ACADEMIC INITIATIVES	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2020 Goal	Current Status
A. Enhancing the undergraduate and graduate student experience											
1. Student to Faculty Ratio		19:1	19:1	19:1	19:1	18:1	19:1	19:1	19:1	**18:1**	Caution / No Change
2. NSSE High Impact Practices Participation (% First-Year, % Seniors) [1]	45% / 77%			48% / 94%			53%/81%			**62% / 94%**	Down
3. USNWR, America's Best Colleges Rank (Publics)	18	18	17	18	16	18	16	16	16	**10**	No Change
4. Gallup Well-being Index [2]						40%	39%			**N/A**	No Change
5. Graduate/Professional Student Academic Experience Index	72			71			69			**75**	Down
6. USNWR, Number of Graduate and Professional Programs in Top 25 [3]	49	57	60	56	55	54	48	54		**65**	Up
B. Developing the Discovery Themes of Energy and Environment, Food Production and Insecurity, Health and Wellness											
1. Discovery Theme Faculty Hired (Cumulative) [4]						23	56 (79)	41 (120)	6	**185**	Up
C. Developing eLearning											
1. Number of online programs offered			5	6	9	11	16	20		**N/A**	Up
2. Number of online course sections taught	506	560	646	589	831	1,023	1,200	1,434		**N/A**	Up
3. Number of enrollments in online courses	19,647	22,719	26,959	24,817	31,325	37,957	46,450	56,298		**N/A**	Up
D. Discussing new models of faculty evaluations and rewards in a collaborative climate											
1. Total Research Expenditures: Rank among Public Universities [5]	7	9	11	10	11	12	11	12	13	**8**	Down
2. Increase tenure-track faculty by 8 to 10% [6]	3,043	2,982	2,930	2,903	2,848	2,844	2,738	2,788	2,803	**3,128**	Caution / Up
E. Balancing affordability and access and excellence for our students											
1. Provide $40M in additional scholarships and financial aid	$91.5M	$96.9M	$108.6M	$127.2M	$138.2M	$147.4M	$163.5M	$170.9M		**$148.3M**	Up
1a. Increase merit-based aid	$64.9M	$67.5M	$70.8M	$77.6M	$87.9M	$98.9M	$108.3M	$115.8M		**N/A**	Up
1b. Increase need-based aid	$26.6M	$29.4M	$37.8M	$49.6M	$50.3M	$48.5M	$55.2M	$55.1M		**N/A**	No Change
2. Undergraduate Graduation Rate (within six years) [7]	74.9%	78.0%	79.7%	82.4%	83.2%	83.5%	83.1%	83.6%		**85.0%**	Up
2a. Undergraduate URM Graduation Rate (within six years) [8]	63.9%	68.3%	73.7%	74.2%	74.4%	75.4%	75.1%	75.9%		**N/A**	Up
2b. Undergraduate First Generation Graduation Rate (within six years)				74.7%	75.8%	76.2%	74.6%	75.1%		**N/A**	Up
F. Enhancing the arts at Ohio State and our connections with the Columbus arts community											
To be developed										N/A	

[1] Correction: % First-Year in 2015-16 formerly reported as 43%

[2] Recent alumni who are *thriving* in three or more elements of well-being; National average is 29.6%

[3] Represents published rankings between 2010 and 2017

[4] Represents the number of faculty who accepted offers during that year. 2020 goal is cumulative

[5] Source NSF. Represents FY 2008-2016

[6] Represents faculty headcount in Autumn. 2020 goal set by increase of 10% from 2014-15.

[7] Represents entering cohorts for Autumn 2003 to Autumn 2010

[8] URM includes American Indian/Alaskan Native, Black or African American, or Hispanic

Legend:
- Meets or Exceeds Goal
- Caution
- Below Goal - Action Needed
- Data Pending
- △ Performance Up
- ▭ No Performance Change
- ▽ Performance Down