomplished or set in motion many of my goals!

Still, there's no denying that because of him Ohio State is a much different university than nine years ago.

As president he's overseen a major curriculum review, stabilization of the budget, retained efforts at faculty and student recruitment, expansion of affirmative action goals, the most successful fund-raising campaign in public higher education history, and the addition or remodeling of 3 million sq. ft. of buildings, among many others achievements.

He's the one responsible for bringing together the various entities enabling these efforts to succeed. Jennings is known as a tireless worker, often on the job before dawn and not off it until way after dark.

"It's important that I circulate widely among students, faculty, staff, alumni, legislators..." and the list goes on.

One activity he always looks forward to is commencement. It's a chance to congratulate the students and the many people who made their degree possible. He has two more ceremonies to administer, including spring graduation June 8 at which he will give the commencement address. In all, he will have awarded some 90,000 degrees.

"There are some things I'll miss," he says in a moment of nostalgia.

The high point of his presidency, he says, has been working with the many dedicated people who take teaching and research so seriously. "We've done a lot together, I believe."

The low point was the controversy surrounding the firing of the football coach in 1987. "There were personal issues I was dealing with then, as well, and it was not an easy time."

The head of any billion-dollar organization, such as Ohio State, is going to face tough choices at times. There's only so much budget to go around, and only so many favorite projects that can be brought to fruition. That's the territory Jennings knows, and people who move into it accept the exhilaration and the stress. Jennings doesn't belabor previous actions, though.

"What's past is past. I'm not one to dwell on it much. I say let's get on to the next chapter."

Maybe it's the presidency or the passage of time, but he says that compared to a decade ago he's more liberal in some ways. "I have more tolerance for young people today. After spending so much time listening to their ideas, I value a great deal what they have to say"; and more conservative in others. "I'm more of a believer than ever in the power and the effectiveness of free enterprise."

A few tasks still await his attention. Along with the usual details of changing administrations, he has to finalize the University's budget and appoint two acting vice presidents.

Next month while an Ohio University business in Italy, he'll also continue with the promotion of Ohio State and Columbus as one of the host cities for the 1994 World Cup soccer championship, this year being held in Italy.

And what might the next president face? "I don't want to preempt that person, but he or she no doubt will have to continue the effort of fundrais- ing, nurturing the faculty, and expand- ing even further our efforts at affirmative action."

At 53, Jennings is excited about his fourth career change. He's also hon- ored to have served as the 10th president of Ohio State.

"I'm certainly grateful to all the people connected with this University for their support and leadership. We have a fine institution. I'm proud and humbled at the same time to have been its president."

Honors and awards

President Jennings has received many honors and awards since he arrived from Wyoming in 1981. The following are but a few of those recognitions:

- The Ohio Governor's Award, in 1981, for contributions to education.
- The Louis W. Marmon Award, in 1987, from the Ohio State chapter of the American Association of University Professors, for commitment to academic freedom and shared responsibility for university governance.
- The Distinguished Service Award, in 1988, from the Black Clergy of Greater Cleveland, in recognition of efforts to promote affirmative action.

He will receive an Honorary Doctor of Humanities Letters Degree from Ohio State June 8 at commencement.

...(The Ohio State University Campaign) will enable the University to fulfill its potential as one of the premier institutions of higher education in the world.
Lancaster Colony names director

Edward H. Jennings, president of The Ohio State University, has been appointed a director of Lancaster Colony Corp., the company said yesterday.

The 53-year-old academician, who became OSU's 10th president in 1981, also is a director of Bane One Corp., Borden Chemicals and Plastics Limited Partnership and the Center of Science and Industry.

Jennings also is a trustee of the Columbus Symphony Orchestra and Children's Hospital.

Jennings, who plans to step down as OSU president this year, was president of the University of Wyoming before coming to Ohio. He holds a doctorate in finance from the University of Michigan and also is a professor of finance at OSU.

Lancaster Colony, a diversified consumer products manufacturer, also announced yesterday a regular 19 cents-per-share cash dividend, payable June 30 to shareholders of record June 11.
His Excellence given send-off
OSU has farewell fete for president

By Bernie Karsko
Dispatch Staff Reporter

"Nine Years of Excellence" was the theme of the party.
Hostesses wore blouses proclaiming: "I survived Ed Jennings' Nine Years of Excellence."
It was a way of both complimenting and kidding the outgoing president of The Ohio State University.
Edward H. Jennings has three months to serve, but the Office of Special Events threw a farewell party for him in the Ohio Union ballroom yesterday to allow faculty and staff members who won't be in the vicinity this summer to say "so long."
Whenever Jennings gave a speech about the university, "excellence" sprinkled his talk.
Unless it was in a whisper, nobody kidded Jennings yesterday about the excellent job he did. Perhaps for the 400 to 500 people who shook his hand, excellence was the best word to describe what Jennings represented to them in what he did for OSU.
He will become a finance professor when he steps down as president Sept. 1. That will be nine years since he became OSU's 10th president. He announced his resignation Dec. 2. A 15-member search committee is looking for his successor.
Accolades from alumni, faculty members and politicians suggested the committee won't really find a replacement.
Frederick Hutchinson, vice president for academic affairs and provost, announced contributions already are being made to an undergraduate endowment fund set up in Jennings' name.
Jennings was presented with a bound volume of his speeches, framed cartoons that appeared in the student newspaper The Lantern and a copy of a videotape touching on the highlights and lowlights of his presidency.
The tape was played for the audience after they waited patiently to go through a receiving line to shake Jennings' hand.
State Sen. Eugene J. Watts, R-Galloway, and Rep. Mike Stinziano, D-Columbus, both presented proclamations. Watts said in jest that the Senate's came on a 17-16 vote.
Stinziano pointed out that Jennings had a close working relationship with the House, "not only for leading the charge for OSU" but for all higher education in Ohio.
Stinziano acknowledged Jennings' rule in getting the Wexner Center, Cancer Hospital and supercomputer center. He also pointed out that Jennings was instrumental in a $400 million fund-raising campaign.
Jennings said he was proud of the building during his tenure but was just as proud of the people.

Edward H. Jennings greets well-wisher

"One thing we don't recognize is we've graduated nearly 100,000 students in the nine years I've been here," he said.
Jennings' collection of mementos as president will go on display in the main library in August.
Fittingly, the Pep Band closed the program. Many of those in the audience who didn't have tears trickling down their cheeks fought to hold them back when the band played Carmen Ohio.
Mrs. Jennings offered Tuition Trust post

By Duane St.Clair
Dispatch Public Affairs Coordinator

The Ohio Tuition Trust Authority is trying to hire an executive director immediately, but the second half of its program to help pay college costs — low-cost, tax-free bonds — may not start until early next year.

The authority on Wednesday offered the $65,000 director’s post to Barbara Real Jennings, wife of Edward H. Jennings, Ohio State University president. She is considering the offer but had not said late yesterday whether she would take it, authority officials said.

The authority had also interviewed Vincent Lombardi, who was development director for Cleveland in the administration of former Mayor George V. Voinovich.

Mrs. Jennings, an attorney, is vice president of investment banking for McDonald and Co. Securities Inc. Her former positions include director of regional campuses with the office of development at Ohio State, business development officer with The Ohio Company and associate dean at Case Western Reserve University.

The authority is trying to get its bond plan under way this summer but has run into legal and technical roadblocks, including the lack of an executive director to legally represent the authority in any bond deals.

Under a law enacted last year, the authority has asked the Ohio Public Facilities Commission to designate some bonds it sells so they can help support the tuition authority’s program.

The commission plans a $115 million bond sale in July to finance higher education construction projects. The tuition authority wants about $50 million of those bonds to be designated for the tuition program. Those bonds would be sold at less than face value of $5,000 each.

A tuition bond that is to mature in a dozen years might cost about $2,500. One that would be retired in six years might cost $4,000.

The remaining $65 million in bonds would be sold for $5,000 each and pay interest every six months, as is normally done in state bond sales.

Buyers could hold the discounted bonds until maturity at full value, cash them in, use the proceeds for college expenses and benefit from tax breaks on the accumulated interest earnings.

The authority runs a credit program that allows purchase of tuition credits for $33 each. A total of 100 of them will pay a year’s tuition at any state-supported college or university.

Eric Parks, an Ohio Senate staff member who has been working with the tuition authority, said the bonds would allow parents or grandparents to set aside money that can cover other college costs, including room, board and “Thursday night pizza.” The authority suggests investing in both parts of the program.

Commission Chairman Paul E. Goggin, representing Gov. Richard F. Celeste, said the commission will proceed “one step at a time” to decide on when to provide tuition bonds.

Because the commission’s next bond sale is so near, there may not be enough time to structure the package to include tuition bonds and sell the bonds on schedule, said Herbert T. Kruse, who coordinates bond sales for the Office of Budget and Management.
Barbara Jennings takes tuition authority job

Barbara Real Jennings has accepted the job of executive director of the Ohio Tuition Trust Authority, beginning June 18.

The job was offered Wednesday. Jennings, wife of Ohio State University President Edward H. Jennings, told authority officials of her decision late Thursday.

The authority offers a program for parents and others to pay for future college tuition through the purchase of tuition credits. It also will offer discounted state bonds as investments for future college costs.

Jennings, an investment banking company officer and a lawyer, will be paid $65,000 a year in her new post.
SEVEN RECEIVE HONORS AT COMMENCEMENT

COLUMBUS -- A community leader, a philanthropic couple, a renowned cardiologist, a dance innovator, a pioneer in psychiatric nursing, and President Edward H. Jennings received special honors from The Ohio State University at spring quarter commencement Friday (6/8).

The Distinguished Service Award was bestowed upon Charles McMurray Jr., Alex Schoenbaum and Betty Frank Schoenbaum, and the late James V. Warren, whose wife, Gloria Warren, will accept the award on his behalf.

Recipients of honorary degrees were Helen P. Alkire, Doctor of Education; Hildegard E. Peplau, Doctor of Humane Letters, and President Jennings, Doctor of Humane Letters.

Jennings was the commencement speaker at the 9:30 a.m. ceremony in Ohio Stadium. The university awarded 5,409 degrees and certificates.

The Distinguished Service Award is given to faculty members, administrators, alumni or others in recognition of outstanding service to the university. Those who have received or are eligible for an honorary degree are ineligible.

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The award consists of a medallion, presented at the commencement ceremony. In addition, a plaque containing the text of the citation is presented at the university's post-commencement luncheon.

Honorary degree candidates are nominated by faculty, students and others and considered by a university committee. The committee makes suggestions to the president, who then makes a recommendation to the Board of Trustees.

Charles McMurray Jr., a 1950 graduate of Ohio State in social administration, is manager of community and customer relations for Ohio Bell Telephone Co. in Columbus. His many years of leadership in civic and alumni groups have helped advance Ohio State's affirmative action goals. As a key member of the Merry Makers Club, he helped initiate annual fund-raising events to support minority scholarships at Ohio State. He also started a list of Black families willing to serve as hosts to out-of-state Black athletes.

Groups benefiting from his efforts include the Ohio State Athletic Council, the Alumni Advisory Council, the WOSU-TV Board of Governors, the university's National Scholarship Fund-Raising Committee, the Office of Minority Affairs, the Advisory Committee on Campus Grievances, and the Jesse Owens Foundation. In addition, his civic contributions have benefited many groups, including Community Resources for the Encouragement of Economic Development, the Columbus Chapter of People United to Save Humanity, the Columbus Leadership Council, the Capital Square Commission, the Columbus Urban League, and the American Red Cross.

Alex Schoenbaum and Betty Frank Schoenbaum reside in Charleston, W.Va., and Longboat Key, Fla. He is founder and retired senior chairman of the board of Shoney's Inc., a restaurant chain located in the Southeast, West and Midwest. Both Schoenbaums attended Ohio State's College of Business, and he graduated with a bachelor of science degree in 1939.

They have provided time and money, inspiration and leadership to the Ohio State University Campaign, for which Alex Schoenbaum serves on the National Campaign Steering Committee. He also has served as a member of the Development Fund Board of Directors and as a director of The Ohio State University Foundation.

Alex and Betty Schoenbaum both are members of The Presidents Cabinet of The Presidents Club, which recognizes the highest level donors to the university. They have established the Schoenbaum Scholarship Program to benefit students in the
colleges of Business and Education. Another fund created with their gifts supports graduate instruction and research in business administration.

Alex Schoenbaum was an All America football player and lettered in 1936, 1937 and 1938. He serves as volunteer national chair of Ohio State's Campaign for Athletic Excellence and was instrumental in funding the Woody Hayes Athletic Center.

James V. Warren, an Ohio State professor emeritus of internal medicine who died Feb. 16, was noted for pioneering work in cardiovascular research. A Columbus native, he received his Bachelor of Arts degree from Ohio State in 1935, graduated from Harvard Medical School in 1939, and completed his residency and research fellowship at Boston's Peter Bent Brigham Hospital. After teaching medicine at Duke, Emory and Yale universities, and at the University of Texas, he returned to Ohio State in 1961 as professor and chairman of the Department of Medicine.

He stepped down as chairman in 1979 but continued as professor until his retirement in 1986, when he became director of the Medical Humanities Program, dedicated to teaching interpersonal skills to future physicians.

His research included defining the mechanisms of congestive heart failure and of shock, cardiac arrhythmias, and sudden death. He was among the first physicians to use cardiac catheterization for diagnostic purposes and to study circulation of the ox and giraffe as a preparatory study for manned space flight.

Helen P. Alkire of Orient, an innovative educator and professor emeritus of dance, joined Ohio State's faculty in 1946. She was one of three founding members of the American College Dance Festival Association, formed to "encourage and recognize excellence in performance and choreography on the college level." Alkire also was a founding member of the Council of Dance Administrators.

She began with the dance program in the Department of Physical Education and developed it into a separate department in the College of the Arts in 1968, serving as professor and chair until her retirement in 1983.

She has held office on the National Educational Testing Service Panel for Scholars in the Arts. Her many awards include the Plaudit Award from the National Dance Association, and various artist/educator awards from the Greater Columbus Arts Council, the Ohio Arts Council and the Association of Ohio Dance Companies. Alkire also was a founding member of the National Association of Schools of Dance's Commission on Accreditation. She brought an extension of the Dance Notation Bureau of New York City to Ohio State. A Columbus native, she received two degrees at Ohio State, a Bachelor of Science in Education in 1938 and a Master of Science in 1939.

Hildegard E. Peplau is professor emeritus and former director of the graduate program in psychiatric nursing at Ohio State.
Rutgers, The State University of New Jersey. Her 1952 book "Interpersonal Relations in Nursing" revolutionized the field of nursing by defining the human connection between nurse and patient as the essence of nursing practice and a critical part of patient recovery. She influenced the development of rational and humane care for the mentally ill in the United States and has been called "the Mother of Psychiatric Nursing."

Peplau has lectured extensively throughout the world, and her innovative graduate nursing programs have been widely replicated. She has served three times as a visiting professor in Ohio State's College of Nursing, where she was instrumental in laying the foundation for the college's doctoral programs.

Her influence and scholarship have been felt throughout the nursing profession, and she has served in many leadership capacities, including as executive director and president of the American Nursing Association.

Peplau received a diploma in nursing in 1931 from Pottstown (Pa.) Hospital School of Nursing and her Bachelor of Arts in interpersonal psychology from Bennington College in 1943. She received her Master of Arts and Doctor of Education degrees from Columbia University's Teachers College in 1947 and 1953.

Edward H. Jennings came to Ohio State Sept. 1, 1981, as the university's 10th president. He also has held a faculty appointment as professor of finance, a role he plans to resume full time in September after he steps down as president.

Jennings served as president of the University of Wyoming for two years before coming to Ohio State. Before that, he was vice president for finance and university services and a faculty member at the University of Iowa.

Major accomplishments during his presidency include stabilization of the university's finances, introduction of a selective admission policy, review and revision of the undergraduate curriculum, and enhanced recruitment and support for outstanding faculty. In addition, under his leadership, Ohio State has become a recognized leader in promoting affirmative action in the recruitment and retention of students, faculty and staff.

In 1985, he launched The Ohio State University Campaign, the largest private fund-raising effort ever attempted by a public institution, which has exceeded its $350 million goal by $70 million.

In addition to his efforts for Ohio State, Jennings has been a spokesperson and advocate for higher education in Ohio and across the country. He has held many leadership positions in the National Association of State Universities and Land Grant Colleges, including serving as chair of the Council of Presidents, and has served on numerous other local and national boards. He has received honorary degrees from Marietta, Bethany, and Kenyon colleges. He is co-author of a textbook, "Fundamentals of Investments," now in a fourth printing, and has written several articles in academic journals.
Jennings is upbeat at OSU graduation

By Tim Deolin DISPATCH STAFF REPORTER

Presiding over perhaps his final commencement at The Ohio State University, President Edward H. Jennings, made sure yesterday to keep the spotlight on the 5,400 spring quarter graduates in Ohio Stadium.

Jennings, 58, who will return to the faculty Sept. 1, made no reference to his impending departure as OSU president after nine years. Instead, he delivered a short, upbeat and, at times, humorous address.

Selected to make the address at the request of several university groups, Jennings suggested that the graduates might prefer to hear from someone else, such as George Bush or comedian Bill Cosby.

"And still others might wish your commencement speaker was that notable underachiever, Bart Simpson," Jennings said.

Jennings said he remembered the day of his undergraduate commencement from the University of North Carolina in 1959. But he admitted he couldn't recall who delivered the commencement address.

"I'm sure that most of you at this moment don't care who is delivering the required commencement speech, just as long as it is short. It will be," Jennings said to the students, who cheered in appreciation.

Jennings asked students to reflect on world changes that had occurred in the last year, including the release from a South African prison of Nelson Mandela and the crumbling of the Berlin Wall.

"And who could imagine that we would have Teenage Mutant Ninja Turtles?" Jennings asked.

Jennings said he hoped a degree from OSU would help equip students for the challenges of the future and closed by saying "congratulations and best wishes in the pursuit of big plans and great endeavors."

Jennings still will be OSU president when summer commencement is held Aug. 31. But a new president is expected to be selected by then, and Jennings probably won’t preside over the commencement.

"He really considers this his last event for the university," an OSU official said yesterday. After the commencement, Jennings said he didn’t want to dwell in the speech on his tenure as president.

"On to the future. It always is," he said. Jennings is looking forward to returning to the faculty, said James L. Nichols, OSU treasurer and acting vice president of business and administration.

"You can almost see the weight of the pressure lifting off his shoulders. He has been very upbeat lately," Nichols said.

Shirley Dunlap Bowser, chairman of the OSU Board of Trustees, praised Jennings for his many contributions to OSU.

"He has consistently encouraged us to seize opportunities and strive for excellence," Bowser said. "Within this climate, Ohio State has gained international stature as an institution where the fundamental values of education, intellectual curiosity and the exchange of ideas flourish."

Students receiving diplomas yesterday praised Jennings for boosting the university’s research and fund-raising but were critical of his firing of OSU football coach Earle Bruce and of rising tuition.

Chris Van Arsdale, who received a bachelor's degree in education, thought Jennings remained, for the most part, inconspicuous — the hallmark of a good president.

"I think one of the things that makes a good president is that most of the students don’t know that you are even there," said Van Arsdale, 23, from Kansas City, Mo.

"From that standpoint, he didn’t make a big impact on my education as far as my being aware of him, so I'd say he did an all-right job."
I am delighted to have the opportunity to be your Commencement speaker. I am aware that some of you might have preferred to hear the President of the United States, or, perhaps, Barbara Bush. Others probably were hoping for Bill Cosby. And still others might wish your Commencement speaker was that notable underachiever, Bart Simpson!

More than likely, a few years from now, you won't remember who it was anyway. I must be honest with you that while my undergraduate Commencement day was, indeed, memorable, I don't remember the name of the person who spoke at that ceremony. And yet here I am, more than thirty years later, charged with the duty of being your Commencement speaker. I am sure that most of you at this moment don't care who is delivering the required commencement speech -- just so long as it is short! It will be.

Today is a memorable occasion in the life of our great University as we recognize your achievements and reaffirm our purposes. This also is a memorable day for each of the graduates -- a rite of passage.

As graduates, over the last few weeks, you have no doubt been thinking about the past -- your first day at the University, the long lines, the good friends you have made, the special faculty members who have encouraged you along the way -- and, perhaps, a few who have nearly kept you from being here!

And, while graduation day is a time for reflection, so too is it a time to look ahead. Today, I want to focus on the future.

You are graduating at an incredibly exciting time. Whatever your field of study, graduate or undergraduate degree, age, or country of origin, all of you will see and be a part of some extraordinary events.

Who can imagine what lies ahead? Consider for a moment the changes we have seen during this past year. Who could have predicted just last fall, as you were beginning your last year at Ohio State, the changes that would take place in Eastern Europe or in Africa? That Nelson Mandela would walk out of prison, that the Baltic States would clamor for independence, that the Berlin Wall would crumble? Who could imagine that we would have Teenage Mutant Ninja Turtles?
The pace of change is fast, and its implications enormous. What will the future hold for you? During my lifetime, the lifetimes of my parents and grandparents, there has been conflict in Europe. Now we are witnessing in Europe the development of a common currency, common passports, an enormously important economic community, and the opening of the Warsaw Pact countries to our ideas of freedom and democracy. With the easing of tensions between east and west, our global focus will perhaps shift to conflicts between north and south. And maybe -- just maybe -- during the next few decades, we will be challenged to manage peace.

Moreover, I have no doubt that as we usher in the 21st century, we will move dramatically closer to solving the riddles of the heavens, the creation of our universe, the mysteries of our species, and the fundamentals of matter. The future, indeed, will be filled with challenges and with opportunities -- great opportunities.

But your role as an educated person is not to try to predict the future. As the French author Saint-Exupery said in The Wisdom of the Sands, "As for the future, your task is not to foresee it, but to enable it." You cannot predict what will happen. But as an educated person, you can make things happen.

What is ahead? The only certainty is change. And those who will succeed in the future will be leaders who are comfortable with ambiguity, with disorder. The tolerance for ambiguity will be a strength for the future and is a hallmark of the educated person.

The greatest gift of your Ohio State education is arming you with the skills to engage in a lifelong pursuit of knowledge, and inspiring you to use these skills. Too often, students enter the classroom expecting to find answers. And yet, given the sweep of change over the last century, to give our students only today's answers is to severely handicap them for the future.

A good teacher challenges students with contradictions more than certainties, with dilemmas rather than dogmas. Here at Ohio State, you have not received all of the answers. In fact, if our faculty have truly succeeded, today you have more questions than answers.

Your university education at all levels, but particularly your undergraduate education, has given you, we hope, the fundamental skills for life, the skills needed to deal with a changing, disorderly, ambiguous world: the ability to communicate, to reason, to analyze and to integrate material. You have learned to find and use information. You are capable of making critical judgments and acting ethically on new information. You have learned to organize your ideas and
communicate them. You have tested the limits of your knowledge and continue to seek connections that expand our human potential.

Such capabilities will prepare you for the uncertain future. And as educated women and men, you must not be content to predict the future. Your responsibility is to shape it. Indeed, the word "education" is derived from the Latin "educare," which means "to lead out." It is your opportunity and your duty to lead our society intellectually and morally into the next century.

And truly, there is no limit to what you can do. Just as educated women and men in times gone by have conquered geographic frontiers, and later conquered some of the frontiers of space, so too can you conquer the modern frontiers of technology, of science, and of the human condition. I challenge you, above all, to do the great things, not the ordinary or the easy.

Everyday each of us hears too many naysayers and critics who quickly tell us what is wrong in our world and why something can not be done. I challenge you to seek greatness and to accept the responsibility for addressing today's concerns by thinking about tomorrow.

When the development of a superconducting supercollider is discussed across this nation, critics frequently question the value of such an expensive scientific undertaking. These debates remind me of the discussions surrounding the early days of the U.S. space program. President John F. Kennedy summarized our goals for the space program in his 1962 State of the Union Address as follows:

Our aim is not simply to be first on the moon, any more than Charles Lindbergh's real aim was to be the first to Paris. His aim was to develop the techniques of our own country and other countries, in the field of air and the atmosphere, and our objective in making this effort, which we hope will place one of our citizens on the moon, is to develop in a new frontier of science, commerce and cooperation, the position of the United States and the free world.

The benefits derived from the space program are many, some as important as increasing our understanding of the atmosphere and others as practical as Velcro and Teflon. By accepting the larger challenge of putting an American on the moon, we received benefits that were unimaginable at the time. In most cases, the greatest advances are those which are unplanned and unanticipated.
Kennedy went on to observe:

We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one we are willing to accept.

As an educated person, well prepared by your Ohio State experience, you must, I believe, continue seeking answers, even though we know that the answers will at times be unnerving and often will be unexpected. You must pursue answers even when that pursuit inevitably will give rise to many more questions. This is the nature of becoming educated -- intellectual curiosity and the willingness to keep asking questions.

Furthermore, you should continue to seek the answers to the most challenging questions of our day. The architect and city planner, Daniel Burnham, said, "Make no little plans; they have no magic to stir [our]. . . blood and probably themselves will not be realized. Make big plans; aim high in hope and work."

I charge you, as the leaders of the early 21st century, to accept the big projects and embrace the larger challenges. Not because they will be easy -- they will not. But because in so doing, you will shape a future for yourselves and for all humankind that is truly bright.

Again, congratulations and best wishes in the pursuit of big plans and great endeavors.

Thank you.
Jennings gives grads his view of the future

By Bob Boyce

Ohio State's graduates are responsible for shaping the future, according to President Jennings, speaking at the spring quarter commencement June 8.

"As educated women and men you must not be content to predict the future," he said. "It is your opportunity and your duty to lead our society intellectually and morally into the next century."

The address before 35,000 graduates, friends and relatives was the first for Jennings during his nine years as president. He will step down as the University's 10th president Aug. 31 to become a full time professor of finance.

However, he didn't spend time looking back. Instead, he emphasized the coming decades.

"I have no doubt that as we usher in the 21st century, we will move dramatically closer to solving the riddles of the heavens, the creation of our universe, the mysteries of our species, and the fundamentals of matter..." he said.

"The greatest gift of your Ohio State education is arming you with the skills to engage in a lifelong pursuit of knowledge, and inspiring you to use these skills. Too often, students enter the classrooms...

Continued on page 5. Edward H. Jennings
Spring commencement looks to future

Jennings...

Continued from page 1.

expecting to find answers. And yet, given the sweep of change over the last century, to give our students only today's answers is to severely handicap them for the future."

Just as educated women and men in the past conquered geographic frontiers and frontiers in space, today's graduates can conquer the modern frontiers of technology, science and the human condition, Jennings said.

'It is your opportunity and your duty to lead our society intellectually and morally into the next century."

He recalled the words of architect Daniel Burnham, who said, "Make no little plans; they have no magic to stir yours...blood... Make big plans; aim high in hope and work."

Jennings added, "I charge you as leaders of the early 21st century to accept the big projects and embrace the larger challenges. Not because they will be easy -- they will not. But because in so doing, you will shape a future for yourselves and for all humankind that is truly bright."

Graduates greeted the president with chants of "Ed, Ed" as he was first introduced by Shirley Bowser, chairperson of the Board of Trustees, and later as he received an Honorary Doctor of Humane Letters degree. Jennings also got a laugh and a round of applause when he joked about inviting "that noted underachiever, Bart Simpson" to present the commencement address.

'The University awarded 5,409 degrees and certificates, including 3,561 bachelor's degrees. One hundred eighty seniors received degrees summa cum laude and 315 were graduated cum laude."

Sharing the highest grade average, a 3.99, are Michael W. Grove of Cambridge, Ohio, who earned a Bachelor of Science summa cum laude with a major in zoology; and Erich J. Schwartz of Columbus, who received a Bachelor of Arts with distinction in chemistry.

In addition to Jennings, honorary degrees were awarded to Helen P. Alkire, professor emeritus of dance, the Doctor of Education; and Hildegard E. Poplaus of New Jersey, the Doctor of Humane Letters.

Distinguished Service Awards were presented to Charles McMurray Jr. of Columbus; Alex and Betty Schoenthal of Charleston, W. Va., and Longboat Key, Fla.; and the late James V. Warren, emeritus professor of medicine.

IT SEEMS THE THIRST for knowledge and the pursuit of food for thought never ends at Ohio State, even during commencement ceremonies. One graduate, above, asks that burning question, 'Is Elvis still with us?' And College of Engineering majors, right, take on the intricate physics of balancing, cutting and eating a six-foot sub sandwich while encumbered by cap and gown. From left to right, the 'researchers' are Dan Evers, Vince Fabro, Ken France, Bill Frey and Bart Gass.

ENGINEERING GRAD Sharron McCoy of Columbus, above, receives a hug from her benefactor, engineering alumnus John Shepherd of Cincinnati. A scholarship from Shepherd enabled McCoy to drop her workload at Sears from 46 to 20 hours a week, which in turn helped her concentrate on finishing her undergraduate degree. Because of having to work, it took McCoy almost nine years to earn her bachelor's in industrial and systems engineering.
An Undergraduate Scholarship Fund...

In recognition of the outstanding service given to this University by Edward H. Jennings, an endowed undergraduate scholarship fund is being created in his name. Gifts of any size from University faculty and staff members will be greatly appreciated.

Please make your check payable to The Ohio State University, and send to:

Office of the Treasurer
Scholarship Fund
Riverwatch
364 West Lane Avenue
Campus

Thank you for being part of this very special gift.

“Nine Years of Excellence”

Name ________________________

I will attend the reception on Thursday, May 31.

R.S.V.P. by May 23 (acceptances only)
Drop this card in Campus Mail

GOSH...A PARTY FOR ME...?

...WELL, WHAT EVER IT IS, JENNINGS, MAKE SURE YOU INCLUDE THE WORD "EXCELLENCE" A COUPLE DOZEN TIMES...

...GEE...I DON'T KNOW WHAT TO SAY...
President Edward H. Jennings

A reception honoring

"Nine Years of Excellence"

You are invited to attend

Thursday, May 31, 1990
4-6 p.m.

Ohio Union Ballrooms
1739 North High Street

"Of course, it's not like that..."

I had to remind him to do.

A bound book of commemorative letters is being prepared for President Jennings.

Please return the enclosed response card by May 23.

All letters must be received by May 17.

Campus
1100 North Oval Mall
102 Breckin Hall
Leidy Weeber

1

If you would like it to be included, please send on 8 1/2" x 11" letter with at least a 1 1/2" left margin, unlidded, to:

...
BIOGRAPHY OF: EDWARD H. JENNINGS

Edward H. Jennings is a professor of finance at The Ohio State University.

He served as the university's 10th president from 1981 to 1990. Before that, he served two years as president of the University of Wyoming.

Earlier, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in finance at Eastern Michigan University in 1967.

After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was - more -
chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, Jennings served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa.

He also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. Jennings has been an adviser to the World Bank on establishing interest rates on loans to developing countries.

His international experience also extends to the Far East. Jennings led Ohio State's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

Jennings was named an honorary fellow of the Honda Foundation during ceremonies in Tokyo in 1986.

In 1983, the governor appointed Jennings to the Development Advisory Council, which works with the Ohio Department of Development.

In 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the
JENNINGS -- 3

Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration.

In 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

Jennings is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway, and is a member of the Ohio Center Board of Trustees.

Jennings is a member of the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan. Jennings also is a member of the American Finance and Western Finance associations.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the Council on Competitiveness, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's Committee on Intercollegiate Athletics of the American Council on Education.
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Jennings is a member of the boards of directors of Banc One Corp., Borden Chemicals and Plastics Limited Partnership, the Center of Science and Industry, Lancaster Colony Corp., Super Food Services Inc. and the Columbus Area Chamber of Commerce. He is a member of the boards of trustees of Children's Hospital Inc. of Columbus and the Columbus Symphony Orchestra.

He is an honorary member of the Ohio 4-H Board of Directors and an honorary trustee of the Columbus Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his contributions to education. In 1984, Marietta College and Bethany College each presented him with an honorary doctor of laws degree in recognition of his distinguished career in higher education. He received an honorary doctor of humane letters degree from Kenyon College in 1987 and an honorary doctor of laws degree from Tiffin University in 1990.

Also in 1987, Jennings received the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities and the Louis Nemzer Award from the Ohio State chapter of the American Association of University Professors. The Nemzer Award is given annually to a faculty member who exhibits high standards of university citizenship and who is committed to academic freedom and shared responsibility for university governance.

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

- more -
JENNINGS -- 5

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings and his wife, Barbara, live at 285 Croswell Road, Columbus. He has two sons, William F. and Steven W. Jennings.

#
Jennings receives Greer Award

By David J. Bennett
Lantern staff writer

Ohio State President Edward H. Jennings was presented the 1990 Michael Greer Award by the Human Rights Campaign Fund on Saturday for his contributions to the advancement of human rights.

The HRCF is the largest political organization in the United States working for responsible federal AIDS policies and full civil rights for gay men and lesbians.

Michael Greer was a resident of Upper Arlington who died of AIDS in January 1986. During the last year of his life he set up a committee to present an annual award to "a person or group that best demonstrates building bridges between the gay and straight communities."

Jennings received the award at HRCF's sixth annual celebration at the Hyatt on Capitol Square. Elliot Fishman, the 1989 recipient of the Greer Award, presented Jennings with this year's honor.

Denis Cox, co-chairperson of the awards dinner, said Jennings was chosen because he has been very supportive of gay rights and human rights in general during his tenure at Ohio State.

"Dr. Jennings was the first university president to bring the AIDS quilt to his campus (in March)," Cox said. "He has also been very instrumental in bringing non-discriminatory policies to the university."

Greer's sister, Lynn, is the trustee of her brother's estate and a Columbus resident. Although she was not a member of the committee that selected Jennings for the award, she said she is pleased with the committee's choice.

"When Dr. Jennings first came to Ohio State he made sure that gays and lesbians were included in the university's anti-discrimination policy," Lynn Greer said. "He also played an important role in opening the Gay and Bisexual Student Life Center on campus."

According to a HRCF fact sheet, the organization "lobbies, educates, makes financial contributions to and helps elect members to the U.S. House and Senate who support fairness for lesbians and gay men and increased funding for AIDS research, education and treatment."

HRCF expects to contribute over $500,000 this year to candidates for the U.S. House of Representatives and Senate who support gay and lesbian and AIDS issues.
Returning to class common decision

Past presidents relate well with Jennings' choice

By David Wehrle
Lantern staff writer

Making it to the top doesn’t mean you have to stop looking for opportunities to advance professionally.

That’s why Donald Cruickshank and Frank Hale relate well with the decision of OSU President Edward H. Jennings to resign his office and head back to the classroom. Both are former college presidents who gave up their select positions to experience new challenges at Ohio State.

Cruickshank, now a professor and coordinator of teacher education at Ohio State, was president at Wheelock College, a private Boston school, in the early 1970s.

Although he wasn’t very interested in administrative work at the time, Cruickshank said he reluctantly took the job at Wheelock.

“I was very young at the time—40 then. They were very aggressive,” he said.

Cruickshank said the college misrepresented its financial situation and felt from the start he was on a fund-raising binge. However, there was another reason why Cruickshank was lured to Ohio State to coordinate the doctorate program in teacher education.

“I missed teaching. I was dramatically away from scholarly work. I felt I had been better contributing as an academic than as a university administrator,” Cruickshank said.

Hale was president of Oakwood College in Huntsville, Ala., for five years before returning to Ohio State in 1971, where he had been a student and instructor during most of the 1950s.

He resigned from the black liberal arts college to become associate dean of the OSU graduate school. What sold him on making the transition were the concerns of black graduate students at Ohio State at the time.

“They felt alienation and frustration. They felt they didn’t have anyone to turn to and needed people who could mentor them and understand their needs,” Hale said.

Hale retired from Ohio State at the end of last year, but went on to new challenges at Kenyon College, where he returned to administrative work as the executive assistant to the president.

Jennings, who will be replaced by University of Colorado President E. Gordon Gee effective Sept. 1, plans to teach finance at Ohio State. Jennings said the decision to move on into other areas of education isn’t an uncommon one for today’s administrators.

“My generation became presidents young so we’re resigning young. We’re getting out when there are still career opportunities available,” Jennings said.

See CLASS: page 2
"I was an undergraduate at a younger age. They're (presidents) coming in at their mid-50s, putting their time in, and leaving with time left in their professional lives," Cruickshank said.

Hale, who taught classes in communication after returning to Ohio State, isn't sure if he's the man to give advice about the classroom to Jennings. All facets of education are a matter of managing your resources, he said.

"You understand that teaching is a matter of application. It's understanding your subject matter, understanding your students, and enjoying them both," Hale said.

Cruickshank compares his short time at Wheelock College as a sort of sabbatical, while Jennings has been more or less away from the classroom for 10 years.

"College presidents don't have much time. They're lucky to have a couple of days a month to control. It's hard for anyone to come into it (teaching) right away," Cruickshank said.

Whether it's difficult or not for Jennings to adjust to sitting behind a different desk in the future, past experience has shown him that students won't let his credentials interfere - at least not for long.

"Half of them won't know who I am. The others will only be intimidated if I intimidate them," he said.
WATSON AWARD HONORS OHIO STATE'S PRESIDENT

COLUMBUS -- Edward H. Jennings, president of The Ohio State University, has received the 1990 William H. Watson Jr. Memorial Award for his leadership in developing a comprehensive action plan to involve Blacks in all facets of university life.

The award is presented annually by Ohio State's University College to individuals or organizations who embody the ideals and personal qualities of William Watson: academic leadership and commitment to the development of professional competency and to equal opportunity for all.

Jennings has been president of Ohio State since 1981. He is stepping down from that position Sept. 1 and will return to the faculty as professor of finance.

In presenting the award to Jennings at a reception July 17, Mac A. Stewart, acting dean of University College, praised the president for "the role he has played in enhancing human dignity."

Stewart cited Jennings' efforts to:

--promote revisions of the undergraduate curriculum that will "give our students greater exposure to different cultures and diverse populations."

--construct the Black Studies Community Extension Center on Mount Vernon Avenue.

- more -
--prepare young Black and other disadvantaged youngsters to attend college through the Young Scholars Program.

--develop new programs to retain students until they earn a degree from Ohio State.

--promote affirmative action in student recruitment and in employment of faculty and staff.

--cultivate a positive relationship with Black leaders around the state.

The award is named in honor of William Watson, who was associate dean of University College and professor of agricultural education. After his death in 1975, the memorial award was established with gifts to the university from his family, friends and colleagues.

Watson's widow, Catherine, attended the ceremony to honor Jennings.

University College enrolls most freshman and sophomores at Ohio State. They complete their basic courses in the college before concentrating on courses in their major fields of study.

Contact: Mac Stewart, 292-6344. (Steve/84)
8/12/90

To: Tom Spring

From: Mary Basinger

Will you please add the attached to EHJ's bio. Thanks.
WATSON AWARD HONORS OHIO STATE'S PRESIDENT

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- more -
WATSON AWARD -- 2

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Contact: Mac Stewart, 292-6344.  

(Steve/84)
At work

As His Time as head of Ohio State winds down, President Jennings clears up the details of nine years in office. He continues also to receive recognition. University College recently presented him with the 1990 William H. Watson Jr. Memorial Award for his leadership in involving Blacks in all facets of University life.
Jennings ready to leave spotlight
Nine-year reign to end Sept. 1

By David J. Bennett
Lantren staff writer

Ohio State President Edward H. Jennings is looking forward to having someone else be the center of attention after he steps down Sept. 1 and returns to the world of teaching.

After nine years of budget battles, personnel controversies and student complaints - not to mention endless media interviews - it is hardly surprising that Jennings is anxious to turn over the reins of power to his successor, Gordon Gee.

"My wife and I are looking forward to a new life and I won't be sorry at all to get the privacy that comes with a private life," Jennings said. "Those of us in the academic world aren't really prepared for the lack of privacy like people in, say, the political world."

Jennings, 53, became Ohio State's 16th president on Sept. 1, 1981, after two years as president of the University of Wyoming. Before serving there, he was vice president for finance and university services at the University of Iowa, where he was also a faculty member for 10 years.

Although Ohio State could be seen as a daunting challenge by a new president, Jennings believes his previous administrative experience prepared him well for the task of leading a university of this size.

"Being a president previously at another institution helps ... but you can never get the experience unless you come here and do it," he said. "Ohio State isn't perfect, but there aren't many places as challenging as this and it's a great university."

Jennings said the toughest situation he faced as university president came during his first year on the job.

"Cutting $50 million out of the budget (was the toughest), without a doubt," he said. "It was early in my time here, and I was trying to keep from cutting programs and raising tuition by any amount."

Jennings did not hesitate when he named the most difficult circumstance he encountered on a personal level during the last nine years.

"The most difficult personal situation was firing the football coach at a time when I was having some personal troubles as well," he said.

That football coach was Earle Bruce, who Jennings fired on Nov. 16, 1987, during the time the president was separated from his wife of 28 years, Mary. Edward and Mary Jennings were divorced in January 1988. He married his second wife, Barbara, in September of that year.

The Bruce firing ignited a storm of controversy, and the university soon was divided into two camps, one supporting Jennings and one backing Bruce.

The controversy was heightened by the fact that OSU Athletic Director Rickey Barnhart resigned in protest of Jennings' action, saying he could not be a party to Bruce's firing.

At the time, Jennings called the Bruce case a "personal issue," and said he would not discuss personnel matters with the press. Jennings also said Bruce's win-loss record (80-26-1) had little impact on the decision.

Bruce filed a $7.4 million lawsuit against Jennings and Ohio State on Nov. 20, 1987, but settled out of court a week later for $471,000. Bruce is now head football coach at Colorado State University.

Nearly three years after firing Bruce, Jennings still does not discuss the reasons behind his decision, but he said the pressure of maintaining Ohio State's rich football tradition affected his decision on Bruce "not a lot."

Jennings said he does not spend time second-guessing himself about the decision to fire Bruce or about any other decisions he has made.

"I've always been one to look toward the future, not back at the past," Jennings said.

Jennings' immediate future lies as a professor in Ohio State's finance department, although he will not be teaching any courses during fall quarter.

"I'll certainly be teaching a year from now and maybe sooner," he said.

Jennings said all the major goals he set for Ohio State in 1981 have been realized, but he acknowledged that Gee will still have work of his own to do when he arrives in September.

"We accomplished pretty much everything we set out to do, and if you read some of the early speeches you'll see that," Jennings said. "That doesn't mean there's not plenty to do, but Gordon will come in and put his stamp on things."

Jennings said he is reluctant to offer Gee any advice, but if Gee insists, he will do so. He said he expects Gee to do "just fine."

On the subject of athletics, Jennings said he is proud of the fact that Ohio State's minimum academic standards for athletic eligibility are higher than those set forth by the Big Ten, and the Big 10's standards are in turn higher than those required by the National Collegiate Athletic Association.

Jennings said he is not bothered that some people consider Ohio State a "football school."

"The public should realize that great academics and great football can co-exist," Jennings said. "There's nothing wrong with being known as a great football institution, because we're doing it within the context of a strong academic program."

"I think people know Ohio State is strong academically. We just need to recognize it a little more at home."

Jennings said he has never been concerned that some students do not know who he is, even after nine years on the job.

"It's just a case of the student body mirroring society ... students just come and go ... they want their degrees and they don't pay attention to who the president is," he said. "Ideally, we would like in a democracy for everybody to know who their leaders are, but that just isn't so."

Jennings said he could not name a particular accomplishment at Ohio State of which he is most proud, but he seemed to suggest a yardstick by which the public could measure the success of the Edward Jennings era.

"I guess you could ask, 'What is the academic reputation of the university?' and if it has improved (since 1981) that would be a major accomplishment."
Outgoing

Edward H. Jennings says time will tell how successful he was as president of The Ohio State University. Page 1 D.
Jennings is ready for his new career

OSU president leaves office after Friday’s graduation ceremony

By Tim Doulin
Dispatch Higher Education Reporter

Measuring success in academia is a little more difficult than in the business world, says the outgoing president of The Ohio State University.

“With a business, a CEO can sit down at the end of the year and tell whether he has been successful or not by looking at the balance sheet,” Edward H. Jennings, said this week. “But in academe, it sometimes takes a little more time.”

Jennings will preside over summer quarter commencement ceremonies at 3:30 p.m. today in St. John Arena, then turn over the presidency Friday afternoon to Gordon Gee, who has served the last five years as president of the University of Colorado.

Jennings will return to the faculty as full professor of finance, teaching courses about the business world, where success and failure are more clear-cut.

Time will have the final say on the success of Jennings’ nine-year reign.

Seeds have been planted for a successful affirmative-action program and curriculum reform. The significance of the most successful fund-raising campaign by a public university and the firing of the school’s football coach will continue to be discussed.

“But the things like the nurturing of faculty and getting the faculty salaries up are far more important to the institution than any one particular issue,” he said.

Under Jennings, OSU has reformed its curriculum, a move applauded in many circles of higher education. But the new curriculum has just been put into place, and students have yet to test it.

The Young Scholars Program, designed to boost enrollment of minority and low-income students, has been lauded nationally. But it will be at least eight years before students going through the program will graduate from college.

“There is no question that Ohio State is a leader in curriculum reform and affirmative action. That’s me, but it’s also the institution. It’s more a continuum than any particular point in time,” Jennings said.

Some of his successes are more tangible. OSU broke new ground with a recently completed five-year, fund-raising effort that brought in more than $450 million.

“Most of us came into public higher education with not only no fund-raising experience but no expectation of ever having to do any fund raising,” Jennings said.

“Private institutions know that it is important. We must recognize that we have been fund raising in public education, but it has historically been through the General Assembly and the governor. Now we have to fund raise in the private sector as well.”

Over the years, Jennings was outspoken about state support for OSU. The General Assembly did its best, Jennings says, but could have used more help from Gov. Richard F. Celeste.

“The reduction in taxes that took place in the Celeste administration is what hurt the funding for higher education.”

“I know everyone talks about how Celeste raised taxes by 90 percent, but that’s all been whittled away and income taxes are less than what they were before Celeste came to the governorship.”

One of Jennings’ most scrutinized decisions was the firing of football coach Earle Bruce, who compiled an 80-26-1 record with four Big Ten Conference championships in nine seasons.

Then-OSU Athletic Director Rick Bay quit in protest, and Bruce filed a $7.4 million lawsuit against the university.

Jennings was hurt by the incident, and “the reaction was much larger than I thought it would be.”

“Those things are never good, but I don’t think internally it hurt as much because the faculty was very supportive of me.”

The settlement of the lawsuit forbids Jennings from talking specifically about the reasons for dismissing Bruce. But he doesn’t back away from the decision.

“You can always second-guess yourself about what went right and what went wrong on an issue. But that is something I choose to do on my own.”

Successful academic and athletic programs are compatible, Jennings said, and he points out OSU has avoided athletic scandals that have plagued other schools.

Jennings said he is ready for a new beginning. He and his wife, Barbara, recently bought a new house in Victorian Village. He has moved into an office in Enarson Hall on W. 12th Avenue.

Jennings expects to teach a graduate seminar winter quarter and be back in the classroom full time starting next fall. He sits on the board of directors of several companies, which could spawn new business opportunities.

“I think I have had enough of public life,” he said. “This has been a part of my life, and now it is on to the next stage.”
Jennings to learn ‘magic is gone’

By Tim Doulin
Dispatch Staff Reporter

Today, Edward H. Jennings steps down as president of The Ohio State University and will join the faculty as professor of finance.

That fact wasn’t lost on John B. Gabel, an OSU English professor, when he delivered the commencement address yesterday to 1,856 summer quarter graduates in St. John Arena.

“Tomorrow at 5 o’clock Edward Harrington Jennings, 10th president of The Ohio State University, will pull shut his office door and walk away as plain old Prof. Ed Jennings, just one more faculty working-stiff,” Gabel told the audience.

To the delight of the crowd, Gabel good-naturedly let Jennings know what life would be like as a professor.

“To his credit, as president, Dr. Jennings never had a reserved parking place and had to hunt for an opening along with the rest of us,” Gabel said.

“But now when he gets a ticket for stopping illegally outside of Bricker Hall, he’ll have to actually pay the fine.”

Gabel said faculty members can’t wait to hear Jennings “complain about his football seats or the shortsightedness of administrators around this place.

“He’ll know the magic is gone when his colleagues’ eyes glaze over each time he starts with, ‘Now when I was in that job . . .’”

Gabel turned serious toward the end of the address to give Jennings a more respectful send off.

“A mere 10 presidents is not many to have served over the long span of time this university has been in existence. Simply to have been one of the 10 is a great honor. To have filled the role as notably as Edward Harrington Jennings has filled it is an exceedingly greater one,” Gabel said.

Jennings kept his composure throughout the proceedings and used his humor to save one awkward moment.

When OSU Board of Trustee Chairman Shirley Dunlap Bowser’s microphone repeatedly failed to work as she tried to present two honorary degrees, Jennings quipped, “I don’t know why that new president can’t fix the microphones.”

Gordon Gee, who has served as president of the University of Colorado the last five years, officially begins work as OSU president Tuesday.
CHAIRS NAMED IN GENETICS, DESIGN, FOOD, AND JEWISH STUDIES

COLUMBUS -- The Ohio State University Board of Trustees named chairpersons to head several departments Friday (9/7).

The appointees are Lee F. Johnson, Department of Molecular Genetics, through June 1994; James C. Kaufman, Department of Industrial Design, through September 1994; Ken Lee, Department of Food Science and Technology, through June 1994; and Tamar Rudavsky, Melton Center for Jewish Studies, through September 1993.

In addition, Professor Charles F. Mueller was named acting chair of the Department of Radiology through June 1991.

Johnson, a professor of biochemistry, has research interests in molecular biology and the regulation of gene expression. He has taught biochemistry, molecular biology and molecular genetics.

A faculty member since 1975, he is a member of the Molecular, Cellular and Developmental Biology Program and the Comprehensive Cancer Center.

Johnson has a bachelor's degree in chemistry from Muhlenberg College, a master's degree in molecular biophysics and a doctorate in molecular biophysics and biochemistry from Yale University. He did postdoctoral work in eucaryotic molecular biology at the Massachusetts Institute of Technology.

Kaufman, a product designer, came to Ohio State in August from the University of Illinois School of Art and Design where he was assistant director. He founded and directed the Electronic Imaging Lab and headed the Visual Research Lab. At Illinois, he taught courses in computer-aided design and worked to find innovative applications of computer technology for artists and designers.

He also has taught at the University of Cincinnati and Miami University. Kaufman has a bachelor's degree in design
from the University of Cincinnati, and master of arts and
master of fine arts degrees from the University of Notre Dame.
He succeeds Joseph Koncelik, who elected to return to the
teaching faculty.

Lee, an associate professor of food science at the
University of Wisconsin, will join Ohio State on Oct. 1.
At Wisconsin, Lee taught Science of Food, a popular course
that enrolls 900 students per semester and is broadcast live on
cable television. He also conducts research on food chemical-
nutrient interactions and mineral availability.
Lee chaired Wisconsin committees that planned an $11
million addition to the Food Science Department and directed
plans for a $3 million dairy research budget.
He has a bachelor's degree in food science from Rutgers
University and a doctorate in food science and nutrition from
the University of Massachusetts. He has taught at Wisconsin
since 1980. He succeeds James H. Martin as chair at Ohio
State.

Rudavsky is the Yassenoff Associate Professor of
Philosophy and Jewish Studies. She has taught at Ohio State
since 1978. Rudavsky also has taught at Trinity and Kenyon
colleges. Her recent writings have been on Maimonides and
Gersonides, 13th- and 14th-century Jewish philosophers. She is
currently working on a book on the concept of time in medieval
philosophy. Rudavsky teaches courses on philosophy of
religion, modern ethics, and history of philosophy.
She has a bachelor's degree in English and philosophy from
Simmons College, master's degrees in philosophy and Jewish
philosophy and a doctorate in philosophy from Brandeis
University. She has been acting director of the Melton Center
since last year.

TRUSTEES NAME EMERITI FACULTY
Trustees named as professor emeritus:
  -- Clifford V. Heer, Department of Physics, retroactive to
    July 1.
  -- Jon L. Higgins, Department of Educational Theory and
    Practice, retroactive to Sept. 1.
  -- Saad Z. Nagi, Department of Sociology, retroactive to
    Aug. 1.
  -- Robert M. Ryan, College of Social Work, retroactive to
    Aug. 1.
  -- Philip D. Stewart, Department of Political Science,
    retroactive to Sept. 1.
  John E. Arthur of the Department of Otolaryngology, was
  named clinical professor emeritus, retroactive to July 1.

Named associate professor emeritus, retroactive to Aug. 1, were:
  -- Janis M. Hughes, Cooperative Extension Service (Summit
    County).
  -- Robert A. Tanquist, College of Dentistry, Restorative
    and Prosthetic Dentistry.

-more-
PERSONNEL AND MISCELLANEOUS -- 3

George Sherer of the Cooperative Extension Service (Morgan County) was named assistant professor emeritus, retroactive to Aug. 1.

OTHER APPOINTMENTS
In other actions, trustees:
-- Reappointed Robert M. Rennebohm as associate professor of pediatrics.
-- Promoted Umit S. Ozkan of the Department of Chemical Engineering to associate professor and awarded tenure retroactive to Aug. 31, 1990.
-- Appointed 15 physicians and two dentists to the medical staff of University Hospitals and reappointed several others.
-- Appointed several doctors to the staff of The Arthur G. James Cancer Hospital and Research Institute.

STREET NAMED AFTER HILLIARD VETERINARIAN
Trustees voted to name the street north of the Veterinary Hospital after Vernon L. Tharp of Hilliard. The street is between John H. Herrick Drive and Coffey Road.
Tharp, of 7762 Roberts Road, is a member of the Ohio State Racing Commission.
He served 40 years at Ohio State, working variously as head of the ambulatory veterinary clinics, director of the Department of Veterinary Clinics, chairperson of the Department of Veterinary Medicine and associate dean of the College of Veterinary Medicine. Under his leadership, the Equine Research Group was developed and the Ohio State Racing Commission Laboratory was created.
He is a past president of the American Association of Bovine Practitioners, and the American and Ohio veterinary medical associations. The Ohio group named him Veterinarian of the Year in 1978.

EMPLOYEES TO PAY NO MEDICAL CARE PREMIUM IN DECEMBER

Trustees voted to give university faculty and staff a "health care premium holiday" for the month of December. For that month, employees will not have their share of health care premiums deducted from their paychecks.
The premium holiday is possible because medical care costs have not risen as rapidly as had been projected and it is estimated the university will have more money in its insurance reserve fund than required. This will be the second health care premium holiday this year. In May, Trustees authorized a premium holiday for September.

JENNINGS HISTORY AND PORTRAIT TO BE COMMISSIONED

It has been the policy and tradition of the Board of Trustees to commission a history of each of the university presidents’ years of service and an oil portrait of each man at the time of his leaving office. Friday, the trustees authorized the secretary of the board to commission an

--more--
"outstanding portrait painter" to paint a likeness of Edward H. Jennings and a "notable historian" to prepare a history of the Jennings years (Sept. 1, 1981 to Aug. 31, 1990). Both will be financed from unrestricted gifts to the university's endowment fund.

Contact: Tom Spring, University Communications, (614)292-2711.
BIography of: Edward H. Jennings

Edward H. Jennings is a professor of finance at The Ohio State University.

He served as the university's 10th president from 1981 to 1990. Before that, he served two years as president of the University of Wyoming.

Earlier, he was vice president for finance and university services at the University of Iowa, where he also was a faculty member for 10 years.

Born Feb. 18, 1937, in Minneapolis, Jennings grew up in Washington, D.C. He received his Bachelor of Science degree in industrial management from the University of North Carolina in 1959 and his Master of Business Administration degree in 1963 from Western Reserve University (now Case Western Reserve). He earned his Doctor of Philosophy degree in finance at the University of Michigan in 1969.

Jennings' background includes experience in both the academic community and private enterprise. He was an industrial engineer for Deering Milliken of Spartanburg, S.C., from 1959-61, and a senior industrial engineer, production planner and production supervisor with Merck and Co., West Point, Pa., from 1963-65.

He began his teaching career as a visiting lecturer in finance at Eastern Michigan University in 1967.

- more -
After receiving his doctorate, Jennings joined the University of Iowa faculty in 1969, rising from assistant professor to professor of finance and serving in several administrative capacities. He was chairman of the Department of Business Administration, 1974-75; assistant dean of faculties and director of Summer Session, 1975-76, and vice president for finance and university services, 1976-79.

While at Iowa, Jennings acted as an adviser to the Iowa Bankers Association and held visiting appointments at the University of Hawaii, 1974, and at the University of Dar es Salaam, Tanzania, 1972-73.

He traveled to Tanzania on a Rockefeller Foundation grant to teach finance and assist in forming a College of Management there. While abroad, Jennings served as adviser to Tanzania's National Developmental Corp. and to the Rockefeller Foundation regarding management education in East Africa.

He also participated in finance and economics conferences in East Africa, and in professional associations in the western and midwestern United States. Jennings has been an adviser to the World Bank on establishing interest rates on loans to developing countries.

His international experience also extends to the Far East. Jennings led Ohio State's delegation to the People's Republic of China, Taiwan and Japan in 1983 and was a member of the Governor's Trade and Investment Mission to Japan, South Korea and Taiwan in 1984.

Jennings was named an honorary fellow of the Honda Foundation during ceremonies in Tokyo in 1986.

In 1983, the governor appointed Jennings to the Development Advisory Council, which works with the Ohio Department of Development.
In 1985, Jennings was named to the Mayor's Christopher Columbus Quincentennial Jubilee Commission which will coordinate city planning for the 500th anniversary, in 1992, of Columbus's first voyage to the Americas. He serves on the board of trustees of AmeriFlora '92, the international floral exposition to be held in Columbus in conjunction with the celebration.

In 1988, Jennings was appointed by the governor to the Ohio 1992 Commission planning the statewide quincentennial commemoration.

Jennings is president of the I-670 Corridor Development Corp., a city agency which oversees the orderly development of business adjacent to Columbus's newest interstate highway, and is a member of the Ohio Center Board of Trustees.

Jennings is a member of the board of directors of the National Merit Scholarship Corp. and the advisory board of the Paton Accounting Center in the Graduate School of Business Administration at the University of Michigan. Jennings also is a member of the American Finance and Western Finance associations.

In 1985, Jennings was named to chair a national panel to assess the baccalaureate degree in nursing. The project was supported by a grant from the Pew Memorial Trust to the American Association of Colleges of Nursing.

Other memberships include: the Marine Corps Historical Foundation Advisory Committee, the Council on Competitiveness, the United Negro College Fund's Central Ohio Advisory Board, the Health Education Committee of the Association of American Universities, the National Committee on United States-China Relations, and the President's
Committee on Intercollegiate Athletics of the American Council on 
Education.

Jennings is a member of the boards of directors of Banc One Corp., 
Borden Chemicals and Plastics Limited Partnership, the Center of 
Science and Industry, Lancaster Colony Corp., Super Food Services Inc. 
and the Columbus Area Chamber of Commerce. He is a member of the 
boards of trustees of Children's Hospital Inc. of Columbus and the 
Columbus Symphony Orchestra.

He is an honorary member of the Ohio 4-H Board of Directors and an 
honorary trustee of the Columbus Council on World Affairs.

In 1981, he received the Ohio Governor's Award for his 
contributions to education. In 1984, Marietta College and Bethany 
College each presented him with an honorary doctor of laws degree in 
recognition of his distinguished career in higher education. He 
received an honorary doctor of humane letters degree from Kenyon 
College in 1987 and an honorary doctor of laws degree from Tiffin 
University in 1990.

Also in 1987, Jennings received the Affirmative Action Award of 
Distinction from the Ohio State Committee on Women and Minorities and 
the Louis Nemzer Award from the Ohio State chapter of the American 
Association of University Professors. The Nemzer Award is given 
annually to a faculty member who exhibits high standards of university 
citizenship and who is committed to academic freedom and shared 
responsibility for university governance.

- more -
JENNINGS -- 5

Jennings received the 1988 Distinguished Service Award from the Black Clergy of Greater Cleveland in recognition of Ohio State's affirmative action plan.

He is the co-author of a textbook, "Fundamentals of Investments," now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings and his wife, Barbara, live in Columbus. He has two sons, William F. and Steven W. Jennings.

#
CONGRATULATIONS ARE IN ORDER as President Jennings welcomes back Francille Firebaugh, former vice provost for international affairs, to receive the Distinguished Service Award Aug. 30.

Just ‘plain Professor Jennings’

Editor's note: John Gabel ended his commencement address with a sometimes lighthearted, but always heartfelt, tribute to outgoing president Edward H. Jennings. The text of those comments follows:

I close by pointing out that this graduating class of the summer of 1990 has among its one member who is sitting not there on the floor (of St. John Arena) but here on the stage — and this is President Jennings.

This is the final commencement over which he will preside as chief executive of The Ohio State University. Tomorrow at 5 o’clock Edward Harrington Jennings, 10th president of The Ohio State University, will pull shut his office door and walk away as plain old Professor Ed Jennings, just one more faculty working-stiff. What a change that will make in his circumstances!

To his credit, as president Dr. Jennings never had a reserved parking space and had to hunt for an opening along with the rest of us. But now when he gets a ticket for stopping illegally outside Bricker Hall ("just for five minutes, Officer"), he’ll have to actually pay the fine.

His about-to-be faculty colleagues can’t wait to hear him complain about his football seats or the shortsightedness of administrators around this place.

He’ll know the magic is gone when his colleagues’ eyes glaze over each time he starts with, “Now when I was in that job...”

A mere 10 presidents is not many to have served over the long span of time this University has been in existence. Simply to have been one of the 10 is a great honor; to have filled the role as notably as Edward Harrington Jennings has filled it is an exceedingly greater one.

“Excellence, excellence, excellence,” he dinned into us through these nine years, so incessantly that we’ve come to believe we can achieve it. Ohio State’s new leaders we expect to take advantage of that impetus and to quicken the pace of the University’s run for the 21st century. Members of this graduating class can be proud to say that they were here when the race began.

September 20, 1990/onCampus/5
Welcome to
The
Student Farewell Event
for
Edward H. Jennings
President of
The Ohio State University
1981-1990

Born on Feb. 18, 1937 in Minneapolis, Edward Jennings grew up in Washington D.C. He received his B.S. degree in Industrial Management from the University of North Carolina in 1959, his MBA in 1963 from Case Western Reserve, and his PhD in finance from the University of Michigan in 1969. Dr. Jennings's career includes service to both the academic community and private enterprise. Besides his presidency, Dr. Jennings has served as advisor, teacher, and board member. His experience spans not only many fields of endeavor, but many nations as well, including Asia, Africa, and Europe. Dr. Jennings has received numerous awards, including the Affirmative Action Award of Distinction from the Ohio State Committee on Women and Minorities. His current involvement includes several local and national organizations and is co-author of the textbook, "Fundamentals of Investments." After leaving office this September, Dr. Jennings plans to teach finance.

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CARMEN OHIO

Oh! Come let's sing Ohio's praise, And songs to Alma Mater raise; While our hearts rebounding thrill, With joy which death alone can still. Summer's heat or Winter's cold, The seasons pass, the years will roll; Time and change will surely show How firm thy friendship, O-hi-o.

Thanks to the following Organizations:
Circle K
Ohio Staters Inc.
Student Events Committee
Student-Alumni Council
Residence Halls Advisory Council
Undergraduate Student Government
Zip's Copying

Special Thanks to:
Sue Mayer
Barbie Tootle
David Mucci
Sue Miller
Rich Hollingsworth
and
Dr. Edward H. Jennings
Committee takes first steps in hunt for school chief

By Barbara Carmen
Dispatch Schools Reporter

The details of choosing a new Columbus schools superintendent will be percolated over coffee this morning in a private Downtown club by three who will lead the search: Anne Hall, Edward H. Jennings and the Rev. Jesse Wood.

Jennings, past president of The Ohio State University, and Wood, pastor of Love Zion Baptist Church at 1459 Madison Ave., will head a citizens committee charged with developing a checklist of traits the next schools chief should have.

Hall, a school board member, made the announcement yesterday.

The name of the new superintendent is to be announced by March 1, she said.

Superintendent Ronald E. Etheridge has said he will not ask the board to renew his contract when it expires in July.

The board accepted Etheridge's decision in a letter but is considering voting formally to certify it will not renew his contract. The board fears candidates may hesitate to apply if they are not certain the position is open, Hall said.

"We don't want it (the vote) to reflect on Dr. Etheridge. It's not a slap," she said.

Hall, at a news conference yesterday, pledged to hold a public search. That is in contrast to the secret process used to find Etheridge.

Letters were sent last week inviting community and education leaders to serve on the citizens committee. Hall, Jennings and Wood are to sort through those names this morning over breakfast at the Capital Club to choose about 40 to serve.

The job will be advertised, and search consultants will be hired. Finalists will be interviewed by the citizens committee as well as introduced at public meetings.

"It's the beauty contest we avoided last time," Hall quipped. "We're going to roll out the runway. "

"The board made a decision to follow, at least in spirit, the process used in 1982," when James G. Hyre was chosen as superintendent.

At that time, a citizens committee came up with 50 qualities it wanted in a superintendent, including:

- Has a sense of humor.
- Is tactful, knowing not only what to do but how to do it.
- Anticipates problems or crises.
- Has budgetary skills to eliminate waste.
- Knows how to promote a positive and excellent climate to attract and keep competent employees.

Hall said she expects the superintendent selection process to move quickly. The citizens committee leaders will bring fresh views to the effort, she said.

Wood said being asked to lead the group is "both an opportunity and a privilege."

"I think the selection of a new superintendent is a very critical event that needs to take place in our city," he said.

"I would hope my being asked is because they believe I can bring some sense of fairness and competence to the position," Wood said.

The search can help heal community wounds, said Wood, who holds a master's degree in educational administration from OSU. "It certainly is going to call for a cooperative effort on the part of a broad community."

Jennings, an OSU finance professor, said the group "should move rapidly. I would hope by mid-November or by Thanksgiving to have criteria set up ... and we'll produce what Columbus deserves — one of the best superintendents in the country."
University investment decisions difficult

By Barnel D. Wolf
Dispatch Business Reporter

Colleges and universities have more difficulty than other institutions making socially based investment decisions because of the many views that must be considered, two university leaders said yesterday.

"We have an enormous diversity of opinion to be debated" before socially influenced investment actions are taken by a board of trustees, said Edward H. Jennings, former president of The Ohio State University.

Jennings and Ohio Wesleyan University President David L. Warren discussed the pressures and processes of "socially responsible investing" during a program yesterday sponsored by the Council for Ethics in Economics.

Although there are major social issues on the horizon that could cause an institution either to make new investments or divest old ones, "We have to be reactive" to allow a consensus to develop, Warren said.

Institutional rules of investment are based on two major tenets. One is the "prudent man" rule, in which decisions must be made in a circumspect manner, as the individual trustee might make for himself.

The other rule is that institutions should be neutral on economic and political issues. Even so, Warren said, there are some caveats, such as the effect either on the institution or its mission.

Warren said the most notable divestment debate of the past decade has been over doing business in South Africa, where the system of apartheid prevents blacks from having the same rights as whites.

When Ohio Wesleyan chose this year to fully divest itself of securities held in companies operating in South Africa, the decision was made not so much because it would have any effect on those companies or on South Africa, Warren said. Instead, it was based on the effect it would have on the Wesleyan community.

"The students and teachers voted for total disinvestment," he said. The university also began a plan to improve minority recruiting.

Although Wesleyan faced political attacks and some unhappy alumni over its decision, it acted in "an affirmative way" to many of its communities, he said.

After the decision has been made to divest, the institution needs to explain what that means, as well as identify the investments involved, Jennings said.

"What do you mean doing business in South Africa?" he asked, playing the role of a university chief financial officer. Does that involve retail, wholesale or import trade, or buying raw materials?

Unless those questions are answered, Jennings noted, "You will divest yourselves of all securities."
UNCF TO HONOR OHIO STATE UNIVERSITY AND EDWARD H. JENNINGS

COLUMBUS -- The nation's leader in financial support for predominantly Black colleges and universities will honor The Ohio State University for opening doors to minorities in higher education.

The United Negro College Fund's 46th annual dinner in Columbus on Oct. 25 will pay tribute to Edward H. Jennings, immediate past president of Ohio State, and will honor the university.

Founded by Frederick E. Patterson in 1944, UNCF is a nonprofit corporation representing a consortium of 41 predominantly Black colleges and universities. Wilberforce University in Ohio, is one of the institutions benefiting from UNCF support.

The dinner is expected to draw over 600 guests. It will begin at 7 p.m. in the Hyatt Regency Hotel, 350 N. High St.

During the dinner, Wilberforce University will confer an honorary degree on Jennings. In addition, Ohio State's pep band and Kaelyn Cocroft, Ohio State's 1989 homecoming queen, will perform.

One of the highlights of the evening will be the awarding of medallions to distinguished scholars from all over the country,
many of whom have received their undergraduate degrees from UNCF institutions and have earned their doctorates or professional degrees from Ohio State. This select group includes presidents of colleges, physicians, judges, and educators.

Jennings became president in September 1981. He left the presidency Aug. 31, 1990, to return to the faculty as professor of finance. He was succeeded as president by E. Gordon Gee.

"We are recognizing Dr. Jennings and Ohio State because they have forged a significant partnership with UNCF institutions that we believe is a national model," explained James Allen, special consultant to UNCF.

"Ohio State has worked with our Black colleges to encourage their students to pursue graduate and professional studies at Ohio State," Allen said.

"Ohio State also has developed programs with specific Black colleges to exchange faculty and students and to enrich the academic opportunities for all involved."

Allen also cited a number of other programs which encourage minority participation at all levels at Ohio State.

Joseph Russell, vice provost for minority affairs at Ohio State, complimented UNCF for its vital support of the nation's Black colleges and universities.

"One of the strengths of American higher education is its diversity," Russell said. "All of us in higher education benefit from the unique contributions of historically Black colleges and their work must be supported."

"Of course, we at Ohio State hope students from these colleges will consider the opportunities here when they think about continuing their education -- whether it be in law school, medicine, or a doctorate in history."

In singling out Jennings and Ohio State, UNCF cited a number of accomplishments:

-- The university's Minority Graduate Visitation and Fellowship Program, begun in 1971, has hosted 250 students annually from historically Black colleges and universities. Each institution sends five of its highest ranking seniors to visit Ohio State for two days and learn about opportunities for graduate study and professional education. More than 1,300 students have been awarded fellowships through this program and

-more-
about 80 percent have earned master's and doctoral degrees. The university has supported this program with more than $15 million.

-- The Freshman Foundation Program, established in 1970, has provided financial aid to more than 10,000 disadvantaged minority students. The university has contributed more than $20 million to this program.

-- In response to declining enrollments of Black students, Jennings in 1987 committed the university to an Action Plan for the Recruitment and Retention of Black Students. The plan aims to increase Black enrollment through stronger recruitment and efforts to encourage students to stay in school and earn their degrees. A key component of the Action Plan is the Young Scholars Program that identifies youngsters in the sixth grade to participate in a six-year series of academic enrichment activities to prepare them for college.

-- The Black Studies Community Extension Center moved into a new building on the Near East Side of Columbus in 1985, and the Frank W. Hale Jr. Black Cultural Center was dedicated on campus in October 1989.

-- Under Jennings' leadership, the university established the annual Distinguished Affirmative Action Awards and a competitive grants program to support new initiatives in affirmative action by offices and departments of Ohio State.

-- The Minority Scholars Program was founded in 1982 to attract highly capable minority high school seniors. Through this program, more than 700 students have received full-tuition scholarships renewable for up to 5 years.

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Contact: James L. Allen, 221-5309, and Joseph Russell, 292-4355.
UNCF DINNER HONORS OHIO STATE'S FORMER PRESIDENT

COLUMBUS -- The United Negro College Fund has presented its highest honor, the Fredrick Douglass Patterson Award, to Edward H. Jennings, immediate past president of The Ohio State University.

UNCF's 46th annual dinner in Columbus Oct. 25 paid tribute to Jennings and honored Ohio State for opening doors to minorities in higher education. The event was UNCF's most successful dinner in central Ohio with nearly 1,000 guests.

Virgil E. Ecton, senior executive vice president and chief operating officer of UNCF, lauded Jennings and Ohio State for the university's partnership with the 41 predominantly Black colleges and universities which make up the UNCF consortium.

In accepting the award, named for UNCF's founder, Jennings emphasized Ohio State's continued support for educational opportunity. He predicted that Ohio State's new president, E. Gordon Gee, who also spoke briefly at the dinner, "would extend our commitment to excellence in affirmative action far beyond what we've done in the last 10 years."

In yet another honor, John L. Henderson, president of Wilberforce University, conferred on Jennings an honorary Doctor
of Humanities degree. Wilberforce is the nation's oldest historically Black college and the only UNCF institution in Ohio.

After nine years as president of Ohio State, Jennings two months ago returned to the faculty as professor of finance.

C. Ronald Tilley, general chairman of the 1990 UNCF Central Ohio Campaign, told the dinner that the annual campaign is right on schedule with half the $1 million goal raised. Tilley, chairman of Columbia Gas of Ohio, accepted a check for $75,000 from Judy Barker, president of the Borden Foundation.

The dinner included a parade of dignitaries which featured presidents and former presidents of Ohio universities and UNCF colleges and prominent Ohio State alumni.
FOR HIS CONTRIBUTIONS to minorities in higher education, former president Edward H. Jennings, right, receives the Patterson Award from Virgil E. Ecton of the United Negro College Fund.
Reese medal

Edward H. Jennings, professor of finance, is the fifth recipient of the Everett D. Reese Medal, which honors exceptional service to the University's fund-raising programs.

Jennings, former University president, received the award at a Nov. 2 formal dinner celebrating the successful conclusion of the Ohio State University Campaign. The five-year campaign ended on June 30 and surpassed its original goal of $350 million by raising more than $460 million for University projects and priorities.

In presenting the Reese Medal to Jennings, President Gee said, "It is largely because of the leadership, service, wisdom, and vision of this individual that we gather here tonight to celebrate one of the most successful fund-raising campaigns in the history of public higher education in this country."

"It is certainly fitting that Ed Jennings receive the Reese Medal for his extraordinary leadership in University development," said Donald D. Glower, vice president for University communications and development. "Part of his legacy to the University will be the benefits that will accrue, because of the campaign, for countless generations of students for years to come."

The Reese Medal, established in 1984, is named for Everett D. Reese, retired chairman of the board of City National Bank (now Bank One of Columbus) and Park National Bank of Newark. An Ohio State alumnus, Reese was one of the founders of the Presidents Club, Ohio State’s donor recognition organization, and was the first recipient of the medal that bears his name. Other recipients have been Arthur Shepard and the late Josephine Failer of Columbus, and James Chapman of Cleveland.

Also honored at the celebration were Frederick G. Ruffner Jr. of Detroit and Richard H. Leet of Chicago, the past and present chairs of the National Campaign Steering Committee. John B. Gerlach, chair of the Ohio State University Foundation, presented both limited edition copies of James Thurber’s University Days, handprinted and bound at the Logan Elm Press.
JENNINGS NAMED TO HIGHER EDUCATION ASSISTANCE FOUNDATION BOARD

COLUMBUS -- Edward H. Jennings, professor of finance and former president of The Ohio State University, is one of six new appointees to the board of directors of the Higher Education Assistance Foundation (HEAF).

Lauro F. Cavazos, U.S. Secretary of Education, recently announced the appointments shortly after the Department of Education signed a new agreement with the Student Loan Marketing Association (Sallie Mae), a federally chartered corporation which serves the education finance market.

Jennings and the other appointees will provide leadership and direction to HEAF as it gradually phases out its operation over three years. The financially troubled organization, a guarantee agency for student loans, agreed in September to the winding down process.

"I want to send a clear message to students, schools and lenders that the Department and Sallie Mae are addressing the problems associated with HEAF," Cavazos said in making the announcement. "The credentials of the newly formed HEAF board are an indication of the stability of the Guaranteed Student Loan system and the promise of that system for the future."

-more-
Also appointed to the board are Gary M. Cook, managing partner of the Denver banking company Kimbrel & Cook; John F. dePodesta, partner in the Washington, law firm Pepper, Hamilton & Scheetz; James E. Murray, partner in the Washington law firm Brown and Wood; Frank E. Petersen, retired Marine general, now director of Education and the Development Division, E. I. DuPont Co., Wilmington, Del.; and Robert A. Stein, dean and William S. Pattee Professor of Law, University of Minnesota, Minneapolis.

Contact: Edward H. Jennings, (614) 292-4006.
Jennings picked

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Hope can certainly be read into the future of American education

By Edward H. Jennings

Having just completed the challenging task of co-chairing the search committee for the superintendent of the Columbus schools, I find that my confidence in primary and secondary education has soared.

I am now convinced that most American schools have the ability to deliver a good education to the great majority of our children.

So what's wrong? Why can't our youngsters read? Why is the United States on a map or not possible? Why is making change at the corner store so difficult?

Without intending to oversimplify, I propose that there are three fundamental problems:

- Our expressed attitudes about education.
- The method we use to value education.
- The treatment of reading within the curriculum.

My proposition is that changes in these areas are required to improve education, and that all of the other "cures" cannot be completely effective without these changes.

With regard to our attitudes about education, I suggest that the adult community is making sure that our children get exactly the kind of education we would give them if they had.

Consider the following comments heard so often and said with pride by many of our most educated:

- "I'm no good in math."
- "I'm majoring in business because I'll get a good job and make a lot of money."
- "You have to have a high school diploma to do anything!"
- "We should fund our schools well so as to provide a better educated work force and create jobs in the community."
- "That's much too theoretical."
- "The list could go on, but the point is that we are constantly deprecating education when we make these statements. Our students hear and act accordingly. Now, of course, there are children who overcome these attitudes, but with few exceptions these are the children that hear and experience countervailing attitudes at home. Depreciation of education is a problem for all children, but it is particularly difficult for those who hear no positive comments at home."

Not only do we constantly deprecate education, but many of our social structures acknowledge and embrace a poorly educated community and actively encourage poor education by that acknowledgement. With few exceptions, the news media write and speak at an eighth-grade level, generally avoid the complexities of most of our modern issues, and frequently substitute opinion when facts are available.

At the other extreme is the business community that advises that the solution to the "education problem" is to run our schools like a business. There are, of course, many business functions contained within the operation of a school system, but a school system is not a business and education is not a product.

And let's not forget the higher (as compared to lower) education community. University faculty members are quick to point out that they teach in college, not in grade school, and most claim to have nothing to do with teacher education.

The point is that we are a major part of the problem. Our attitudes and actions are systemic and tell children that education is not nearly as important as the adult community's rhetoric.

Moreover, if one happens to get an education, it is socially dangerous to expose that fact to others. And it is a significant advantage to take pride in how little one knows.

In addition to our expressed attitudes, there is another major obstacle to overcome. More often than not, most of us look upon an economic good which is valuable only within the context of the future income a "good education" will provide.

Consider the following comments:

- "Two years of college will produce $1 million of added income over a lifetime."
- "I'm majoring in business because I'll get a good job and make a lot of money."
- "You have to have a high school diploma to do anything!"
- "We should fund our schools well so as to provide a better educated work force and create jobs in the community."

Such pronouncements are heard in every school and college and in every community. There is little doubt the education produces greater economic prosperity. However, the practical reality is that even if education guaranteed future income, a motivator that promises rewards over the next 60 years is extremely weak. This is particularly true when our children frequently see obvious evidence to suggest that a good education is not required for economic prosperity, and that a good education does not always produce the highest economic value.

One should not deny that education has substantial economic value, but if that is our only justification, than we should expect very limited results.

Education is valuable in its own right! We should not look to outside justifications to value education. What a tragedy to have never enjoyed Hamlet, or failed to see the beauty of the Pythagorean theorem, or appreciated the complexity of the human cell. What a tragedy to think of this last sentence as silly because one's education was directed almost totally toward the economic benefits. What a tragedy to ignore the aesthetic value, the creative value, the adaptability value, the societal value, the democratic value, the entertainment value, just to name a few of the many benefits of a good education.

The third problem lies in our failure to recognize the fundamental relationship between reading ability and good education. We can be virtually certain that the poor reader will be poorly educated, and that the good reader will be, at least, adequately educated.

There are exceptions, such as when the poor reader has specialized in math or computers or geography. But specialized knowledge to the exclusion of general education is not good education. Correspondingly, we often find the good reader to be in math or science, or at least that is the mythology. But this is typically a relative comparison. The person is not a bad mathematician, just a better reader.

All this aside, the disaster is that we know how to teach reading, we know how to teach it well, and we know how to teach it so that 5, 10 or 15 years later, it sticks. The teaching can sometimes be expensive, and our proven success is with first-graders. But these are minor impediments. It is true that we are not nearly as sure of ourselves when it comes to teaching reading to more mature individuals, and as a consequence, it is often said that we place too much emphasis on first-grader reading, then we are giving up on the older youngster.

Such a conclusion is nonsense because it implies that if we choose to teach the next generation to read, then somehow society is worse off if both generations were poor readers. We know how to solve the problem at the first-grade level. Let's do so.

The expose is also frequently used as the excuse for inaction. Again this is nonsense. If one accepts the premise that reading is a necessary and sufficient condition for a good education, then the financial is eliminated since such a situation makes all other financial demands secondary to reading.

If one is willing to accept the premise that reading is not only a necessary condition but also a prerequisite to other necessary conditions, then we also have a situation where the financial issue is eliminated.

And so we come to a three-part solution to our educational problem. The first part is relatively straightforward and within our capabilities. Teach children to read and teach all of them to read well before we think about anything else.

The other aspects are more difficult, more subtle, more long term in outlook and require changes in the attitudes and value structures. Let us ease the constant deprecation of virtually all aspects of a good education while reserving the right to criticize the educational system.

Let us also ask society to recognize that education is valuable in its own right, having benefits far beyond the economic prosperity that is constantly given as the reason for good education.

We can and do influence our children. Let us teach them to read and demonstrate to them by our attitudes and actions that we value education and that the value is multidimensional.

Edward H. Jennings is professor of finance at The Ohio State University where he was president from 1981 to 1990.
comment

Dick Campbell
Columnist

OSU president goes back to class

Last Wednesday morning opened dark, cloudy and cool. It was the first day of classes, fall quarter, for 54,000 students on the Ohio State University campus. Of those 54,000, some climbed to the third floor of Hagerty Hall. There, in Room 324, They would savor the excitement of international finance.

Finance 725 meets from 8 to 10 a.m. on Mondays and Wednesdays. Room 324 is nondescript — chairs for 45, two wastebaskets, a table with a small lectern and a bulletin board.

On the bulletin board, Paul is offering to teach algebra for $8 an hour. Someone else offers free film developing. A mimeographed sheet starts out, “Follow peace with all men, and holiness without which no man shall see the Lord — Hebrews 12:14.”

At 7:33 the first student enters, a woman who settles down to read the Lantern. She is followed by a man who sits down and pops the top of a Coke Classic.

AT 7:52 the instructor enters. He is short and stocky, blue blazer, gray slacks, loafers and a four-in-hand tie. Not a bow tie. Ed Jennings, professor of finance, was about to meet his first class since stepping down from the $146,000 presidency of OSU.

Everybody waited silently for the 8 a.m. bell; not even Jennings spoke.

At the bell he began passing out a sheet with the texts, the assignment schedule and how final grades would be calculated.

When that was finished he spoke for the first time. “Well,” he said, “let’s get on with it. I’m Ed Jennings, this is international finance and you have your outline before you.”

He explained about his office hours in Enarson Hall and noted that he could be flexible if they weren’t convenient. He said the exams would be essays with short answers. And the term paper could be about almost anything in international finance, from Moscow to Des Moines, Iowa.

ANY QUESTIONS? Comments?

Then let’s start with what is international finance. It’s nothing more than finance. I hope 20 years from now there won’t be such a course. Most people in Europe and the Mideast today are comfortable with international finance and you are with finance.”

That was about the last thing I heard that I understood. Jennings then proceeded to show this observer at least that he knows something about his course.

“What is the true value of money?” he demanded.

“It is the single most important concept in dealing with finance.”

He put the first of several algebraic formulas on the board. He also began using some heavy-duty phrases as he paced back and forth.


At 8:18 a tardy person walked in. Another at 8:19. Two more at 8:20. The first time I saw Jennings consult his notes was at 8:28, nearly half an hour into his lecture.

“MOST OF the focus of this course will be on risk,” he said. “Exchange risk, currency risk, political risk.” Another algebraic formula describes risk.

“There are enormous investment opportunities in Eastern Europe, yet very few United States corporate dollars are going over....

The man who served nine years as the 10th president of OSU made it clear he meant what he said a year ago: “My profession is a college professor.”
Columbus Public Schools’ levy to fund future students

By David Tull

Ohio State has a stake in the outcome of the Columbus Public Schools levy on the Nov. 5 ballot, even though none of the levy’s income will go into University coffers.

“Ohio State is a part of an educational process that extends from kindergarten to the Ph.D. and professional education,” says Edward Jennings, professor of finance.

Public schools provide the future students for Ohio State, Jennings acknowledges.

“But whether or not they come to Ohio State, we need an educated population to engage in the democratic process,” he adds. “It’s critical and essential that all elements of that educational process be healthy.”

That’s why Jennings is co-chairing the Citizens for Strong Schools committee to support passage of the levy. Jennings co-chairs with Jesse Wood, Joan Platz and Bev Ruff, from the Columbus community.

Issue 32 would establish an 8.95 mill levy on property in the Columbus school district to provide income for schools. Income for the schools is expected to be about $50 million a year.

Supporters say the levy package would include the following:

• Teaching kids basic skills, especially math, science and reading.
• Early childhood education, including full-day kindergarten in every school.
• Safe and orderly schools, with proper security and continuation of the PEAK and I-PASS in-school disciplinary programs to keep troubled children off the streets.
• The Graduate Guarantee Program, that allows employers to send Columbus school graduates back to school for additional training.

For additional information on the levy, call Jennings at 292-2992 or the campaign office at 224-5212.
Whoops, Noel

onCampus began the holiday season early this year with a headline in the Oct. 31 issue. What should have read "Columbus Public Schools' levy to fund future schools" instead read "Coumbus."

"That's our Christmas edition," one colleague explains. "'No L', no 'L', the angels did say..."
Professor Jennings pockets plaudits with his presentation

By Tim Doulin
Dispatch Higher Education Reporter

Former Ohio State University President Edward H. Jennings was asked to speak to the Columbus Council on World Affairs yesterday at the Columbus Athletic Club.

However, it was Professor Jennings who showed up.

Now a professor of finance at OSU, Jennings quickly turned the second-floor ballroom into a classroom as he offered a lesson in international finance to about 50 people.

"For today, let's set up a little balance-of-payments problem," Jennings told the audience.

"I'm going to set up a problem where you, the audience, are the seller and I am the buyer. And let's assume further that you are going to extend me credit."

In the next few minutes, Jennings "bought" a car and explained a balance-of-payments system, current-account deficits and other fine points of world economy in terms that the man on the street could comprehend.

"I think the thing that has always impressed me about Ed Jennings is that he has always been a teacher first," said John T. Mount, a retired OSU vice president and dean, who introduced Jennings yesterday.

"This is just another phase of my life which I enjoy," Jennings said.

For about a year, Jennings has been out of the spotlight that shines on the president of a major research university. But he hasn't been resting on his laurels.

Jennings has been doing a lot of things: teaching international finance at OSU; serving as bankruptcy trustee for a company that is national guarantor of student loans; and consultant work, mostly in higher education.

"I even have a little investment banking business going that hasn't made any money yet, but it has sort of allowed me to entrepreneur around," Jennings said.

After holding the same position at the University of Wyoming, Jennings became OSU president in 1981.

During his nine-year tenure, Jennings earned kudos for boosting academic standards and spearheading the most successful fund-raising effort by a public university.

A few darts were tossed his way, most notably when he fired football coach Earle Bruce.

"I enjoyed being president. There were things in the job that I didn't enjoy. But there are things you don't like about every job," Jennings said.

Now, Jennings enjoys international affairs, something he dabbled in at OSU.

During his presidency, the number of international students increased to more than 3,000, from about 1,900, though the overall enrollment at OSU remained static.

Jennings also invited Soviet dissident and scientist Andrei Sakharov to OSU to receive an honorary degree. Sakharov died before he could accept, but his wife, Yelena Bonner, eventually came to OSU to pick up the degree.

Jennings, who has a doctorate in finance from the University of Michigan, is enthusiastic when he talks about international finance. He sees opportunities for the United States in international competition as the common market comes together.

"I'm always an optimist, but we are competitive with the rest of the world," Jennings said.
Best, worst of time for board members

By Matthew Hall

It's riskier — and more rewarding — than ever to sit on a corporate board.

The risk to directors of publicly held firms stems mainly from an upturn in lawsuits against boards. The reward is what directors are paid to assume that risk and increased responsibilities.

Someone who has witnessed the changes taking place within corporate boards on a firsthand basis is Edward H. Jennings, the former president of Ohio State University and now a professor of finance there.

Jennings says at least part of the increased activism on the part of boards stems from the recent economic downturn.

"When a company is doing fine, the board tends to take a supervisory role," notes Jennings, who sits on four corporate boards, including those at Borden Chemicals & Plastics Limited Partnership and Lancaster Colony Corp.

"But when a company runs into trouble, the board tends to take a more active role," he says. "The tougher economic climate of the past couple of years has caused more companies to get into financial trouble, and that has caused the boards at some of those firms to take a more active role in the day-to-day affairs of running the companies involved."
Ed Jennings, professor of finance

A portrait of Harold L. Enarson, Ohio State University's ninth president, looms over Enarson Hall's main lobby. Ohio State University's 10th president, Edward H. Jennings, hustles into the lobby carrying a scarlet and gray OSU mug and apologizes to a waiting visitor. He offers coffee, then fills his own cup.

Jennings, professor of finance, is now one of thousands of faculty members serving under the university's 11th president, E. Gordon Gee.

After nine years in OSU's top seat, Jennings stepped down in August, 1990, for a different academic career. "I had always thought of myself as a faculty member. That was my profession, my career," says Jennings, sitting in his nondescript, medium-sized office overlooking the crisscrossing paths that lead to the main Oval from the South Campus dorms. "Ohio State is a great university, and to be a member of the faculty here is a high privilege."

Jennings, who teaches upper-level, graduate and MBA finance courses, said from the beginning of his presidential tenure in 1981 that 10 years on the job would be long enough. "There's no question that when you start getting close to 10 years—-and 10 years is a hell of a long time to be in one of these jobs—whether it's Ohio State or anyplace else...is probably long enough. The days of the 20-year presidents are gone," he says.

And perhaps more importantly, he accomplished his goals. He survived the early budget crisis, reformed the curriculum and led the university through its five-year, $450 million fund-raising campaign. He initiated an affirmative action plan, and played a role in getting the Wexner Center for the Arts and the Arthur G. James Cancer Hospital and Research Institute.

Today Jennings is just like any other faculty member who gets his own coffee or answers his own phone. He almost seems amused when a visitor asks about his OSU lifestyle.

"He goes to football games. Lunches at the faculty club? "Once in a while, yeah," he says. "So you do..."

"...things that any other person would do," he says with a smile as he finishes the sentence.

In the past two years, he has maintained a low profile, keeping his opinion out of university business. "I think the media has stopped calling me, finally," he says, breaking into a soft laugh. "I won't comment on those things. That's the way it should be."

CONT ON PAGE 3
And if he were asked, he says he probably wouldn't have answers. "I've stayed far away from the operation of Ohio State," he says. "People ask me, 'Well, what about such-and-such?' I don't know about such-and-such. I don't have anything to do with any of that," he says. "It's Gordon's turn."

He says he and Gee have "a friendly relationship." and Jennings certainly never would second-guess any of Gee's executive decisions. "I know that he's doing the best job that he can, and he has a lot more information than I do."

Jennings remains firmly mum on the subject everyone still seems curious about: the explosively controversial firing of head football coach Earle Bruce in November, 1987. Today, he says comfortably, "I realize that's all hot newspaper stuff, but it's not of critical importance to the university anymore, just as with [the extension of OSU head football coach John] Cooper's contract this summer."

Of the curious, he says. "That's their problem, that's not mine." He smiles.

The transition from running the university machine to becoming one of the cogs wasn't awkward. Jennings made the announcement nearly a year before he actually stepped down, giving him time to prepare himself mentally. He also had kept in touch as a professor, teaching an upper-level finance class each school year.

Of course, the thought of the university president or ex-president teaching class could be unsettling to students. "I had learned that on the first day, they'd say, 'Oh, my God, we have the president or the ex-president in here.' But after a week or so, they didn't pay that much attention," he says. "I was just another professor who was going to grade them."

John Elsasser
How doth your endowment grow?
Portfolio mixes are far too complicated, says Edward H. Jennings, president emeritus and professor of finance at Ohio State University. "Except for very unusual circumstances... 100 percent equity appears to be the preferred policy." Jennings explains this startling proposal in "Endowment Policy: A Suggestion for Colleges and Universities," a clear, detailed analysis in the May/June 1992 issue of Change magazine. To learn why "market fluctuations do not represent risk," check your campus library or send $9.25 (prepaid, includes shipping) to Customer Service, Helfer Publications, 1319 18th St., NW, Washington, DC 20036.
NO SHORTCUTS

It took awhile to confirm, but this tidbit on Ed and Barb Jennings is worth the wait.

Seems the former Ohio State prez showed up at a CATCO production of *Harrison, Texas* with another couple in tow. Box office worker Rick Hole accepted the Jennings' subscription tickets but was momentarily puzzled by the student discount tickets Jennings had for the other couple. They belonged to his daughter.

"He immediately offered to pay the difference," CATCO's Ann Hall said. "That's fiscal responsibility."
BUSINESS FIRST
1/31/94

Peace pact creates job for Jennings

Former Ohio State University President Ed Jennings is playing a role in the academic future of Palestine.

Jennings is part of a seven-member task force appointed by the United Nations Educational, Scientific and Cultural Organization to evaluate and report on the academic and financial condition of eight universities in the embattled Gaza Strip and West Bank territories of Israel.

Jennings’s group, which includes two other Americans, two United Nations staffers, an Italian academic and a former Jordanian agricultural minister, recently spent nearly three weeks in the area gathering data for its report.

"Obviously they need dollars. But they are in better shape than anyone could expect," Jennings says of the institutions.

UNESCO’s plan was in response to the peace accord reached between Israel and the Palestinian Liberation Organization last year.

"The issue is what should happen now that there is peace," says Jennings, now a professor of finance in OSU’s College of Business.

Not too cold for a Coors

The significance of a rare cancellation of classes at Ohio State University on Jan. 19 was not lost on the former OSU president.

When asked whether he would have called off classes when the temperature slid to 22 below zero, Jennings said tongue in cheek that he probably would have been heartless and made students brave their way to class.

"They don’t seem to have trouble finding their way to the bars on High Street in this weather," he mused. But some professors didn’t let the weather prevent them from doing the same.
07-26-95 Jennings, Bender to Address Vietnamese Higher Ed. Conference

PRESIDENT EMERITUS TO ADDRESS EDUCATION GROUP IN VIETNAM

COLUMBUS - Edward H. Jennings, president emeritus and finance professor at The Ohio State University, will discuss the framework for the United States' higher education system at a seminar in Hanoi, Vietnam Aug. 1-3.

Jennings, who was president of Ohio State from 1981-1990, will address a group of officials from the Vietnamese higher education system and education department at the seminar, which is sponsored by the Midwest Universities Consortium for International Activities, Inc. (MUCIA).

"Vietnam is looking toward moving its higher education system into a more university-style system modeled after the system in the United States," said Bill Flinn, director of MUCIA.

The current higher education system in Vietnam divides different areas of study, such as science and business, into separate educational institutes. The country has plans to combine the separate campuses into a comprehensive university system, similar to the system used in the United States, Flinn said.

Jennings has worked with several international organizations and universities, including the World Bank, which is helping Vietnam reorganize its higher education system.

Also scheduled to speak is Charlie Bender, director of the Ohio Supercomputer Center. Bender will address the types of computer technologies needed to successfully implement a western-style higher education system.

"The leaders of the universities in the Big Ten are interested in becoming world leaders in higher education," Flinn said. "This seminar is another step in that direction."

#

Contact: Bill Flinn (614) 291-9646
Written by: Kelli Whitlock (614) 292-9475

[Submitted by: Von Reid-Vargas (ereid@magnus.acs.ohio-state.edu)
All documents are the responsibility of their originator.
PRESIDENT EMERITUS TO ADDRESS EDUCATION GROUP IN VIETNAM

COLUMBUS — Edward H. Jennings, president emeritus and finance professor at The Ohio State University, will discuss the framework for the United States' higher education system at a seminar in Hanoi, Vietnam Aug. 1-3.

Jennings, who was president of Ohio State from 1981-1990, will address a group of officials from the Vietnamese higher education system and education department at the seminar, which is sponsored by the Midwest Universities Consortium for International Activities, Inc. (MUCIA).

"Vietnam is looking toward moving its higher education system into a more university-style system modeled after the system in the United States," said Bill Flinn, director of MUCIA.

The current higher education system in Vietnam divides different areas of study, such as science and business, into separate educational institutes. The country has plans to combine the separate campuses into a comprehensive university system, similar to the system used in the United States, Flinn said.

-more-
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#

Contact: Bill Flinn (614) 291-9646
Written by: Kelli Whitlock (614) 292-9475
Former OSU president replaces retiring chair

By Ellen Armstrong
Lantern staff writer

Former Ohio State President Edward H. Jennings has been appointed to the William H. Davis Chair in the American Free Enterprise System in the Max M. Fisher College of Business.

Jennings, who was president of OSU from 1981 until 1990, also has been a finance professor at OSU for the last 15 years. He will serve a five year term in the position at the college. Jennings replaces Donald Sexton who retired earlier this year.

Jennings said he hopes his tenure will benefit students in the College of Business, both graduate and undergraduate.

“I hope to bring them exposure to the corporate world and to the entrepreneurial world,” Jennings said.

The William H. Davis Chair is a position that is appointed to a scholar who combines entrepreneurial activities and research in teaching. The focus of the chair is on free enterprise. It was established in 1976 by the late William Davis and his wife Dorothy.

“The Davis family is honored to have Jennings for this chair,” Dorothy Davis said. “He will prepare students for small business accomplishments on their own, as well as provide a background in business.”

Jennings will continue to teach in the department of finance during his term.
COLUMBUS -- The Ohio State University Board of Trustees on Wednesday (8/30) appointed professors to six endowed chairs and professorships, including three in the Max M. Fisher College of Business. The board also appointed an acting dean and associate dean, several department chairpersons and 25 emeritus faculty, and conducted other business.

**Jennings appointed to endowed chair in entrepreneurship**

Edward H. Jennings, professor of finance and president emeritus, was formally appointed to the William H. Davis Chair in the American Free Enterprise System in the Fisher College.

He will replace Donald Sexton, who retired earlier this year. Appointed for a five year-term, Jennings is the third faculty member to hold the chair since its establishment in 1976 by William and Dorothy Davis.

Jennings served as president of Ohio State from 1981 until 1990. He held the presidency of the University of Wyoming and taught finance at the universities of Hawaii, Iowa, and Wyoming prior to coming to Ohio State. Jennings taught finance part time during his presidency and later resumed teaching on a full-time basis.

Jennings earned his Bachelor of Science degree from the University of North Carolina, his Master of Business Administration degree from Case Western Reserve University -- more --
in 1963 and his doctorate from the University of Michigan in 1969.

His appointment begins Oct. 1, and continues through September 2000.

Fellingham and Easton appointed to accounting chairs

John C. Fellingham, former professor of accounting and management information systems at Pennsylvania State University, has been appointed to the H. P. Wolfe Chair in Accounting in the Max M. Fisher College of Business. Established in 1993 by Wolfe Associates, the chair provides income and program support in the Department of Accounting and Management Information Systems.

A recipient of numerous honors and awards, Fellingham received his bachelor’s degree in psychology from Stanford University, and his master’s and doctoral degrees from UCLA in 1971 and 1975.

Fellingham has written several articles and has served on the editorial boards of The Accounting Review, Contemporary Accounting Research and Accounting Horizons.

Peter D. Easton, former professor of accounting and finance at Macquarie University in Sydney, Australia, was appointed to the John J. Gerlach Chair in the College of Business. Established in 1982 by the family and friends of John J. Gerlach, the chair supports the work of a distinguished teacher and scholar of accounting.

Born in Adelaide, Australia, Easton is the author of several research papers and has served on the editorial review boards of the Review of Accounting Studies, Accounting Forum, Accounting Horizons, Accounting Review, and the Journal of Accounting and Economics.

Both appointments are for five-year terms running through June 2000.

Rudy appointed to Pomerene Chair in Medicine

Trustees appointed David R. Rudy to the Warner M. and Lora Kays Pomerene Chair in Medicine in the Department of Family Medicine. Warner and Lora Kays Pomerene established the chair in 1976 to support education and training of physicians in the field of primary care.

-- more --
Rudy served as professor and chair of the Department of Family Medicine at Finch University of Health Sciences/The Chicago Medical School from 1991 until joining Ohio State this summer. He received his bachelor's and medical degrees from Ohio State in 1956 and 1960.

Rudy also served in the U.S. Air Force as a captain, lieutenant colonel and a clinic commander. He was awarded an Outstanding Unit Award, a National Defense Service Medal and the U.S. Air Force Commendation Medal.

His appointment is retroactive to August 1.

**Brueggemeier appointed to pharmacy professorship**

Robert W. Brueggemeier, director of the Radiochemistry Laboratory at Ohio State's Comprehensive Cancer Center, has been appointed to the Charles H. Kimberly Professorship in Pharmacy. The professorship was established in 1948 by Charles Kimberly, who earned degrees at Ohio State in 1900 and 1901. The two-year appointment runs through June 1997.

Brueggemeier received his bachelor's degree from Michigan State University and his master's and doctoral degrees in medicinal chemistry in 1975 and 1977. He has written 56 publications and six book chapters.

**Waldron reappointed to engineering professorship**

Trustees reappointed Kenneth J. Waldron to the John B. Nordholt Professorship in Mechanical Engineering, for a three-year term through June 1996. Established in 1981 by Mr. and Mrs. John B Nordholt Jr. and Mr. and Mrs. Shelby Nordholt Sr., the professorship supports teachers, researchers and engineers in mechanical engineering or materials science and engineering. Waldron's new term is for three years through June 1998.

**Floyd appointed acting dean**

The board appointed Gary L. Floyd, who retired as dean of the College of Biological Sciences two months ago, as acting dean, effective Sept. 1 and continuing through June 1996. Richard W. Hall, who had served the last two months as acting dean, will return to his post of associate dean.

-- more --
Chairs named for Chemistry, Geography, Geological Sciences

Trustees appointed three departmental chairpersons for four year terms, retroactive to July 1:

-- Matthew S. Platz, Department of Chemistry. A faculty member since 1988, Platz had served as acting chair since last October. An author of numerous publications, Platz received his bachelor’s from the State University of New York at Albany and his doctorate from Yale University.

-- Lawrence A. Brown, Department of Geography. A faculty member since 1968, Brown is the recipient of numerous honors and awards and has written more than 90 articles in geography and social science journals. He wrote four books, including Place, Migration and Development in the Third World and Innovation Diffusion.

-- William L. Ausich, Department of Geological Sciences. A recipient of numerous awards and grants, Ausich received his bachelor’s degree from the University of Illinois and his master’s and doctoral degrees from Indiana University.

The board also appointed three acting chairs:

-- Norman J. Uretsky, Division of Pharmacology, retroactive to July 1 and continuing through June 1996.

-- David L. Boggs, Educational Studies: Humanities, Science, Technological and Vocational, retroactive to July 1 and continuing through September 1996.

-- E. Louis Lankford, Art Education, effective September 1 and continuing through December 31.

Trustees reappointed Robert J. Gustafson as the chair of the Department of Agricultural Engineering, retroactive to July 1 and continuing through June 1999.

Trustees approve contract for football coach

The board approved a new, five-year contract with John H. Cooper to coach the football team. The pact is retroactive to Jan. 1 and contains a possible two-year extension.
Cooper's new salary will be $130,008 with annual increases to be determined. It included incentive clauses, ranging from $10,000 to $50,000, based upon post-season competition, national ranking, and graduation rates.

Emeritus titles granted

Trustees granted emeritus titles, retroactive to July 1, to:

-- William J. Collins, Department of Entomology, associate dean and professor emeritus.
-- William J. Rueger, Department of Pediatrics, clinical professor emeritus.

The title of professor emeritus was granted to:

-- John C. Belland, Department of Educational Policy and Leadership.
-- Dennis R. Feller, College of Pharmacy.
-- Cecil G. Gouke, Department of Black Studies.
-- Harold C. Hines, Department of Animal Science.
-- Richard R. Lanese, Department of Preventive Medicine.
-- C. Benjamin Meleca, Department of Family Medicine.
-- Donald O. Parsons, Department of Economics.
-- Glenn S. Rothman, Department of Art (Marion Campus).
-- George L. Smith, Department of Industrial, Welding, and Systems Engineering.
-- Tod F. Stuessy, Department of Plant Biology.
-- James V. Wigtil, Department of Educational Services and Research.
-- Christos I. Yessios, Austin E. Knowlton School of Architecture.

The title of associate professor emeritus was given to:

-- Larry B. Anderson, Department of Chemistry.
-- James O. Billups, College of Social Work.
-- Jeptha R. Hostetler, Department of Preventive Medicine.
-- James D. MacDonald, Department of Speech and Hearing Science.
-- Carole W. Myer, Department of Veterinary Clinical Sciences.
-- Paul S. Niswander, Department of Speech and Hearing Science.

-- more --
-- Shimson Zimering, Department of Mathematics.

The title of assistant professor emeritus was given to:
-- Marcus D. Dresbach, Ohio State University Extension.
-- Marion Freeman, Ohio State University Extension.
-- Shirley A. Palmer, Department of Sociology (Newark Campus).

Resolutions in Memoriam

The board adopted resolutions in memoriam for:

-- Elwood J. Dollinger, professor emeritus in the Department of Agronomy, who died Sept. 20, 1993.
-- Virgil G. Hinshaw, Jr., professor emeritus in the Department of Philosophy, who died July 22.
-- Clifton J. Laticlais, professor emeritus in the College of Pharmacy, who died May 30.
-- James C. MacDonal, associate professor emeritus in the School of Journalism, who died June 27.
-- Richard W. Stow, professor emeritus in the Department of Physical Medicine and Rehabilitation, who died Feb. 8.
-- Thomas R. White, professor in the Department of Educational Studies, who died July 12.

Miscellaneous actions

In other actions, the board:

-- Appointed or reappointed 155 doctors to the medical staff of the Arthur G. James Cancer Hospital and Research Institute and 586 doctors to the medical staff of the Ohio State University Medical Center.

Contact: Tracy Turner, University Communications, (614) 688-3682.
Dear Dr. Jennings, Many thanks for your reply. I will relay this to the party that requested the information. I appreciate your cooperation. Thanks, Rai Goerler

> Sorry. I am Methodist and have been so since birth. You can respond in whatever way you like. See you soon.

> Ed

Dr. Jennings' response was in answer to an E-Mail question - was former OSU president Edward H. Jennings a Unitarian? The archivist got this response from Dr. Jennings.
Jennings, Edward H.

Name: Edward H. Jennings

Department: Finance
Title: Professor, Davis Chair in the American Free Enterprise System

Work Phone: (614) 292-4006
Building: Enarson Hall
Room: 110L

E-Mail Address: Jennings.9@osu.edu
Status: Faculty

Personal Information:
Address: 420 West Fifth Avenue
City: Columbus
State: OH
Zip: 43201
Phone: (614) 299-7188

Spouse: Barbara

Generated: 1:11:18 PM on 1/2/1999
Send Questions to: webmaster@cob.ohio-state.edu
Department of Finance

Fisher
College of Business
The Ohio State University

Edward H. Jennings

President Emeritus & Professor of Finance

At Ohio State since: 1981
Phone: 292-4006
E-mail: Jennings.9@osu.edu

EDUCATION

Ph. D. --University of Michigan, 1969
M. B. A. --Case Western Reserve University, 1963
B. S. --University of North Carolina, 1959

PUBLICATIONS


Implications of a New PUHCA for The Electric Industry and Regulators, NRRI, Columbus, Ohio, August 1992


PROFESSIONAL EXPERIENCE AND SERVICE

Academic Administration:

President, The Ohio State University 1981-1990
President, The University of Wyoming 1979-1981

HONORS

Ohio State University, Honorary Doctor of Humane Letters
Marietta College, Honorary Doctor of Laws
Kenyon College, Honorary Doctor of Humane Letters
Bethany College, Honorary Doctor of Laws
Tiffin University, Honorary Doctor of Laws
Honorary Fellow, Honda Foundation, Tokyo, Japan

COURSES TAUGHT

Business Finance 722 -- Investment Management
Business Finance 725 -- International Finance
Course Name

Ohio State University Home Page

Fisher College of Business Home Page

Department of Finance Home Page

This page is maintained by Lee Pinkowitz. Last updated April 13, 1995.
Edward Jennings
Ohio State University

Phone: (614) 292-4006
Fax: (614) 292-2418
Email: Jennings.9@osu.edu

Mailing Address:
Edward Jennings
Ohio State University
Department of Finance
Max M. Fisher College of Business
2100 Neil Avenue
Columbus, OH 43210

Official Home Page

Primary Area of Interest: Investments and Asset Pricing

Edward Jennings is a Chaired Professor who graduated from University of Michigan in 1969 with a Doctorate.

Former President of Ohio State University.
EDWARD JENNINGS TO LEAD HEALTH CARE PARTNERSHIP

COLUMBUS, Ohio -- Edward H. Jennings, former president of The Ohio State University, and current chair of the Mount Carmel Health System Board of Trustees, has been appointed interim chief executive officer (CEO) of a joint venture being formed by Mt. Carmel Health System and The Ohio State University Medical Center.

As interim CEO, Jennings will be responsible for developing further the partnership between the two health systems, facilitating the partnership's alliance with the Madison County Hospital in London, and coordinating the search for a permanent CEO.

Through the joint venture corporation announced in December, Mt. Carmel Health System and University Medical Center will deliver health care services when it will benefit the community and both organizations. The partnership does not involve a merger or acquisition, and both organizations will remain competitors in providing services not offered through the partnership.

Jennings spent nine years as president of Ohio State from 1981 to 1990 and has been chair of the Mount Carmel Health System Board of Trustees since 1993. Also, during his tenure at Ohio State, Jennings was a member of The Ohio State University Hospitals Board.

Joseph Calvaruso, president and chief executive of Mount Carmel Health System, and

-more-
R. Reed Fraley, executive director of University Hospitals, both agree that Jennings has the knowledge and experience to implement the objectives of the partnership.

“Dr. Jennings has a very good working knowledge of our institutions and their respective missions, and his insight into business and health care will be very valuable as we pursue health initiatives in the community,” said Calvaruso.

Fraley said the partnership will benefit from Jennings’ experience in the public and private sectors. “Dr. Jennings has earned leadership roles in education, business and the community and he knows how to bring people together for a common goal,” said Fraley. “We are very fortunate to have someone of his caliber in this position,” Fraley added.

Jennings said he is looking forward to the opportunity to work with both health care institutions through the partnership.

“I feel I know both hospital systems very well and I have a deep appreciation for what they have done -- and continue to do -- for the people of central Ohio,” said Jennings. “I’m looking forward to working more closely with them and pursuing initiatives that can be beneficial to our community.”

Prior to being named president of Ohio State, Jennings was president of the University of Wyoming for three years. He also served as vice president for finance and university services at the University of Iowa for three years.

Mount Carmel Health System offers a continuum of healthcare services to patients in the central Ohio region and includes three hospitals – Mount Carmel Medical Center, St. Ann’s
Hospital and Mount Carmel East Hospital; numerous outpatient services including community-based diagnostic and ambulatory surgery centers, home care, hospice care, home medical equipment, and an ambulance/mobile intensive care service; sports medicine services; behavioral healthcare services; a community outreach program; a college of nursing; one of the largest primary care networks in central Ohio; a physician-hospital organization; and a Medicare HMO.

Mount Carmel employs approximately 6,300 people and has a medical staff of more than 1,500 physicians. Mount Carmel Health System is a member of the Holy Cross Health System, South Bend, Indiana, which is sponsored by the Congregation of the Sisters of the Holy Cross.

The Ohio State University Medical Center is the only academic medical center in central Ohio and has a three-part mission of patient care, teaching and research. Care is provided by University Hospitals and the Arthur G. James Cancer Hospital and Research Institute, and Harding Hospital. More than 5,000 staff and 500 physicians provide care to individuals in central Ohio and throughout the region.

University Hospitals is nationally recognized for its cardiovascular services, women’s health services, Level 3 neonatal intensive care unit, Level I trauma center, transplant program and physical rehabilitation program. The James is the Midwest’s only free-standing hospital dedicated to cancer research and treatment. Harding Hospital is dedicated to psychiatric care for adults and adolescents. University Medical Center also is a partner in the ownership of MedFlight, which provides ground and air transportation of critically ill and injured patients.

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Contact: Janice Piscitelli, Mount Carmel Health Systems, 614-234-2000, or

David Crawford, University Medical Center, 614-293-3737
Eric R. Kunz of UPPPER ARLINGTON (43221) has been named associate vice president for health sciences in the Office of Health Sciences, effective March 11, 2002. He will continue to serve as chief administrative and planning officer for the Ohio State University Health System, a position he has held since 1999. He began his career at Ohio State in 1990 as the director of the Office of Budget Planning. Kunz holds a bachelor's degree from the United States Military Academy at West Point and a master's degree in business administration from Syracuse University.

Dev S. Pathak of WESTERVILLE has been named interim dean for public health in the College of Medicine and Public Health, effective June 1, 2002, through June 30, 2003. He is currently director of health sciences administration and professor in the School of Public Health and Department of Marketing. Pathak holds an M.S. in economics from Southern Illinois University and an M.B.A. and D.B.A. in marketing and finance from Michigan State University.

John a. powell (sic) has been named director of the Institute for the Study of Race and Ethnicity in the Americas and holder of the Gregory H. Williams Chair in Civil Rights and Civil Liberties in the Michael E. Moritz College of Law, effective Jan. 15, 2003, through June 30, 2006. He currently serves as the executive director of the Institute on Race and Poverty and holds the Earl R. Lawson Chair in Civil Rights and Civil Liberties at the University of Minnesota Law School.

Todd I. Stewart has been named director of the Program for International and Homeland Security in the Office of Research Administration, effective April 1, 2002, to March 31, 2007. A recently retired Air Force major general, Stewart was formerly director of plans and programs for the Air Force Materiel Command Headquarters at Wright-Patterson Air Force Base near Dayton.

Reappointments
Jerald Greenberg has been reappointed the Irving Abramowitz Memorial Professor in the Max M. Fisher College of Business, effective March 1, 2002, through Feb. 28, 2007.


Emeritus titles
Edward H. Jennings, president emeritus, Office of the Board of Trustees, effective April 1, 2002
A. John Arnfield, professor emeritus, Department of Geography, effective July 1, 2002
Karlin L. Dahl, professor emeritus, School of Teaching and Learning, effective July 1, 2002
Walter A. Davis III, professor emeritus, Department of English, effective April 1, 2002
Joseph C. Ferrar, professor emeritus, Department of Mathematics, effective July 1, 2002
James C. Papitan II, professor emeritus, Department of Food, Agricultural and Biological Engineering, effective April 1, 2002
Larry W. Robertson, professor emeritus, College of Pharmacy, effective April 1, 2002
Yung-Chen Lu, associate professor emeritus, Department of Mathematics, effective July 1, 2002
Martin Lubow, associate professor emeritus, Department of Ophthalmology, effective April 1, 2002
WAIVER AND NAMING OF BUILDING

Synopsis: Approval of the Waiver of Paragraph (F) of Bylaw 3335-1-08 of Administrative Code and Naming of the Botany and Zoology Building, located at 1735 Neil Avenue, to honor Edward H. Jennings, president emeritus of The Ohio State University and professor of Finance, is proposed.

WHEREAS the Board of Trustees of The Ohio State University, did on January 9, 1976, amend paragraph (F) of bylaw 3335-1-08 of the Administrative Code to state that “buildings and structures shall not be named for any person who is an officer or employee of the University or the State of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years”; and

WHEREAS the Board of Trustees has authority in naming of all buildings and structures at The Ohio State University, as set forth in paragraph (F) of rule 3335-1-08 of the Administrative Code; and

WHEREAS it is recommended that the Botany and Zoology Building, located at 1735 Neil Avenue, Columbus, Ohio, be named in honor of Edward H. Jennings, who served as the tenth president of the University from 1981 to 1990, and professor of Finance until his retirement on March 31, 2002; and

WHEREAS under his outstanding leadership the University made great strides toward excellence, including moving to selective admissions, and restructuring and updating the undergraduate curriculum; and

WHEREAS The Ohio State University launched an important initiative to attract more minority students and faculty, to recognize and encourage more University affirmative action programs, and to establish the Young Scholars Program across Ohio for promising junior and senior high school minority students; and

WHEREAS during his presidency The Ohio State University completed its first private fundraising comprehensive capital campaign which raised $451 million, well above the goal of $350 million; and

WHEREAS several remarkable campus landmarks – the Wexner Center for the Arts, The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Woody Hayes Athletic Center, and the Frank Hale Black Cultural Center – were built during his tenure; and

WHEREAS Edward H. Jennings has been a national and international scholar in business, a popular and distinguished teacher at the Fisher College of Business, and a skillful and gifted advisor to Ohio State and institutions of higher education around the world:

NOW THEREFORE

BE IT RESOLVED, That the applicable requirements of paragraph (F) of bylaw 3335-1-08 of the Administrative Code be waived so that the Botany and Zoology Building, located at 1735 Neil Avenue, may be named “Edward H. Jennings Hall,” effective immediately.
Department of Finance

Edward H. Jennings

President Emeritus & Professor of Finance

At Ohio State since: 1981
Phone: 292-4006
E-mail: Jennings.9@osu.edu

EDUCATION

Ph. D. --University of Michigan, 1969
M. B. A. --Case Western Reserve University, 1963
B. S. --University of North Carolina, 1959

PUBLICATIONS


Implications of a New PUHCA for The Electric Industry and Regulators, NRRI, Columbus, Ohio, August 1992


PROFESSIONAL EXPERIENCE AND SERVICE

Academic Administration:
President, The Ohio State University 1981-1990  
President, The University of Wyoming 1979-1981

HONORS

Ohio State University, Honorary Doctor of Humane Letters  
Marietta College, Honorary Doctor of Laws  
Kenyon College, Honorary Doctor of Humane Letters  
Bethany College, Honorary Doctor of Laws  
Tiffin University, Honorary Doctor of Laws  
Honorary Fellow, Honda Foundation, Tokyo, Japan

COURSES TAUGHT

Business Finance 722 -- Investment Management  
Business Finance 725 -- International Finance

This page is maintained by Lee Pinkowitz. Last updated April 13, 1995.
Shannon Wingard, 12:26 PM 6/7/2002 -0400, OHIO STATE 02-06-07 Trustees name Jennings interim president

Date: Fri, 07 Jun 2002 12:26:08 -0400
From: Shannon Wingard <wingard.4@osu.edu>
Subject: OHIO STATE 02-06-07 Trustees name Jennings interim president
Sender: owner-release@lists.acs.ohio-state.edu
X-Sender: wingard.4@pop.service.ohio-state.edu
To: release@lists.acs.ohio-state.edu
Reply-to: wingard.4@osu.edu
X-Mailer: QUALCOMM Windows Eudora Version 5.0
Delivered-to: orb-ihnat.1@osu.edu

OHIO STATE 02-06-07 Trustees name Jennings interim president
http://www.osu.edu/news_db/1vl2 news story.php?id=143

June 7, 2002
Contact: Elizabeth Conlisk
(614) 292-3040

OSU trustees name Jennings interim president
Committee continues search for Kirwan replacement

COLUMBUS The Ohio State University Board of Trustees today announced the appointment of Edward H. Jennings as the university's interim president. His appointment is effective July 1 and will run until the university's presidential search committee finds a successor to outgoing president William E. Kirwan.

Jennings previously served the university as its 10th president from 1981 to 1990 and more recently as professor of finance in the Fisher College of Business. In announcing the appointment, Board Chairman James F. Patterson said it is critically important that Ohio State continue its present momentum and sustain progress being made on its Academic Plan.

"We are fortunate," said Patterson, "to have an ideal candidate available to us who brings great familiarity with the university and considerable experience in raising academic quality, working with faculty and addressing budget issues."

Patterson praised Jennings for his earlier work as president that formed the foundation for the university's Academic Plan. He cited Jennings for his efforts in creating the selective investment program, which has been credited with raising the standing of many of the
university's academic departments; for implementing competitive admissions, which have substantially improved the overall quality of the undergraduate student body; and for launching SciTech, the university's West Campus high tech incubator.

Patterson said that Jennings was selected because the board "felt it in the best interests of the university not to have an interim president who might emerge as a candidate for the permanent post." Jennings, 65, retired from the faculty of the Fisher College of Business on April 1. In accepting the appointment, Jennings told trustees, "You do me a great honor. The Ohio State University has been the center of my life for 21 years. I am humbled that you believe I can serve our university one more time, and I will do the very best I can to reward your confidence."

During Jennings' first tenure as Ohio State president, the university launched its first major fund-raising campaign, which surpassed its $350 million goal by more than $100 million in private gifts and pledges. Several campus landmarks were constructed during that period, including the Wexner Center for the Arts, the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Woody Hayes Athletic Center and the Frank Hale Black Cultural Center.

In recognition of his service to Ohio State, the Board of Trustees approved the naming of the campus' Botany and Zoology Building as Edward H. Jennings Hall in May 2002.

Following his previous term as president, Jennings returned to academic life in the Fisher College of Business as professor of finance with an active research and publications agenda focusing on issues of rate regulation of public utilities and investment strategies for university endowments. He is a member of several corporate boards and is active with four start-up commercial enterprises. Jennings has also been engaged in university evaluation assignments for USAID in Uganda, for UNESCO in Gaza and the West Bank and in the Republic of Yemen. He has also engaged in consulting assignments on issues of higher education in Vietnam, the Philippines and Southeast Asia. He is a member of the board of Bethlehem University in the West Bank.

Prior to this most recent activity and his tenure as president of Ohio State, Jennings served as president of the University of Wyoming from 1979 to 1981 and as vice president of finance and university services at the
University of Iowa from 1976 to 1979, where he served on the finance faculty for 10 years. In addition, Jennings has held visiting appointments at the University of Dar Es Salaam in Tanzania and the University of Hawaii.

He is the co-author of a textbook, Fundamentals of Investments, now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings received his Ph.D. degree in finance from the University of Michigan, an M.B.A. from Case Western Reserve University and a B.S. in industrial management from the University of North Carolina. He worked for several years as an industrial engineer before beginning his academic career.

Jennings and his wife, Barbara, reside in Columbus.

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
Speeches and Statements

An Interview with Interim President Edward H. Jennings

Edward H. Jennings took over as Ohio State's interim president on July 1, 2002. His appointment will run until the university's presidential search committee finds a successor to outgoing president William E. Kirwan. Jennings previously served the university as its 10th president from 1981 to 1990 and more recently as professor of finance in the Fisher College of Business. During Jennings' first tenure as Ohio State president, the university launched its first major fund-raising campaign, which surpassed its $350 million goal by more than $100 million in private gifts and pledges. Several campus landmarks were constructed during that period, including the Wexner Center for the Arts, the James Cancer Hospital and Solove Research Institute, the Woody Hayes Athletic Center and the Hale Black Cultural Center.

The following is a transcript, with video selections, of an interview conducted by the staff of University Relations with President Jennings.

What will faculty and staff be able to see that is different while you are serving as Ohio State's interim president?
- View Video Answer

Well, I'm not sure they'll see all that much different. First of all, philosophically, Brit and I are very close. We've known each other a long time and have very much the same attitudes about the university. The direction of the institution is clear. We'll continue to make progress on the Academic Plan, which includes strengthening undergraduate education, pushing technology and research development, moving forward with the Gateway Project and, as a priority,
improving faculty compensation. I think that's really my assignment, along with making the transition to the new president as smooth as possible.

What specifically do you think you'll need to do to keep the momentum of the Academic Plan moving forward?

- View Video Answer

We're in the process now of developing the budget and developing the request from the General Assembly for the (Fiscal Years 2004-05) biennial budget operation. There are a whole variety of initiatives involved, not the least of which is the Third Frontier, which aligns with the research aspect of the Academic Plan. We have several building projects under way: The Biomedical Research Center is in its early stages; we'll be taking bids on the Ross Heart Hospital in the next couple of months; Hagerty Hall is in the early stages of being fully remodeled; then the new Jennings Hall will be remodeled. Those are a few things that are going to have to go on in the next few months for us to keep our momentum.

What do you hope to accomplish during your tenure?

As I said, I think the biggest thing is keeping the Academic Plan going and easing the transition to a new president. It sounds like a simple answer - to keep the Academic Plan progressing, but there are an awful lot of elements involved. For example, the curriculum review committee is working right now to improve the undergraduate experience. An admissions committee is addressing the issue of continuing to improve the quality of the undergraduate student body. Another committee is looking at the organizational structure of the arts and sciences, and they'll have a report in September. A revision in Medical School practice will be implemented during the next few months. I hope that I'll be able to help out on those activities.

In terms of the next budget cycle, what types of messages will you take to state leaders regarding funding for higher education?

The state appropriations for Ohio State, and for most of the big public universities around the country, as a percent of the total budget have been declining for about 30 years. The Ohio General Assembly is very supportive of higher education, but they simply don't have money. The legislators are dealing with primary and secondary education, prisons, and welfare, and they're very limited in their ability to increase revenue through taxes. They have to realize that if
state appropriations are not forthcoming, then tuition is going to have to increase and continue to increase. In fact, state appropriations are a subsidy to tuition, and as state appropriations go down, tuition is going to have to go up. We have to do our part in controlling the cost, just like any large organization, but there's a pretty substantial limit to this, particularly since Ohio State has gone through some pretty major-cost cutting in the last year.

What do you think will be your biggest challenge?

The biggest challenge for me is going to be the change in lifestyle. I retired last January and got used to the pace associated with retirement. We've already enumerated some of the challenges, but what we all have to realize is that occasionally events get in the way, whether it's additional budget cuts or some sort of physical disaster or political problem. No matter what, our number one objective is to keep Ohio State on track on the Academic Plan.

You served as Ohio State's president from 1981 to 1990. How do you believe this period will be different from your previous presidency?

- View Video Answer

I think history has shown that what we did in the 1980s was to lay the groundwork for what's going on now. That's when we began selective admissions for the first time, for example. That's when we began to view the research mission of the institution as a major funding priority. That's when we had our first fund-raising campaign. We made a huge push in the 1980s on diversity issues, everywhere from affirmative action awards to a program that I'm very proud of, the Young Scholars Program, where we bring disadvantaged youngsters into the institution to expose them to the opportunities of higher education. Those were several of the projects that we started for the first time at Ohio State, and now they're continuing and expanding, and they're consistent with the Academic Plan. So very much of our job now is a continuation of that progress. Also in the 1980s, we had some fairly major budget issues. While the dollar amounts were not as great as they are today percentage-wise, four months after I got here, we had a 27 percent budget cut in state appropriations -- and that's kind of normal in universities. Right now, virtually every big public university in the country has major financial issues, as does Ohio State, but I think Ohio State is better off than most.

What do you think is the biggest difference between the
university of the 1980s and that of today?

Probably the single biggest difference is the quality of the undergraduate students. I think if you talk to faculty who've been around here through all that time, when I came here the average ACT score was 19. For the freshman class now, it's over 25. Our people think we can get to 27 in a couple of years. You're getting to the point where the freshman class at Ohio State will be as good as anywhere in the country. We're not there yet, but in probably four, five, or six years, we'll be competitive with anyone in the country. The other big difference is the use of computers across campus. Our operations are so much more sophisticated in that regard. We're in the process of implementing almost an entirely new budget system. Conceptually, the budget is being managed similarly as it was in the '80s, but now the management of that budget is much more sophisticated because of the computer hardware that's available. I think that's going to be a big improvement in terms of financial management. I'm always amused by the youngsters who, as freshmen, take all this stuff for granted. We didn't have that technology in 1980.

What do you think was your biggest accomplishment as president of Ohio State?

It's hard to single out any single thing because so much is interactive. The fund-raising made a lot of our research progress possible. The Eminent Scholars Program has made a lot of improvements in the faculty possible. Selective admissions has improved the academic quality of the student body. Our budget management is markedly more sophisticated. We made some great progress on diversity issues. Now, always understand that a university president really can't look to the next year, a university president has got to look at 20 years out and 30 years out. We can't yet evaluate many of our accomplishments during my tenure, because so much of this takes so long. With selective admission, we're making progress, but we're not there yet. In terms of research and the quality of the faculty, we've made great progress, but we're not there yet. In terms of fund-raising, just the other day I told our Development people that in my nine years of presidency, I graduated a third of all the graduates in the history of Ohio State up until that time. The result of that is that a large block of our alumni are just now reaching their full earning power, which bodes very well for the future of Ohio State.

How was the board able to lure you out of retirement?
Ohio State's been awfully good to me through the years. And the Board of Trustees has assured me they'll do everything they can to expedite the search process without compromising the quality of the search. So if I can help out Ohio State for a short time, I'm glad to do it.

**How do you think the Buckeyes are going to do this year?**

I'm certainly not a football expert, but as I understand, we don't want to go to the Rose Bowl this year. We want to go to the Fiesta Bowl, because that's for the national championship. And I hope we can accomplish that.
Jennings to be interim leader at OSU

Ohio State trustees will appoint the former president on Friday, sources say.

By Alice Thomas
Dispatch Higher Education Reporter

An OSU president who stepped down to return to teaching is expected to be named interim president of the university on Friday.

Edward H. Jennings, president of Ohio State University from 1981 to 1990, will be appointed to the interim job on Friday at the board of trustees meeting, sources say.

The choice fuels speculation about who will fill the job in the long term.

"My personal opinion is... I do not like to consider appointing someone as interim who may be a viable candidate. It makes it an awkward position," said James Patterson, chairman of the OSU Board of Trustees.

Patterson wouldn't confirm the choice of Jennings, 65, but did say OSU has some strong internal candidates for the job. Speculation has centered on three people: Provost Ed Ray, Fisher College of Business Dean Joseph Alutto and Bobby Moser, vice president of agricultural administration.

None was available for comment yesterday.

But Patterson said the search remains an "open question."

Last week, Jennings said he hadn't received an offer to serve as interim president. "I don't know. It's a decision by trustees."

But the speculation that he would stand in began shortly after President William E. Kirwan announced in March that he was leaving to become chancellor of the University System of Maryland. Kirwan spent most of his career in Maryland before coming to OSU in 1998.

When Jennings stepped down from the presidential post in 1990, he said he wanted to return to his calling as a college professor. He has taught finance at Ohio State and was making $145,000 a year before retiring in late March.

The last interim president of OSU was Richard Sisson, who was provost when he was appointed in 1997. Sisson is a faculty member — in political science — and was paid $220,884 last year.

The next OSU president likely will be hired by the end of the year, Patterson said.

Edward H. Jennings, OSU president from 1981 to '90, stepped down to return to teaching finance.

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OSU trustees name Jennings interim president
Committee continues search for Kirwan replacement

COLUMBUS – The Ohio State University Board of Trustees today announced the appointment of Edward H. Jennings as the university’s interim president. His appointment is effective July 1 and will run until the university’s presidential search committee finds a successor to outgoing president William E. Kirwan.

Jennings previously served the university as its 10th president from 1981 to 1990 and more recently as professor of finance in the Fisher College of Business. In announcing the appointment, Board Chairman James F. Patterson said it is critically important that Ohio State continue its present momentum and sustain progress being made on its Academic Plan.

“We are fortunate,” said Patterson, “to have an ideal candidate available to us who brings great familiarity with the university and considerable experience in raising academic quality, working with faculty and addressing budget issues.”

Patterson praised Jennings for his earlier work as president that formed the foundation for the university’s Academic Plan. He cited Jennings for his efforts in creating the selective investment program, which has been credited with raising the standing of many of the university’s academic departments; for implementing competitive admissions, which have substantially improved the overall quality of the undergraduate student body; and for launching SciTech, the university’s West Campus high tech incubator.

Patterson said that Jennings was selected because the board “felt it in the best interests of the university not to have an interim president who might emerge as a candidate for the permanent post.” Jennings, 65, retired from the faculty of the Fisher College of Business on April 1.

In accepting the appointment, Jennings told trustees, “You do me a great honor. The Ohio State University has been the center of my life for 21 years. I am humbled that you believe I can serve our university one more time, and I will do the very best I can to reward your confidence.”

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During Jennings' first tenure as Ohio State president, the university launched its first major fund-raising campaign, which surpassed its $350 million goal by more than $100 million in private gifts and pledges. Several campus landmarks were constructed during that period, including the Wexner Center for the Arts, the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Woody Hayes Athletic Center and the Frank Hale Black Cultural Center.

In recognition of his service to Ohio State, the Board of Trustees approved the naming of the campus' Botany and Zoology Building as Edward H. Jennings Hall in May 2002.

Following his previous term as president, Jennings returned to academic life in the Fisher College of Business as professor of finance with an active research and publications agenda focusing on issues of rate regulation of public utilities and investment strategies for university endowments. He is a member of several corporate boards and is active with four start-up commercial enterprises. Jennings has also been engaged in university evaluation assignments for USAID in Uganda, for UNESCO in Gaza and the West Bank and in the Republic of Yemen. He has also engaged in consulting assignments on issues of higher education in Vietnam, the Philippines and Southeast Asia. He is a member of the board of Bethlehem University in the West Bank.

Prior to this most recent activity and his tenure as president of Ohio State, Jennings served as president of the University of Wyoming from 1979 to 1981 and as vice president of finance and university services at the University of Iowa from 1976 to 1979, where he served on the finance faculty for 10 years. In addition, Jennings has held visiting appointments at the University of Dar Es Salaam in Tanzania and the University of Hawai'i.

He is the co-author of a textbook, *Fundamentals of Investments*, now in its fourth printing, and the author of several articles that have been published in academic journals and professional reviews on bonds, common stock, inflation and other investment and financial topics.

Jennings received his Ph.D. degree in finance from the University of Michigan, an M.B.A. from Case Western Reserve University and a B.S. in industrial management from the University of North Carolina. He worked for several years as an industrial engineer before beginning his academic career.

Jennings and his wife, Barbara, reside in Columbus.

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