

The College of Arts and Sciences at OSU: An investment in Faculty Excellence

ASC University Senators

OSU Strategic Plan

OHIO STATE'S ASPIRATION:
A LEADING NATIONAL FLAGSHIP
PUBLIC RESEARCH UNIVERSITY



None of these are possible without world-class faculty

To reach our goals, Ohio State's strategic plan sets forth five pillars of focus:

- I TEACHING AND LEARNING**
Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.
- II ACCESS, AFFORDABILITY AND EXCELLENCE**
Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.
- III RESEARCH AND CREATIVE EXPRESSION**
Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.
- IV ACADEMIC HEALTH CARE**
The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.
- V OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP**
Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.

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- Adopting innovative, at scale approaches to teaching and learning to improve students outcomes, **means investing in faculty.**
- If we want to further our position as a leading public university offering an excellent, affordable education and promoting economic diversity, **OSU needs to invest in faculty.**
- Enhancing our position among the top national and international universities in research and creative expression, **entails investing in faculty.**

Due to concerns regarding ASC's financial situation, a group of ASC University Senators have been looking into OSU & ASC financial data, and meeting with ASC Leadership monthly beginning in Sept., 2018.

Participating ASC Univ. Senators (out of 21):

- Eric Bielefeld, Speech and Hearing (SBS)
- Rebeka Campos-Astorkiza, Spanish & Portuguese (AH)
- Susan Cole, Molecular Genetics (NMS)
- Marymegan Daly, Evol. Ecology & Org Biology (NMS)
- Julie Field, Anthropology (SBS)
- Jennifer Higginbotham, English (AH)
- Susan Kline, Communications (SBS)
- Carolina Lopez-Ruiz, Classics (AH)
- William Minozzi, Political Science (SBS)
- Crichton Ogle, Mathematics (NMS)
- Dana Renga, French & Italian (AH)
- Jeanine Thompson, Theatre (AH)
- Fengyuan Yang, Physics (NMS)

ASC Leadership:

- Janet M. Box-Steffensmeier, Interim Executive Dean
- Luis Casian, Dean of NMS
- Peter Hahn, Dean of A&H
- Morton O'Kelly, Dean of SBS
- Trevon Logan, Faculty Fellow for Special Priorities



Units in ASC

Division of Arts and Humanities

Department of African American and African Studies
Department of Art
Department of Art Education
Department of Comparative Studies
Department of Dance
Department of Design
Department of East Asian Languages and Literatures
Department of English
Department of French and Italian
Department of Germanic Languages and Literatures
Department of Greek and Latin
Department of History
Department of History of Art
Department of Linguistics
School of Music
Department of Near Eastern Languages and Cultures
Department of Philosophy
Department of Slavic and East European Languages and Literatures
Department of Spanish and Portuguese
Department of Theatre
Department of Women's, Gender, and Sexuality Studies

21 Units

Division of Natural and Mathematical Sciences

Department of Astronomy
Department of Chemistry and Biochemistry
School of Earth Sciences
Department of Evolution, Ecology, and Organismal Biology
Department of Mathematics
Department of Microbiology
Department of Molecular Genetics
Department of Physics
Department of Statistics

9 Units

Division of Social and Behavioral Sciences

Department of Anthropology
School of Communication
Department of Economics
Department of Geography
Department of Political Science
Department of Psychology
Department of Sociology
Department of Speech and Hearing Sciences

8 Units

ASC's central role in undergraduate education

- **Universality:** All OSU students take classes in ASC.
- **Efficiency:** ASC generates **48%** of all credit hours with only **36%** total of University FTEs.

Unfortunately, since 2013, ASC has seen a reduction of **1.7%** of credit hours, along with a **2.9%** drop in tenure-track faculty, with further drops projected.

Budget Challenges for ASC

- Reduction of GE credit hours (New GE: Impact unknown)
- The negative effects of the RCM model.
- Since 2010, the equally negative effects of university admissions practices as tied to RCM.
- The drastic reduction in tenure track hiring and staffing, which has curtailed ASC's ability to deliver its curriculum, maintain credit hour production, and promote research.

Addressing the Challenges: ASC Leadership Plans

Short Term

- Reduction in future graduate students
- Faculty hiring holds (very limited hiring: Advancement Positions & Carryover)
- Staff reduction and centralized PBA; reducing central college administration
- Examining departments (number & size); review of college centers and institutes
- Evaluating outreach and engagement
- Reduce commitments

Long Term

- Certificates; online courses; summer term courses; career courses; College Credit Plus
- ASC Excellence Committee
- F&A policies
- Professional masters programs
- Department incentives
- Strategic planning by departments
- Restructuring units
- Partnering on enrollment

One Example: Graduate Program Budget Reductions

- ASC finalized reductions of **AU19** entering graduate student positions that are funded by ASC.
- A cut of \$775k over five years = a savings of \$3.875M
\$80k to NMS; \$170k to SBS; \$525k to A&H (\$195k to A, \$330k to H)
- ASC has taken, is taking, and will take many steps to address the budget.

OSU

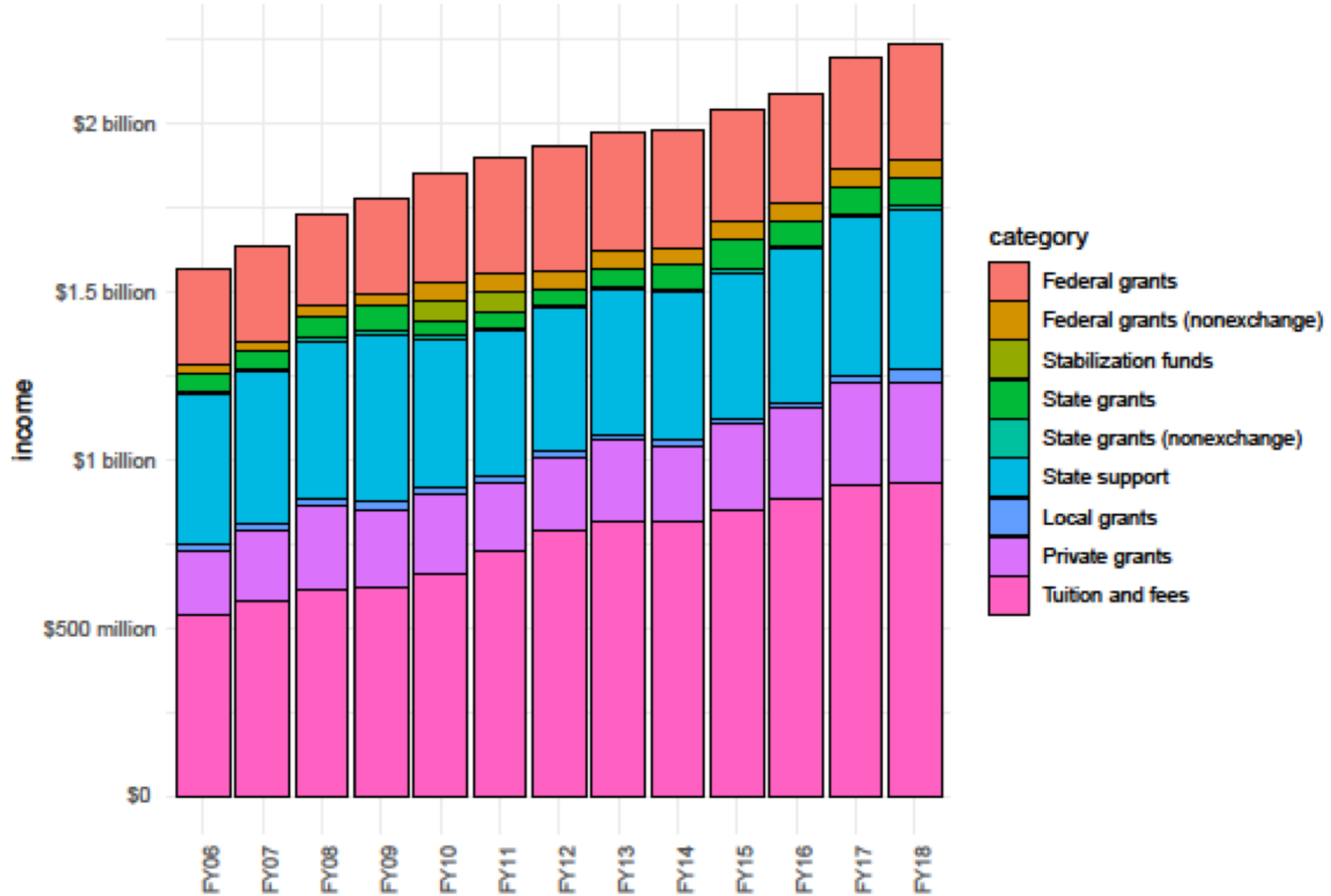
The bigger picture

Budget models & allocation

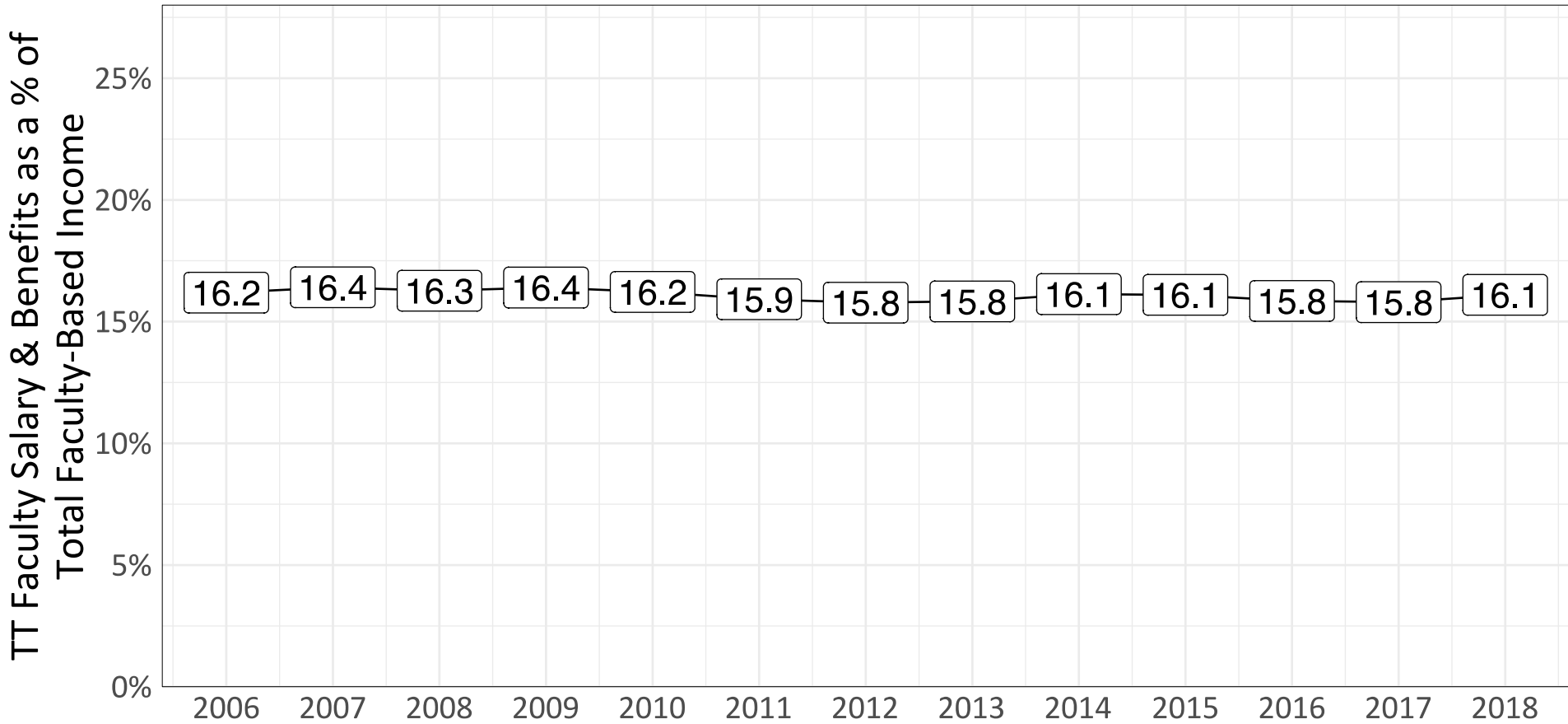
- Responsibility Center Management (RCM)
 - Current budget model, in effect since 2003.
 - Used to determine distribution of funding among the instructional units of the university.
 - Applies only to the total funding allocated for instructional units, after all taxes have been applied.

- Instructional vs Non-instructional allocation
 - Distribution occurs prior to application of RCM.
 - Represents *most fundamental* division of resources.
 - Income derived from faculty efforts (instruction, research,...) not spent directly supporting those efforts amounts to a tax on that income.

Total Faculty Based Income



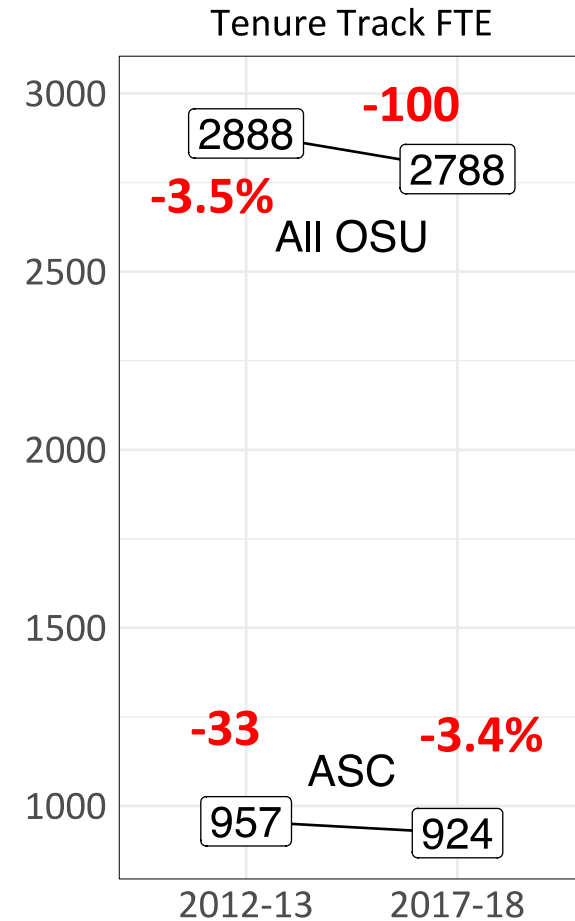
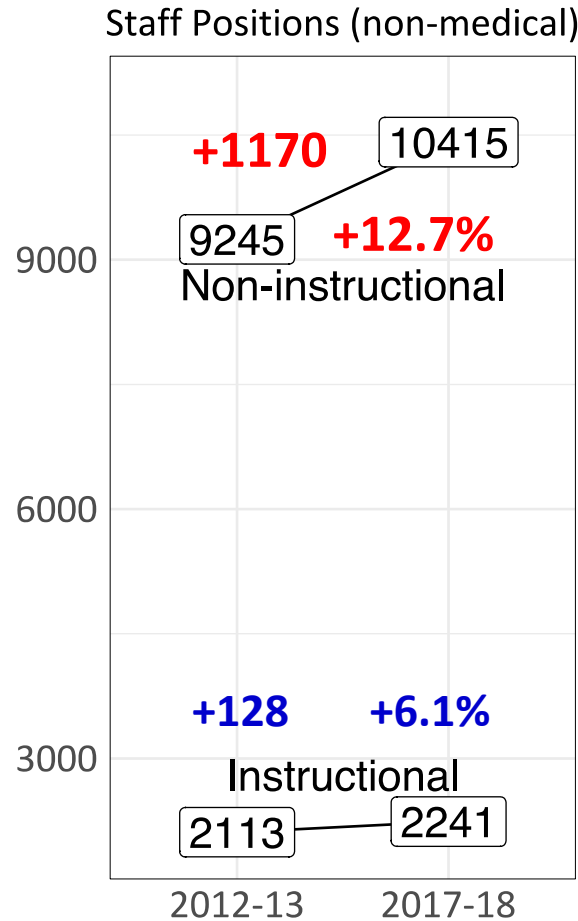
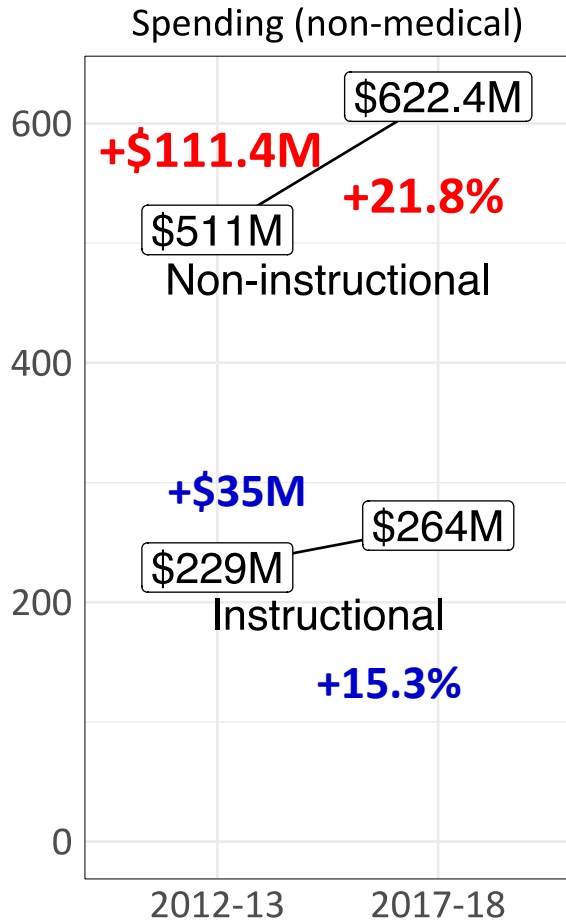
OSU Investment in Faculty in Proportion to Faculty-based Income



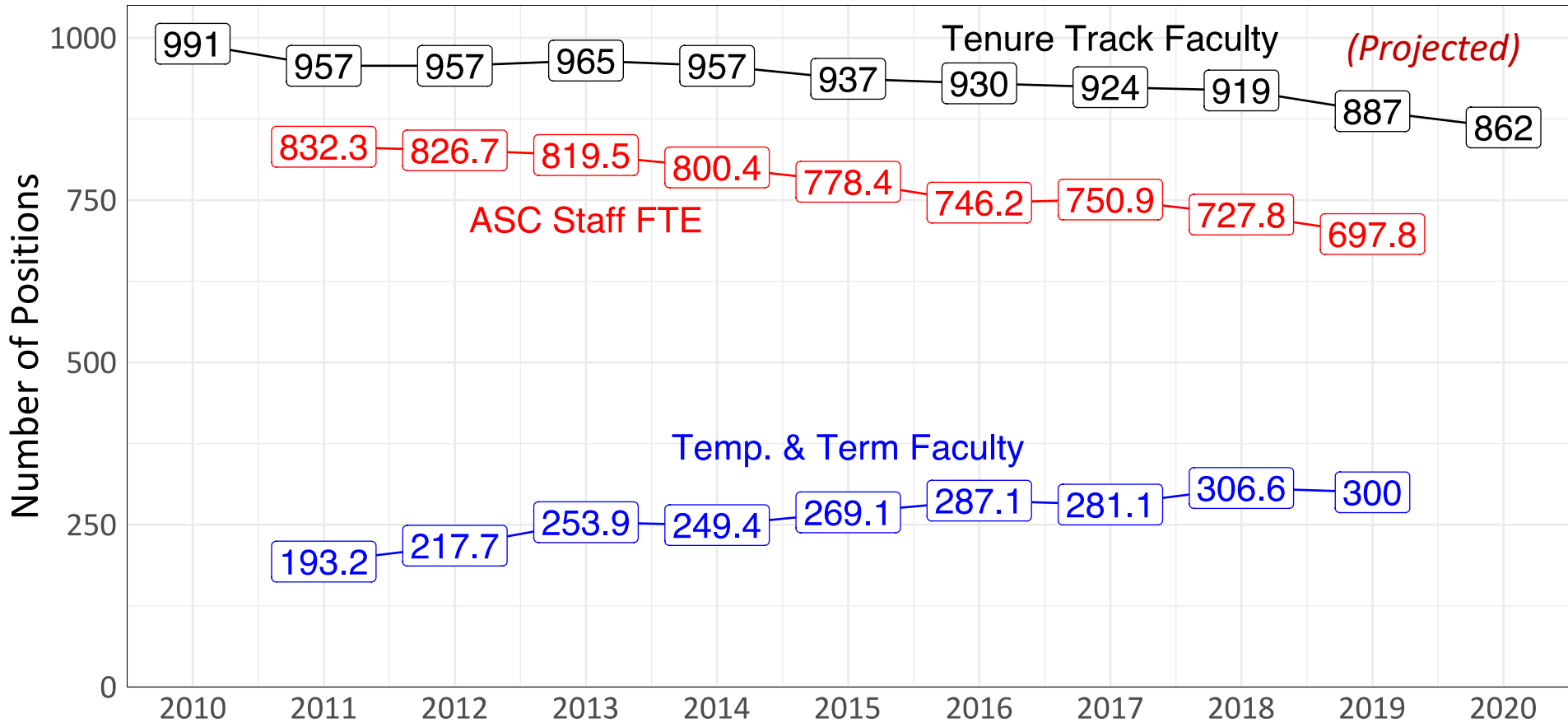
The amount of money brought to OSU directly through faculty activity (teaching, grants, state support, etc.) that is reinvested in non-clinical tenure-track faculty has been **16% in each of the past 13 years.**

What else is it spent on?

Changes across OSU

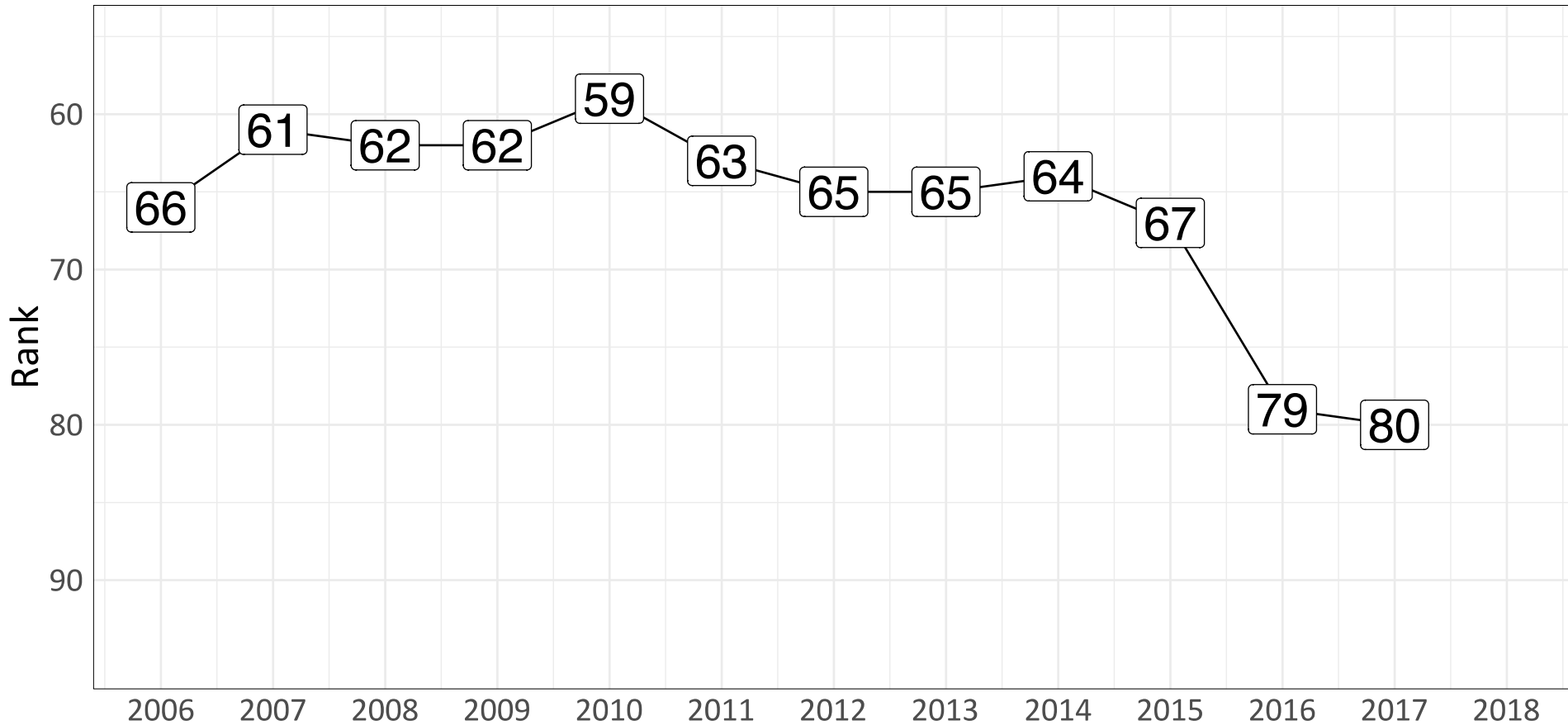


ASC Faculty and Staff Reductions



Investment choices entail consequences,
both for ASC and OSU.

OSU SRC World Ranking 2006–2017



<http://www.shanghairanking.com/World-University-Rankings/The-Ohio-State-University---Columbus.html>

Additional relevant statistics

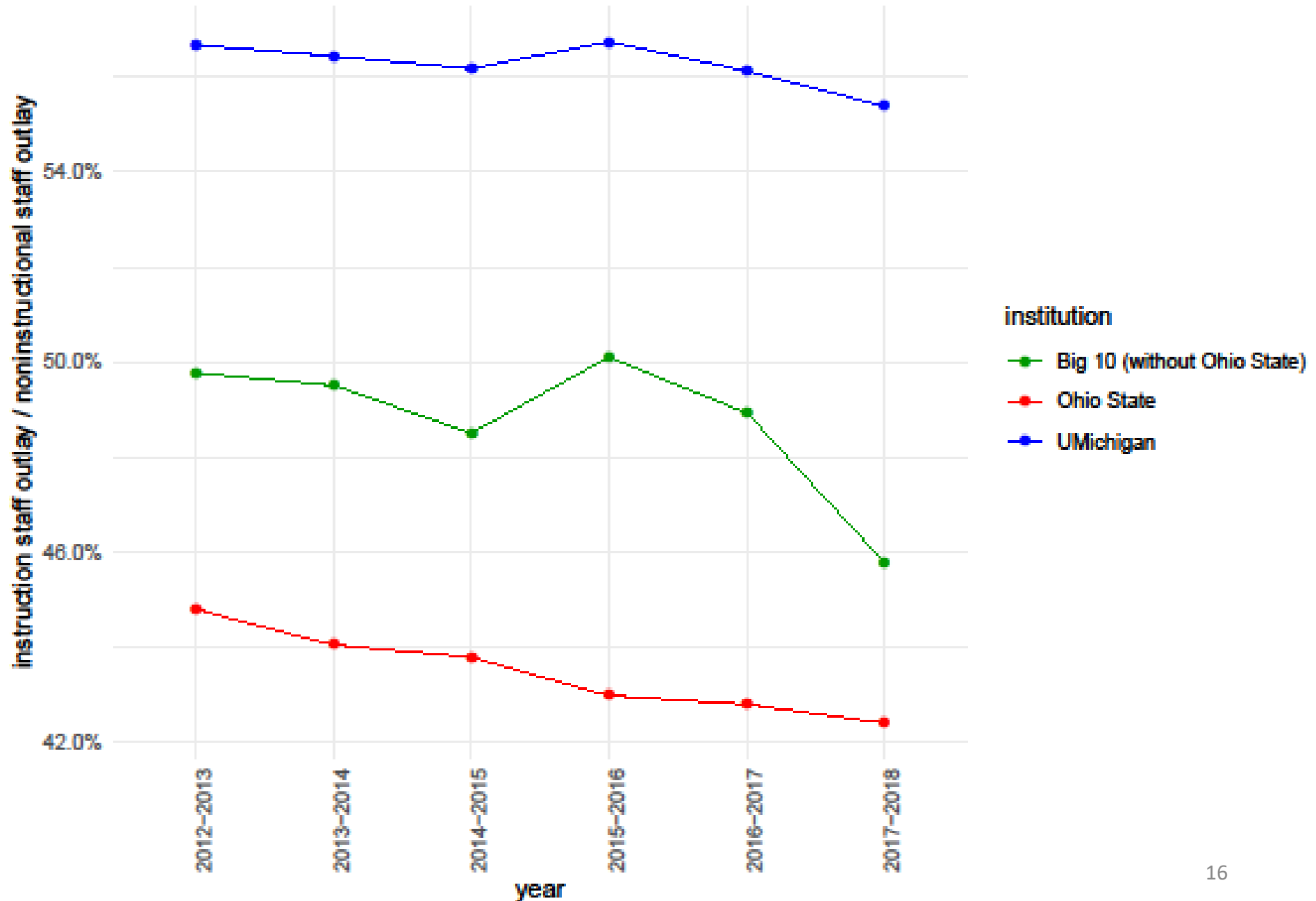
OSU	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
FTIS-O/FTNIS-O (OSU)	44.81%	44.06%	43.80%	42.99%	42.81%	42.42%
Big 10 ranking out of 14	12th	12th	11th	12th	13th	12th
FTIS-N/FTNIS-N (OSU)	22.86%	22.74%	22.58%	22.09%	22.19%	21.52%
Big 10 ranking out of 14	14th	14th	14th	14th	14th	13th

Rank	Institution	Full-time managers per 1,000 students	Spending on managers' salaries per student
1.	New College of Florida	62.2	\$5,037
2.	Northwest Indian College	43.0	\$2,634
3.	Ohio State U.	40.4	\$3,610
4.	Augusta U.	40.3	\$4,153
5.	California State U. Maritime Academy	39.2	\$4,649
6.	Morgan State U.	35.5	\$2,730
7.	Institute of American Indian Arts	34.7	\$2,336
8.	Virginia Military Institute	34.6	\$3,118
9.	College of William & Mary	34.5	\$3,408
10.	Mayville State U.	34.0	\$1,961
11.	Georgia Institute of Technology	32.4	\$3,322
12.	Vermont Technical College	31.7	\$2,266
13.	Central State U.	30.7	\$2,414
14.	U. of Michigan at Ann Arbor	29.2	\$3,741
15.	Florida A&M U.	29.2	\$2,432
16.	Kentucky State U.	29.1	\$2,376
17.	U. of Virginia	28.8	\$3,336
18.	Pennsylvania State U. at University Park	27.9	\$3,088
19.	U. of Illinois at Urbana-Champaign	26.2	\$2,441
20.	Ilisagvik College	26.0	\$2,487
21.	U. of California at Berkeley	25.4	\$3,247
22.	Norfolk State U.	25.1	\$1,880
23.	U. of Texas at Austin	24.6	\$2,807
24.	U. of California at Los Angeles	24.2	\$3,251
25.	U. of Illinois at Chicago	24.1	\$2,328

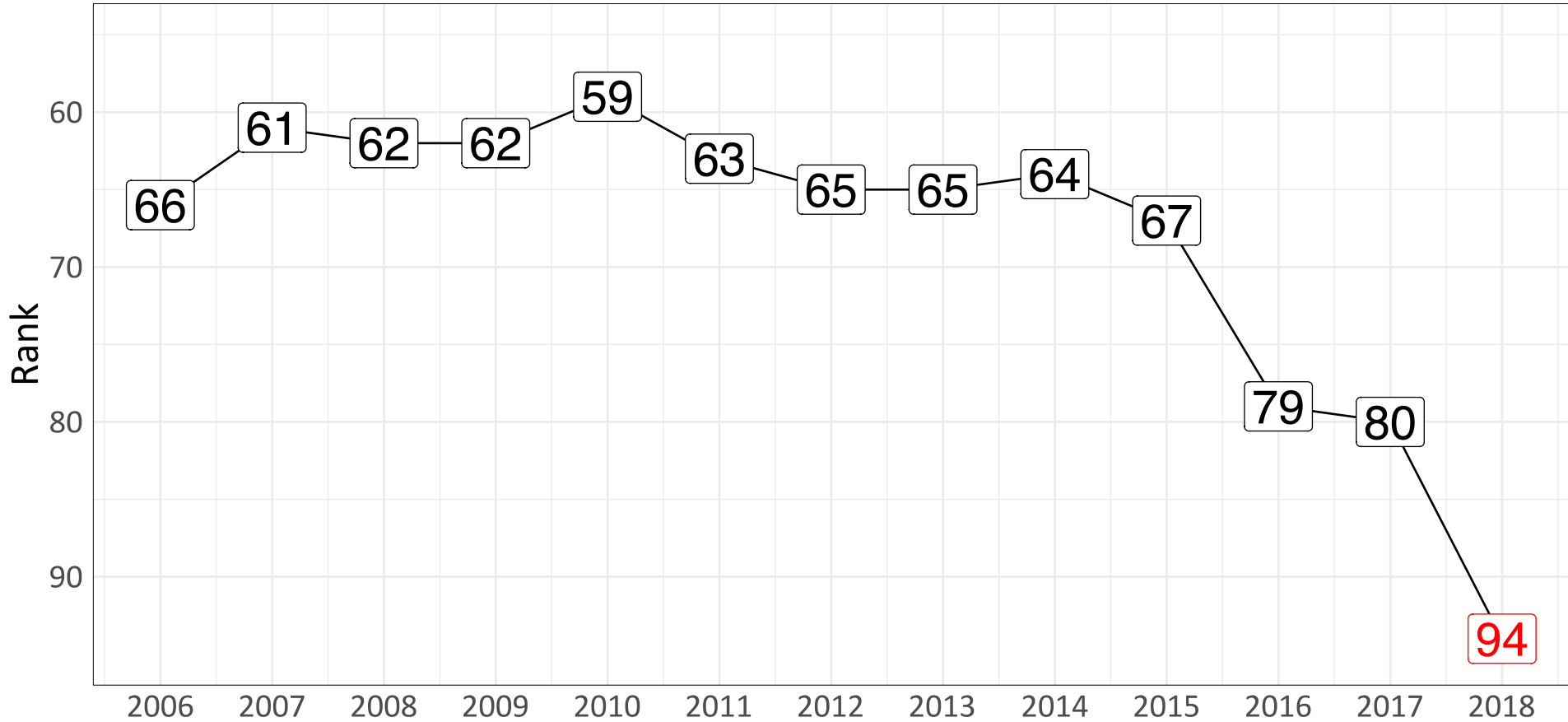
Peer universities have made different choices, based on different priorities.

Full time instructional staff versus non-instructional staff (FTIS.O / FTNIS.O)

[Non-Medical]



OSU SRC World Ranking 2006-2018



<http://www.shanghairanking.com/World-University-Rankings/The-Ohio-State-University---Columbus.html>

Some Recommendations

There are measures that OSU's leadership could take to change the course of ASC's and more generally OSU's decline.

We recommend:

- That the RCM budget model be **investigated promptly** and an assessment be made of its suitability to the current climate.
- That, following the investigation, the RCM budget model be **reformed** to one that more adequately supports ASC.
- More fundamentally, that OSU **address the enormous imbalance** between (non-medical) instructional and (non-medical) non-instructional staffing/spending, ***especially non-instructional spending of funds earned through faculty efforts and faculty activity.***

Some Recommendations

- The current investment in faculty (16% of TFBI) is too low to maintain OSU's excellence.
- An increase to 24% is an amount OSU can certainly afford.
- Implement a proportional increase in reinvestment in OSU's instructional units, with particular emphasis on returning ASC, the core academic unit of OSU, to fiscal health.

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Which in turn is not possible without the proper level of investment in those faculty.

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