The priorities for the Office of Research for 2012-2016 include the following categories:

1) Interdisciplinary research
2) Connectivity with industrial and other strategic external entities
3) Building outstanding core facilities
4) Enhancement of electronic resources

1) **Interdisciplinary Research.** One of the annual goals of the Office of Research is to **increase annual research awards and expenditures by 3% per year.** In order to achieve this goal, it will be necessary to change our approach from relying simply on individual investigator grants and a small team approach to also including larger proposals. Federal support for research is likely to at best increase only modestly, stay the same or more likely decrease over the next decade. When federal support plateaus or decreases, we observe that industrial support tends to wane as well. Our strategic advantage at Ohio State is our size and breadth of programs. We took advantage of that position in going after ARRA funds (submitting more cross-cutting proposals involving multiple colleges) and ended up #8 in the country for amount of dollars received.

   a. In the next 4 years, I propose to **build an office that specializes in larger grant proposals,** i.e., researching opportunities in the pipeline at federal agencies, working closely with staff at federal agencies in policy discussions, obtaining a seat at the table when RFPs are written, preparation of large proposals, and working behind the scenes to enhance the chances of proposal success. The groundwork for this office has already started with 1) the Office of Academic Affairs funding a pilot proposal of $200K for FY13. The Office of Research will be working with a company initially to help in the preparation of 10 proposals in the next year. It is anticipated that this office will grow considerably over the next 4 years. 2) The Office of Research has partnered with the College of Engineering to hire a government affairs specialist who will reside in Washington and who will work with federal agencies to enhance OSU’s visibility. The job is currently posted.

   b. In the next 4 years, the Office of Research will **hold 3 problem-based national conferences.** This will continue the trend started over the past 4 years in which conferences were held on the topics of transportation, space research and energy. The discovery themes will be prime topics for future meetings. The goal of these conferences will be the engagement of OSU faculty in those areas with the national leaders, providing opportunities for faculty engagement, visibility for OSU and priority setting.

   c. In the next 4 years, the entire OH-Tech area presents enormous opportunities for interdisciplinary research and partnership. The Office of Research will build on the synergies already in place between OARnet, the Ohio Supercomputer Center, OhioLink and e-Students services to further enhance the capabilities of these organizations. Importantly, over the next few months, we will **build the Innovation Center and identify projects which will utilize the 100Gps network.** The next 4 years will be a very important time period for the growth of the Innovation Center and demonstrating its proof of concept.

2) **Connecting with industry and other external entities.** The Industry Liaison Office (ILO) was established in early 2009 to foster longstanding relationships with industry and organizations worldwide by aligning OSU’s core capabilities in discovery, innovation, learning, and services with industry needs. Since 2009 the ILO has grown its staff and now directly works with faculty
in Engineering, Agriculture, Public Health and Arts and Sciences. Medicine and the Health Sciences remain an area of need. Since 2009, the ILO has established or renewed more than 400 industry partnerships. Its approach has historically been responding to industry need or hosting individual company visits, such as Eastman Chemical, Hewlett-Packard, Owens-Corning, Boeing, Procter and Gamble, General Electric, Honda, Parker-Hannifin and others. In the next 4 years, the approach will move from simply collecting large numbers of companies supporting smaller projects to **building larger more strategic partnerships**. Our engagement with Procter and Gamble will be the first of this new strategic focus and is nearing the formal agreement stage. The ILO will also be moving from 1-off meetings to **holding Innovation Forums in which specific companies are invited to hear OSU research presentations**. These Forums will be focused around specific themes and have industry friendly messaging. There is the potential to work with industry groups like BioOhio, PolymerOhio, etc. In advancing along these lines, it is clear that OSU needs to **formulate a list of Strategic Capabilities** that would be the take-away from these Forums. It will be important to work with the Technology Commercialization Office in this endeavor so that there are no mixed signals coming from OSU to the outside.

3) **Building outstanding core facilities.** OSU currently has more than 150 core facilities, ranging from the Ohio Composting and Manure Management Program to the Semiconductor Epitaxy and Analysis Laboratory (SEAL). Some of these facilities serve the entire university (like the Campus Microscopy and Imaging Facility and the Proteomics and Mass Spec Lab) and are under the Office of Research and others are aligned with Centers like the Comprehensive Cancer Center and still others are under College control. The Office of Research employed a faculty fellow for one quarter to prepare a list of descriptions of these core facilities, their web addresses and accurate phone numbers. That list is 31 pages long and includes more than 150 entries. It is a terrific resource for faculty and students as well as incubator companies on west campus as they search for capabilities on campus. However, it points to how disorganized and duplicative these resources are. I propose to **conduct a thorough review of core facilities on campus** and make recommendations as to a direction forward. From the initial list, it appears as if some facilities are duplicative of others and can be combined to make a more strategic use of college and department resources. As we prepare to hire additional faculty (the 8-10% increase we propose), a major factor in the decision for faculty particularly in the STEM areas to choose Ohio State will be the state of core facilities. As a result of the review, we will **prepare a plan for building key core facilities and maintaining them in a current state**. This plan will include a proposal for governance of core facilities and will outline the finances required to purchase and maintain core equipment and personnel for the future. Building outstanding core facilities represents the most efficient way for faculty to perform their research in that it cuts down on individual start-up packages and ensures that appropriate instrumentation is used correctly and performance maximized.

4) **Enhancement of electronic resources.** Over the past 4 years, the Office of Research has increasingly moved to more electronically accessible resources for use by researchers such as animal protocol forms, animal census tracking, conflict of interest forms and many other routine forms. A significant remaining area is the availability of **electronic institutional review board forms for submission and tracking of human subject protocols**. This is a high priority at present and for the next 12-18 months. We will be continuing to implement electronic resources such as **a searchable database for faculty expertise** as well as **a searchable database for core facilities** available on campus.
Four Year Review of Accomplishments for the Office of Research
Caroline Whitacre, Ph.D., Vice President for Research
(Time period from August 1, 2008 – April 30, 2012)

Major Highlights

1. Overall Research Metrics for The Ohio State University. The most highly cited research metrics are for total research expenditures, federal expenditures, industry-sponsored research expenditures (published each year by the National Science Foundation) and Facilities and Administrative costs (F&A) received.

Figure 1 shows the growth in research expenditures for OSU from FY08 through FY12, increasing from $702M to $832M, and the proportion of those numbers that were due to federal, state and industry dollars. An all-time high of $832M was achieved in FY11, largely due to stimulus dollars. Numbers for FY12 are estimated projections through the end of the fiscal year.

Figure 2 shows the growth in F&A dollars received during the same time period as Figure 1. It should be noted that this growth occurred during a worldwide financial collapse, bolstered in part by federal stimulus dollars.
Figure 3 shows a breakdown of expenditures by college, showing the distribution of federal, state, private and industry sources for FY10. This data shows that Medicine and Engineering represent 43% of the OSU total expenditures.

OSU received $296M in stimulus funds, ranking #8 among US universities for receipt of stimulus award dollars (as ranked by The Chronicle of Higher Education, April 2011). Of the $296M in stimulus awards received by Ohio State, $176M represented competitive grants with the rest ($120M) as state fiscal stabilization funds.

2. Compliance Highlights.
A. Received full accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC). OSU had previously been only provisionally approved. This voluntary accreditation process represents national assurance that our care and use of laboratory animals is of the highest quality.

B. Received full accreditation by the Association for the Accreditation of Human Research Protection Programs (AAHRPP) on March 12, 2010. This new nationwide process ensures the highest standards of quality for the protection of human subjects in research protocols.

C. NIH audit. In November 2010, OSU was selected by DHHS as one of eight institutions to participate in a not-for-cause audit to determine consistency of treating costs as direct or indirect. The audit ‘universe’ was $297M of DHHS expenditures incurred in Fiscal Year 2009 and 2010. The auditors identified 11 charges totaling $2,100 that they considered to be inadequately supported, and requested that these charges be removed from the projects. The Office of Sponsored Programs (OSP) was deemed to ‘adequately provide scrutiny for charges …. to ensure that those charges fully complied with federal regulations.’ This seemingly bland endorsement is actually very significant. Had OSU been found to not provide adequate scrutiny, the door would have been opened for major cost disallowances and other agency audits.

D. NSF audit. In January 2010, NSF began an audit of three large, multi-year awards, with an initial focus on how well we were meeting cost-share requirements and managing subawards. While the seven-year period of the audit identified a number of problems, many of them had already been addressed through improved procedures. Additional subawardee monitoring procedures have also been put in place. Ultimately, OSP staff were able to work with NSF to resolve all questioned costs, resulting in no disallowed costs.
E. Human Subjects Protocol Review. Implemented an Institutional Review Board (IRB) Authorization Agreement with Nationwide Children’s Hospital (NCH), so that there is reciprocity of reviews on human subjects protocols between OSU and NCH. In addition, the Office of Research (OR) has instituted a Quality Improvement Program which identifies common problems encountered by investigators and provides education and guidance.

3. Creation of the Industry Liaison Office (ILO). The ILO was established in December 2008 to advance university-industry partnerships and to create a portal of entry for industry collaborations. Dr. Sharell Mikesell was hired in December 2008 as the Associate Vice President and Director of the office. Since then, three additional staff have been hired to expand the ILO. Dr. Dan Kramer and Bobbi Noe in Engineering and Bryan Kinneman in Agriculture. Bobbi Noe’s responsibilities also include Public Health as well as Arts and Sciences. A position in Medicine remains to be filled.

Since 2008, more than 400 industry partnerships have been established or renewed and OSU has ranked second in the US in industry-sponsored research for the time period 2008-2012. Starting in 2010, the ILO has focused on building more comprehensive high-level partnerships with industry rather than smaller deals. Those efforts have focused on partners such as Battelle, Hewlett-Packard, Procter and Gamble and Honda. See Appendix A for a map of industry partner locations and Figures 4 and 5 for data on industry funding by college and our top company partners.

4. Creation of the OH-TECH Consortium in Partnership with the Ohio Board of Regents.
In 2011, a consortium of the Ohio Supercomputer Center (OSC), Ohio
Academic Resources Network (OARnet), OhioLink, and the Distance Learning Clearinghouse (DLC) were joined together under a new State of Ohio administration. Linkage of the broadband capability to Internet 2 allowed the formation of a state-wide network at 100 Gigabit per second speeds. A new Research Innovation Center for innovative research projects involving the new 100 Gig network is in development and will be part of the new consortium.

5. Instituted an Annual State of Research Address. This event was started in 2010 and is open to the entire campus. It is paired with a series of awards for innovation. Last year was the second annual research address and awards were made for Innovator of the Year, Early Career Innovator of the Year and Student Innovator of the Year. Immediately following the State of Research address for the past two years, the Office of Research has hosted a Research Expo, which showcases the university core facilities and several vendors. This event has an average of 50 exhibitors and attracts new faculty, current faculty, research staff, and graduate and undergraduate students. A program for the Research Expo is listed in Appendix B.

6. Instituted Regular Research Communications to the President and Provost. The Office of Research provides the President and Provost with a series of research stories each month as material for their communications to the Board, speeches, and other forms of communication. This practice was started in July 2010. A copy of each of these communications is included in Appendix C.

7. Organization of National Conferences. The Office of Research has been involved in the organization, planning and execution of several national conferences at OSU such as:

- Annual Meeting of the National Science Board (Board of the NSF), September 21-24, 2009 (Appendix D)
- Moving Ahead 2010: Sustainable Transportation Solutions for the 21st Century, May 2-4, 2010 (Appendix E)
- NASA Future Forum February 20-21, 2012 (Appendix F)
- APLU Conference on Energy Challenges: The Next 50 Years, April 30-May 1, 2012 (Appendix G)

8. Game-Changing Recruitments. The Office of Research has played a major role in several recruitments to OSU which have significantly changed the landscape of the institution. Those recruitments include: Ronald Sega, Vice President and Enterprise Executive for Energy and the Environment; Bernadette Melnyk, Dean of the College of Nursing and Chief Wellness Officer; David McComb, Ohio Research Scholar in Nanoscale Materials Characterization; and Vicki Wysocki, Ohio Research Scholar and Director of the Campus Chemical Instrument Center (to arrive in August 2012). I led the search process for Drs. Sega and Melnyk and OR provided a significant share of resources for Drs. McComb and Wysocki.

9. Significant Administrative Changes. During the last four years, several administrative changes have taken place in the Office of Research, due to strategic administrative re-alignment, budget cuts and new opportunities. Those changes include: closure of the Office of Homeland Security; closure of the Office of Research Advancement; closure of the Office of Research Training, Education and Communications (ORTEC); transition of the OSU Research Foundation (OSURF) into the university under the new name of the Office of Sponsored Programs (OSP); transition of the Technology Licensing and Commercialization office first to the Fisher College of Business and then to the Office of Business and Finance; transition of the Center for Cognitive Science to the College of Arts and Sciences; opening of the Industry Liaison Office (ILO); and alignment of the Ohio Supercomputer Center (OSC), Ohio Academic Resources Network (OARnet) and Ohio Learning Network (OLN) together under the Office of Research. A current organizational chart is shown in Appendix H. There are several research centers that
report to the Office of Research such as the Institute for Materials Research, Institute for Energy and the Environment, Byrd Polar Research Center, Center for RNA Biology, Center for Emergent Materials, Center for Lake Erie Area Research, the Campus Chemical Instrument Center, the Campus Microscopy and Imaging Facility, OARnet and the Ohio Supercomputer Center. Most of these entities prepare annual reports which can be made available upon request. These centers are amongst the research highlights for OSU (Byrd Polar, Materials Research, RNA Biology, etc.) and the leadership of the Office of Research works closely with them to see that their needs are met and to help them achieve their short and long-term goals.

**Accomplishments for the Office of Research**

10. **Electronic Resources.** The web site has been re-designed to be much more intuitive for users. Specific tabs were created for researchers, students, and industry for access to the information they need. The news features are updated on a regular basis. In addition, the navigation of web sites for the entities that report to OR have modified.

In March of 2010, Research Online and e-Protocol were launched. Research Online is the electronic research administration toolbox. Researchers can find all of the web-based software and forms that support their research in one place. E-Protocol enables investigators to submit their animal and biosafety protocols electronically for review. As of October 2011, researchers are able to order animal online, track their animal census, and monitor expenses in one convenient location.

11. **Centers of Excellence.** The Office of Research solicited campus-wide input on the Centers of Excellence areas for OSU, a program led by Chancellor Eric Fingerhut of the Board of Regents to designate areas of highest national stature for each of the universities in the University System of Ohio. The OSU report on Centers of Excellence was submitted in July 2009 and following that submission, OR worked closely with the Board of Regents staff to identify statewide groupings of Centers. OSU is listed as a participant in each of the statewide centers. Below is a list of the statewide clusters followed by the OSU Center of Excellence that was designated in each area.

<table>
<thead>
<tr>
<th>State of Ohio Cluster</th>
<th>OSU Center of Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Energy</td>
<td>Climate, Energy and the Environment</td>
</tr>
<tr>
<td>Biomedicine and Health Care</td>
<td>Health and Well-Being, Human Behavior and Bioinformatics</td>
</tr>
<tr>
<td>Agriculture and Food Production</td>
<td>Food Production, Supply and Safety</td>
</tr>
<tr>
<td>Advanced Transportation and Aerospace</td>
<td>Transportation for Tomorrow’s Economy</td>
</tr>
<tr>
<td>Enabling Technologies: Advanced Materials and Sensors</td>
<td>Materials, Manufacturing Technologies and Nanotechnology</td>
</tr>
<tr>
<td>Cultural and Societal Transformation</td>
<td>State, Regional and Urban Development</td>
</tr>
</tbody>
</table>

The Office of Research has served as the point of contact for the Centers of Excellence and has been a prominent participant in the one-year celebration of each of the clusters as well as the industry showcase events for the Centers of Excellence.

12. **Centers for Innovation/Innovation Groups.** The Office of Research developed the guidelines for proposal preparation for both Centers and Groups, created FAQs for submitters, developed the review process, identified reviewers, and oversaw the review process. That competition led to the awarding of two Centers for Innovation in Food and Poverty and three Innovation Groups in Ethics, Bioinformatics and Complexity. The Centers and Groups are at the end of their second year of funding and beginning the annual review process.
13. **Targeted Investments in Excellence (TIE).** The 10 TIE programs were awarded in 2006 and the Office of Research has participated in the annual review process and meetings to communicate results.

14. **Third Frontier Program.** Since the Third Frontier Program began in 2002, OSU has received $231.4 million. The Office of Research has been very involved in bringing groups of faculty together to maximize impact, to secure industry sponsors, develop industry contracts, and to provide fiscal reports to the State. The awards from the Third Frontier have been in the following areas:

<table>
<thead>
<tr>
<th>Field</th>
<th>Awards</th>
<th>Amount (M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Sciences</td>
<td>24</td>
<td>$85.2M (mostly in the area of imaging)</td>
</tr>
<tr>
<td>Advanced Materials</td>
<td>24</td>
<td>$79.6M</td>
</tr>
<tr>
<td>Advanced Energy</td>
<td>19</td>
<td>$28.7M</td>
</tr>
<tr>
<td>Instruments, Controls and Electronics</td>
<td>9</td>
<td>$19.0M</td>
</tr>
<tr>
<td>Advanced Propulsion</td>
<td>3</td>
<td>$18.9M</td>
</tr>
</tbody>
</table>

15. **Task Forces for Life and Environmental Sciences.** I served as a member of both the Life and Environmental Science Task Forces and provided input to the co-chairs. She currently serves as a member of the Program Council that oversees both graduate programs and regularly discusses the progress of these graduate programs with Dean Osmer.

16. **Significant External Partnerships.** During the past four years, OSU has engaged in significant external collaborative relationships. Many of these relationships involve the Office of Research and are constantly evolving. The most significant of the relationships include:

1) Battelle Memorial Institute. There are typically about 30-40 projects ongoing at any one time between Battelle and OSU at the individual investigator level, but within the past year, the OSU-Battelle Innovation Center has gained significant traction. Blake Thompson, in a shared position between OSU and Battelle, has played a key role in cementing this partnership. Drs. Thompson and I engaged a consultant, Dr. Mark Coticchia, to determine the areas of excellence for both Battelle and OSU as it relates to industry funding. These were compared between Battelle and OSU and it was found that four strategic areas emerged in which a rich collaboration would be predicted: manufacturing, advanced materials, health care information technology and drug development, with manufacturing representing the most opportune. This report provides the baseline data upon which to build a manufacturing initiative.

2) Procter and Gamble (P&G). In 2010, a statewide agreement was announced between the University System of Ohio and Procter and Gamble to facilitate research projects and commercialization of products. Since that time, P&G has worked extensively with OSU scientists and the Industry Liaison Office to identify potential areas of collaboration and investment. Those areas of interest to P&G include: lignin chemistry, decision analysis, entrepreneurship training, polymer films and packaging, breath monitoring, and the oral microbiome.

3) Cardinal Health. A robust partnership has developed in the area of imaging between Cardinal Health and the OSU Medical Center. This has resulted in Third Frontier project funding and the joint establishment of a Nuclear Pharmacy on west campus. A west campus building has been purchased and will be renovated to house the Nuclear Pharmacy and a cyclotron. This location is critical to be close to the Martha Morehouse Pavilion where the radiolabeled drugs will be administered. SciTech is handling the construction project.
4) Honda. Honda Research of America (HRA) and Honda of America Manufacturing (HAM) are both robust partners of OSU. A partnership lasting several years has been in place with HRA, which provides close to $12M per year to the university, supporting professorships, scholarships and research support. Honda maintains an office and executive in residence on campus in Scott Lab. Both HRA and HAM support research at the Transportation Research Center.

5) Hewlett Packard (HP). Exchange tours have taken place between OSU and the HP Imaging and Print group as well as HP Labs. Joint projects are in the pipeline.

6) Owens Corning. Owens Corning has been a consistent supporter of the Solar Decathlon house.

7) American Electric Power (AEP). AEP has been a major supporter of the Solar Decathlon house.

8) JP Morgan Chase/Syracuse University. Discussions have taken place about joint projects and an educational program is in place between Syracuse and OSU.

9) Brazil Partnership. Both educational and research partnerships are being established with the Sao Paulo region and FAPESP (the equivalent of the National Science Foundation in Brazil), with a 1:1 dollar match between OSU and Brazil for joint projects.

10) Dayton Aerospace Hub

17. COSI Partnership. The partnership between COSI and OSU is in several areas (early childhood development, STEM, literacy, innovation, science and technology). One of the most visible manifestations of that partnership is the “Labs in Life”, a working laboratory at COSI, initially focusing on the area of exercise physiology. This project, which opened in 2010, involved working out financial arrangements for construction and operation of the lab between COSI, the Office of Research, and the College of Education and Human Ecology, arranging for certification of COSI as a biomedical performance site and helping with arrangements for the opening event. New OSU research labs recently opened at COSI in the areas of Optometry, Pharmacy and the Buckeye Language Network (a network of OSU researchers from multiple disciplines in Arts and Sciences and Engineering).

18. The Solar Decathlon House. In 2009 and 2011, OSU entered the Department of Energy Solar Decathlon House competition, in which the top 20 solar-powered houses were selected from plans submitted by universities worldwide. These top 20 houses were constructed and transported to the National Mall in Washington, DC. Houses were judged on 10 criteria ranging from home entertainment to energy balance. The 2009 house ranked 10th and the 2011 house ranked 5th overall. The Office of Research has been involved in both solar house competitions, spearheaded by the College of Engineering and the Institute for Energy and the Environment. OR has provided financial support, volunteer time, and assistance with fundraising and spent time at the house in DC including hosting an event at the house. Since the return of both houses to Columbus, OR is involved with planning for more permanent locations for the houses.

19. SciTech. I serve as the Chair of the Board of Directors of SciTech. The Board worked with Sasaki on master planning for the campus western lands. During the last four years, SciTech completed the build-out of 100,000 square feet of warehouse space on west campus, which is occupied by Nationwide Children’s Hospital and soon will be occupied by the Center for Electron Microscopy and Analysis (CEMAS) (Dr. David McComb), CARTech and the Honda Driving Simulation Facility. SciTech also completed construction on time and budget for the new Electrosience Laboratory building. In addition, SciTech played a key role in purchasing a building, and planning for the new Cardinal Nuclear Pharmacy
facility on west campus, a collaborative endeavor between Cardinal Health and the Wexner Medical Center at The Ohio State University (in imaging and drug development).

20. Advancement of Technology Commercialization at OSU. During 2005 and 2010, I worked extensively with Christine Poon, Dean of the Fisher College of Business, to develop a plan for recasting technology commercialization at OSU. This collaboration involved multiple meetings and strategy sessions and ultimately resulted in the hire of Brian Cummings in 2011. I was involved in the search process for Brian and has worked with Brian since his arrival for a smooth transition.

21. Involvement in National Research Metric Development. Because of OSU’s position as one of the largest public institutions in the country, we are frequently sought out as a participant in national benchmarking studies for research metrics. Our secret weapon in this regard is Julie Carpenter-Hubin who is known nationally for her experience in benchmarking and metrics in general. We are a participant in the Star Metrics Program, a national effort begun by NSF to streamline data collection and reporting initially for the stimulus funding. We submit our raw research data to this program and it is returned in a form that is more understandable by economic development professionals and that can be compared. The Committee on Institutional Cooperation (CIC) is in the process of comparing all of the Star Metrics data across the CIC institutions. OSU is among the first four institutions with all of their data in (OSU, U Chicago, Minnesota, and Wisconsin). Other CIC institutions have signed on but not submitted data yet. We also participate actively in Academic Analytics data collection and have worked with them to customize some of our reports. This will help us immensely in the preparation of federal training grants. Julie Carpenter-Hubin has worked with their personnel extensively in their efforts, so much so that they have a full-time office and person located in Columbus.

22. Research Computing Committee. OR established a Research Computing Committee to advise on computing needs for the research community. That committee conducted a campus-wide survey of research computing users. Survey results are currently being analyzed and will be shared with survey respondents.

23. Board Memberships. I serve as a member of the following boards of directors:

- Transportation Research Center
- Nationwide Children’s Hospital Research Institute
- BioOhio (will serve as Board Chair for FY13)
- Tech Columbus
- COSI
- SciTech (Chair of the Board)
- Wellington School

24. Committee Service. Representing the Office of Research, I serve as a member of the following committees:

**Internal:**
- Board of Trustees Working Group on Commercialization
- Business Development Advisory Council
- College of Medicine Task Force, Research Efficiencies
- College of Medicine Office of Research Advisory Committee
- College of Medicine Research Strategic Planning Committee
- Distinguished Service Awards Committee
- Executive Coordinating Committee for Semester Conversion
- Graduate School, Graduate Council
Graduate School, Program Council
Heart and Lung Research Institute Advisory Board
Institute for Energy and the Environment Oversight Committee
Ohio Supercomputer Advisory Board
President and Provost’s Sustainability Council
President’s Council
Sasaki Framework Team
Senior Management Council
University Research Committee
Vice Provost Leadership Group

External:
Association of American Universities, Faculty and F&A Working Group
Association of American Universities, Senior Research Officers Council
Association of American Universities Task Force, University/Government Partnership
Association of Public and Land-grant Universities (APLU), Council on Research Policy and
Graduate Education (CRPGE) Executive Committee (incoming chair of group for 2013)
Columbus 2020 Create Committee
Committee on Institutional Cooperation (CIC), Senior Research Officers Group
Government-University-Industry Research Roundtable (GUIRR)
Ohio Board of Regents, Research and Commercialization Task Force
Ohio Board of Regents Research Officer’s Council
University-Government Research Partnership Task Force
University Research Associates (oversight of Fermilab operation)

25. 360 Degree Review. I participated in the 360 degree pulse survey conducted by Senn Delaney for
the members of the Senior Management Council. The results of that review from November 2011 are
attached as Appendix I.