Strategic Plan
The Office of Enrollment Services
The Ohio State University
2012-2017
http://www.osu.edu
Strategic Planning at The Ohio State University

Ohio State’s future will be defined and driven by the university’s move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution’s vision, mission, and values.

Ohio State’s Vision
The Ohio State University will be the world’s preeminent public comprehensive university, solving problems of world-wide significance.

Ohio State’s Mission
We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Ohio State’s Values
Shared values are the commitments made by the Ohio State community regarding how work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust
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Letter from the Vice President

The Office of Enrollment Services at The Ohio State University consists of a dedicated staff committed to the recruitment, enrollment, transition, retention and graduation of students through all ranks and at all campuses of the university. Through support services and outreach programs, we play a vital role in supporting student access to and progress through the university toward the optimal goal of graduation. We embrace the university’s land-grant tradition in balance with our flagship status. Our team of offices includes:

- Undergraduate Admissions
- New Student Orientation
- First Year Experience
- Graduate and Professional Admissions (GPA)
- Student Financial Aid (SFA)
- University Registrar (OUR)
- Student Service Center (SSC)
- Economic Access Initiative
- Enrollment Services Analysis & Reporting
- Marketing & Strategic Communication
- Administrative Support Services (Fiscal, HR, IT)

Students are the consistent and essential element that drives everything we do: they are our core. Aligning our efforts on behalf of the student, we strive to develop a university community that provides access and opportunity to an Ohio State education for Ohio students, while simultaneously providing an enriched high quality environment for high achieving and diverse students throughout the nation and beyond. In support of these efforts, the Office of Enrollment Services seeks to strengthen and elevate the synergies within our offices and to cultivate opportunities with internal and external constituencies toward the university’s pursuit of unified excellence. We will do so through the pursuit of three main strategic goals:

1. **Implement the One University Strategic Enrollment Plan.** Growing our enrollment is one of the greatest financial investments the university can pursue. The One University Strategic Enrollment Plan encompasses all Ohio State campuses and all student ranks to strategically and purposefully increase the selectivity, diversity, quality, and quantity of students. The metrics we strive for will position The Ohio State University within the top 3 Big Ten institutions in the United States.

2. **Simplify our systems and improve business services provided directly to our students** by reducing bureaucracy, streamlining our business processes, and leveraging technology. Our vision is to provide seamless service so students can capitalize on the Ohio State educational experience and minimize energy spent on administrative tasks.

3. **Champion the transformation of our university culture** that will foster a superior educational experience and contribute to moving The Ohio State University from excellence to eminence in the future.
The result of these efforts will be an Ohio State University with more students who are better prepared, more diverse, and more strongly supported than ever before. Students will be more successful as they thrive in the Ohio State community and grow to contribute to our state, our nation, and our world. Ohio State will achieve the recognition it aspires to, and the State of Ohio will have a strong pool of professionals to support the economic engine of our state.

Sincerely,

M. Dolan Evanovich,
Vice President for Strategic Enrollment Planning
Office Overview

Strategic Vision of The Office of Enrollment Services
The Office of Enrollment Services aspires towards a high performance culture that places Students First and recognizes our commitment to university and external communities by emphasizing quality and simplicity in our recruitment, enrollment, transition, retention and graduation services.

Strategic Mission of The Office of Enrollment Services
Through effective relationships across all Ohio State University campuses and external constituencies, the Office of Enrollment Services works collaboratively to promote student access, success, and excellence and champion the recruitment, enrollment, transition, retention and graduation of Ohio State students rich in talent, diversity and individuality.

Shared Values
We are committed to conducting ourselves on behalf of the university’s fundamental values of:

- Excellence
- Collaborating as One University
- Acting with Integrity and Personal Accountability
- Openness and Trust
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work

Office of Enrollment Services Points of Interest

- 350 Regular Employees
- 400 + Student Employees
- $28 Million Total Budget
Office Overview

Background: 2010 -2012 Strategic Plan

The 2010-2012 Office of Enrollment Services Strategic Plan was driven by the One University Enrollment Plan; conceived by 6 of President Gee’s overarching philosophies. Subsequently, the Office of Enrollment Services requires that distinctive emphasis be given to the following 6 university-wide, mission-sustaining goals:

- **One University** - We will adopt a “One University” perspective in all decision making to create a culture where everyone is driven by a shared common vision and supports trans-institutional execution.
- **Students First** - We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.
- **Faculty and Staff Talent Culture** - We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.
- **Research Prominence** – We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.
- **Outreach and Engagement** – We will increase outreach and collaboration through public and public-private partnerships that will enhance our impact on the quality of life for citizens of the state, country and world.
- **Operating and Financial Soundness Simplicity** – We will establish operational financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, flexible systems.

The Enrollment Services Strategic Plan provides a unified direction that leverages the success individual offices have accomplished in the past, turns it into the catalyst that truly transforms how we recruit, retain and serve our student and campus constituents.

At its core, the Enrollment Services Strategic Plan is driven by the One University Strategic Enrollment Plan.  
- Many of the strategic initiatives outlined in this Enrollment Services (ES) Strategic Plan are aligned with the One University Strategic Enrollment Plan.
- The One University Strategic Enrollment Plan has involved multiple offices across all campuses and was shared with the Provost, faculty, and other university leaders in May 2010. Upon further review of the plan, The OSU Board of Trustees confirmed their support of the plan in September 2010.
- The One University Strategic Enrollment Plan was again reviewed by multiple offices, Council on Enrollment Student Progress plus others and updated January 2012.

The Vice President for Strategic Enrollment Planning and his leadership team worked through multiple planning sessions and engaged the leaders throughout their organization to establish initiatives that clearly align with the goals/objectives/strategies of the university.
Background: 2012-2017 Strategic Plan

As part of the continuous review of the university strategic planning approach in 2012, four (4) University core goals adopted by the University Executive Leadership Committee were introduced: Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

Teaching and Learning - to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

University-level focus areas under the Teaching and Learning Goal identified include Incoming Student Quality, Program Excellence, and Student Outcomes.

Research and Innovation - to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world’s most pressing problems.

University-level focus areas under the Research and Innovation Goal include Reputation and Productivity.

Outreach and Engagement - to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

University-level focus areas under the O&E Goal include Strategic Partnerships; Critical Workforce Development; and Off-Campus Programs & Awareness.

Resource Stewardship - to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

University-level focus areas under the Resources Goal include Resources-People; Resources-Dollars; and Resources-Facilities.
Office Overview

In our review of the four university core goals and President Gee’s overarching philosophies, we determined that our strategic focus areas map to Teaching and Learning, Resource Stewardship, Outreach and Engagement, and Students First.

Specific goals that drive the One University Enrollment Plan and much of The Office of Enrollment Services Strategic Plan are:

- **QUANTITY.** Increase cumulative enrollment across all ranks and on all campuses by at least 2,700 from 2011 to 2015, by incrementally enrolling more students over that five-year period. By 2015, the additional students will be distributed in these approximate numbers:
  - 1300 new first-year students
  - 500 transfer students
  - 500 regional campus freshmen and transfer students
  - 400 graduate students in targeted Master’s programs

- **ACADEMICS.** Enhance the academic quality of the student body by increasing the university’s expectations of entering Columbus campus students as measured by standardized test scores, grade point average, and academic preparation.

- **DIVERSITY** Enhance the quality of the Ohio State student body by boosting its racial, ethnic, geographic, and economic diversity. By 2015, the diversity of the university’s student population will be appropriate to our land-grant mission and to our national and international reputation.

- **ENHANCED PROFILE AND REVENUE.** An increase in the university’s revenue stream through the incremental expansion of its student population. By 2015, Ohio State could realize approximately $12million in additional net annual revenue as a result of this expansion. As the foregoing strategic steps demonstrate, however, the increase in size of the student body will not come at the expense of academic excellence or diversity. Rather, these measures will be enhanced over the five-year period of the One University Enrollment Plan.

- **STUDENTS FIRST.** Place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.
Strategic Scan

The Office of Enrollment Services identifies with both external and internal environments that influence strategic results. Our external environment encompasses outside variables that directly or indirectly impact The Office of Enrollment Services effectiveness. The internal environment is composed of variables within the organization, including students, current employees, and culture. Given the considerations of each environment’s impact toward achievement of our strategic objectives, we submit the following detailed description of each:

External Environment
Following are notable external circumstances and/or challenges associated with the goals identified herein:

- The economic climate in the state is still uncertain and may be so for the near future. This uncertainty can have a negative impact on the college selection process.
- Enhanced federal and state pressure to reduce costs and keep tuition low while the university continues to see a reduction of funding at both the federal and state levels. The new performance-based funding model from the State of Ohio may have a negative impact on our State Support for Instruction (SSI).
- Depending on future financial aid allocations, our ability to provide access and affordable education could be in jeopardy.
- The number of Ohio high school graduates is decreasing approximately 1-2% a year for a projected decline of 10% over the next 5 years. It is in our best interest to reach beyond the State of Ohio to attract the best talents and minds across the nation and beyond. The One University Strategic Enrollment Plan aims to keep Ohio’s best students and gain talented students from other places.
- The demographic decline in the state of Ohio has put additional pressures on regional campuses and we expect that trend to continue. Current admission practices exclude non-Ohio residents from consideration.

Internal Environment
Following are notable internal circumstances and/or challenges associated with the goals identified herein:

- The One University Strategic Enrollment Plan acknowledges that enrollment is a potential revenue driver. A significant investment will need to be allocated toward resources that directly influence the investment (i.e. financial aid and recruiting costs) to generate the desired net tuition revenue.
- The Office of Enrollment Services must continue to engage the college/university leadership around the interplay/impacts tied to the One University Enrollment Plan including college- specific enrollment plans. Attention must be given to ensure that all stakeholders understand impacts across the university as strategies are developed, implemented and results are achieved.
- As the university continues to develop its Distance Education portfolio (including MOOCs), we must monitor the impacts of these efforts on the One University and college- specific enrollment plans.
- Desire to move into the top 10 public research universities in the U.S.
• There is a need for renewed commitment to improving student business services for all students. The students, families and university community have a higher level of service expectation and we need to rise to meet and exceed those evolving expectations.
Succeeding in Our Strategic Focus Areas

The Office of Enrollment Services strategic plan is reflective of the 2011-2015 Strategic Enrollment Plan which concentrates on all Ohio State students on all campuses of the university. This plan specifically aligns with the university’s core goals: Teaching and Learning, Resource Stewardship, Outreach and Engagement, and Students First.

Teaching and Learning:
To provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

University-level focus areas under the Teaching and Learning Goal identified include Incoming Student Quality, Program Excellence, and Student Outcomes.

Resource Stewardship:
To become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

University-level focus areas under the Resources Goal include Resources-People, Resources-Dollars, and Resources-Facilities.

Outreach and Engagement:
To establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

University-level focus areas under the O&E Goal include Strategic Partnerships; Critical Workforce Development; and Off-Campus Programs & Awareness.

Students First:
We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.
Succeeding in Our Strategic Focus

ORGANIZATION OF THE STRATEGIC PLAN DOCUMENT

Our approach to successfully achieving each implementation step identified in this plan is grounded in the following three university core goals and one of President Gee’s overarching philosophies:

**Teaching and Learning, Resource Stewardship, Outreach and Engagement, Students First**

- Pages 13-19 illustrate 5 (five) strategic focus areas directly mapped to *Teaching and Learning*; followed by the implementation steps vital to successfully attaining those strategic targets.
- Pages 20-26 highlight the 6 (six) strategic focus areas directly aligned to *Resource Stewardship* accompanied by our approach to strategically achieving each.
- Pages 27-28 capture 1 (one) strategic focus area mapped directly to *Outreach and Engagement*.
- Pages 29-30 highlight 1 (one) strategic focus area defining our commitment to *Students First*. 
Succeeding in Our Strategic Focus Areas

TEACHING AND LEARNING

STRATEGIC FOCUS AREAS AT-A-GLANCE

Strategic Focus Area # 1 (Student Outcomes): Increase cumulative enrollment across all ranks and on all campuses by at least 2,700 from 2011 to 2015, by incrementally enrolling more students over that five-year period.

Strategic Focus Area #2 (Incoming Student Quality): Enhance the academic quality of the student body by increasing the university’s expectations of entering Columbus campus students as measured by standardized test scores, grade point average, and academic preparation.

Strategic Focus Area #3 (Program Excellence): Enhance the quality of the Ohio State student body by boosting its racial, ethnic, geographic, and economic diversity. By 2015, the diversity of the university’s student population will be appropriate to our land-grant mission and to our national and international reputation.

Strategic Focus Area #4 (Program Excellence): An increase in the university’s revenue stream through the incremental expansion of its student population. By 2015, Ohio State could realize approximately $12 million in additional net annual revenue as a result of this expansion.

Strategic Focus Area #5 (Incoming Student Quality): Directly support the university expectation that all undergraduates possess a passport. Our efforts will support President Gee’s vision of all undergraduate students possessing a passport through tracking, communication, programming, and outreach efforts. As a result, undergraduate students will be better prepared to take advantage of outstanding and enriching international experiences and opportunities.
Succeeding in Our Strategic Focus Areas

**Teaching and Learning** - to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body. (2011-2015 Strategic Enrollment Plan)

**Strategic Focus Area #1 (Student Outcomes):** Increase cumulative enrollment across all ranks and on all campuses by at least 2,700 from 2011 to 2015, by incrementally enrolling more students over that five-year period. By 2015, the additional students will be distributed in these approximate numbers:

- 1300 new first-year students
- 500 transfer students
- 500 regional campus freshmen and transfer students
- 400 graduate students in targeted Master’s programs

These increased enrollments will mean that Ohio State’s student population across all campuses will be more than 66,000 by 2015.

**Implementation steps toward 1300 New First Year Students:**

- Invest in additional recruitment strategies and increase merit and need-based aid to increase the new freshman class size on the Columbus campus by approximately 100 students during each year of the plan.

- Work with appropriate offices to ensure that the growth of the undergraduate population does not re-develop the “closed course” problem, reduce the quality of academic advising, or under-serve the need for residence life opportunities, counseling, career advising, student health, disability services, or other services.

- Work with appropriate offices to ensure that additional proposed housing for undergraduate students and strategic enrollment planning are in ongoing alignment.

- Increase recruitment in high-potential out-of-state markets, including Texas and southeast U.S., in order to take advantage of changing demographics in the country.

- Create a full-time staff position to coordinate out-of-state recruitment, including oversight of the regional territory managers.

- Restructure current staff position to focus full-time on alumni recruitment activities.
Succeeding in Our Strategic Focus Areas

Teaching and Learning (continued)

Implementation steps toward 500 New Transfer Students:
- Invest in enhanced programmatic links with 2-year institutions and targeted outreach efforts to increase the number of transfer students by at least 500 by 2015.
  - Enhance communications to admitted transfer students and to those inquiring about transferring to Ohio State
  - Enhance transfer student campus overview and tours
  - Increase recruitment visits to Ohio’s community colleges
  - Enhance transfer student orientation programs
  - Implement, with Columbus State Community College, the Preferred Pathway Program to increase student enrollment and success
  - Determine appropriate linkages with other community colleges that will promote student enrollment and success
  - Create a full-time admission staff position with the responsibility of recruiting and communicating with transfer students.

Implementation steps toward 500 New Regional Campus Students:
- Make investments, with guidance from the regional campus deans, to increase the number of regional campus students by 500 by 2015; revenues generated by enhanced enrollments will be retained by the respective campuses.
- Focus on generating more first-choice students at all regional campuses.
- Continue the “One University” marketing campaign established in summer, 2009.
- Review financial aid options for regional campus students and recommend changes to enhance the campus change process.
- Add specific bachelor's degree completion programs at the regional campuses.
Succeeding in Our Strategic Focus Areas

Teaching and Learning (continued)

Implementation steps toward 400+ New Graduate Students:

- Work with the Graduate School and colleges as they partner to create additional Tagged Masters programs to increase the graduate student population by 400+. The new programs will respond to demonstrated market needs in the corporate, health, and government/non-government sectors.

- Provide data analysis support to the Graduate School academic departments to monitor enrollment growth.

- Continue the university’s efforts to offer additional graduate student housing on or near Campus.

Strategic Focus Area #2 (Incoming Student Quality): Enhance the academic quality of the student body by increasing the university’s expectations of entering Columbus campus students as measured by standardized test scores, grade point average, and academic preparation.

Implementation steps toward more academically prepared and successful new first year students:

- Invest in additional recruitment strategies and increase merit and need based aid to target the following freshman quality measures on the Columbus campus:
  - An average ACT score of 29
  - 60% in the top decile of the high school class
  - 95% in the top quartile of the high school class
  - 1st Year Retention Rate of 95%
  - 4-Year Graduation Rate of 60%
  - 6-Year Graduation Rate of 82%

- Work with college deans to develop college-specific enrollment plans, which will be submitted to the provost for approval. Understand the interplay and impacts of college-specific enrollment plans and provide consultation/facilitation to departments as they work to attain their enrollment goals.

- Assess the impact of increasing enrollment on academic and student life services by establishing a group similar to the 1994-95 Committee on the Undergraduate Experience (CUE) task force.

- Ensure the quality and integrity of the Honors and Scholars programs by gradually reducing the number of Honors students to eventually maintain an entering class with 1,000 Honors students, while gradually increasing the number of Scholars students in order to maintain the same total percentage of Honors and Scholars students each year.
Succeeding in Our Strategic Focus Areas

**Teaching and Learning (continued)**

**Implementation steps toward more academically prepared and successful transfer students:**
- Continue to enhance the academic preparation of transfer students from 2 and 4-year institutions by requiring improved GPAs over time.

**Implementation steps toward more successful regional campus students:**
- Continue to serve as portals of opportunity and access to an Ohio State education.
- Enhance regional campus student outcomes as defined in better retention, greater campus change, and higher graduation rates.

**Implementation steps toward more academically prepared and successful graduate students:**
- Develop rigorous quality standards for new or expanded professional Master’s programs that will meet the needs of Ohio’s citizens for post-baccalaureate education and training, contribute to the state’s economy, and enhance the reputation of the university.
- Develop new measures for graduate admissions to help ensure that Ohio State is recognized for the quality of its professional Master’s degree holders and for their ability to help strengthen the state’s economy.

**Strategic Focus Area #3 (Program Excellence):** Enhance the quality of the Ohio State student body by boosting its racial, ethnic, geographic, and economic diversity. By 2015, the diversity of the university’s student population will be appropriate to our land-grant mission and to our national and international reputation.

**Implementation steps toward greater new freshmen diversity:**
- Implement targeted recruitment efforts and develop appropriate financial aid packages and merit-based scholarships to attain the following goals over the next five years:
  - An increase on the Columbus campus from 18% to 25% of non-Ohio resident students
  - Among these non-Ohio resident students, a 4% increase in international students to reach 8% of the new freshman class, with these students representing multiple regions of the world
  - An increase on all campuses among African American, Hispanic/Latino, Native American and other underrepresented populations to achieve a critical mass supporting the educational diversity mission of the university
  - Enrollment on all campuses of low- to middle-income students in percentages equal to or greater than those of Autumn 2009
  - Restructuring of international orientation to provide a smooth transition of new students to the Columbus campus. Goal is to provide a similar experience to domestic student orientation.
  - Enhance current student recruitment organization to partner more closely with the Admissions Office in attracting first-generation and minority students.
Teaching and Learning (continued)

- Invest as necessary, resources required to reach University New Freshman Diversity AU11-15 (FY12-16) to:
  - Expand recruitment activities to target increasing numbers of out-of-state students, including international students
  - Expand recruitment strategies that respond to the needs of students in targeted access groups, including minority, low-income, and first-generation students
  - Develop financial aid packages and merit-based scholarships targeted to the enrollment of low- to middle-income students
  - Work with Financial Aid and Office of Diversity of Inclusion towards implementation of new scholarship program targeting admitted students from low-performing high schools in Ohio.
  - Work with various campus departments in enhancing existing bridge program
  - Partner with various campus departments in creating a high school pipeline program targeting the best first-generation, minority, and rural students in Ohio.

**Implementation steps toward greater transfer student diversity:**

- Enhance articulation and partnerships with those two-year institutions that currently send large numbers of transfer students to Ohio State in order to improve Ohio State’s pipeline of minority, low-income, and first-generation students.
- Expand programmatic links with those institutions.
- Focus new energies on recruiting students from two-year institutions beyond Ohio.

**Implementation steps toward greater regional campus student diversity:**

- Recruit and target specific populations, including veterans, nontraditional adults, first-generation college students, and low-income students.
- Explore admitting out-of-state students to the regional campuses.
- Increase the number of low-income students who change from a regional campus to the Columbus campus.

**Implementation steps toward greater graduate student diversity:**

- Further develop the Summer Research Opportunities Program (SROP) to help underrepresented undergraduates explore graduate programs and opportunities for academic careers and provide them with rigorous preparation for graduate study.
- Allow conditional admission for international students whose English language skills would benefit from intensive English instruction, provided in collaboration with the English as a Second Language program, for three to six months before beginning their academic program.
Succeeding in Our Strategic Focus Areas

Teaching and Learning (continued)

Strategic Focus Area #4 (Program Excellence): An increase in the university’s revenue stream through the incremental expansion of its student population. By 2015, Ohio State could realize approximately $12M in additional net annual revenue as a result of this expansion. As the foregoing strategic steps demonstrate, however, the increase in size of the student body will not come at the expense of academic excellence or diversity. Rather, these measures will be enhanced over the five-year period of the One University Enrollment Plan.

Implementation steps toward enhancing revenue to support increasing quantity and diversity:

- To help support the additional recruitment costs required by the strategic steps in the One University Enrollment Plan, increase the application fees for undergraduate students from the current $40 to $60; the additional revenues from both the increased fee and the additional applications called for by this enrollment plan will be approximately $1.1M for the first year of the plan.

- From relevant offices, obtain updates on increased staffing in support of an enhanced student experience, including but not limited to additional academic advisors, mental health professionals, and security personnel.

Strategic Focus Area# 5 (Incoming Student Quality): The Office of Enrollment Services will directly support the university expectation that all undergraduates possess a passport. Our efforts will support President Gee’s vision of all undergraduate students possessing a passport through tracking, communication, programming, and outreach efforts. As a result, undergraduate students will be better prepared to take advantage of outstanding and enriching international experiences and opportunities.

Implementation steps toward enhancing communication, programs and outreach efforts to deliver and track the expectation that Ohio State undergraduates should possess a passport:

- We will use Summer Orientation and the Student Information System (SIS) to track the number of incoming students who currently have passports. As delivered, PeopleSoft Version 9.0 supports the collection of data for students who possess a valid passport including passport ID number. The University will upgrade to version 9.0 in 2013, which will support the collection of this data from both new and continuing students. The collection and storage of this data in a centralized location will allow the institution to report on progress towards the goal of encouraging undergraduate students to possess a valid passport.

Metric: Number of students who are identified at orientation as having a passport.

- We will pursue opportunities with the Office of International Affairs (OIA) and University Development to further support and encourage all undergraduate students to attain passports.
Succeeding in Our Strategic Focus Areas

RESOURCE STEWARDSHIP

STRATEGIC FOCUS AREAS AT-A-GLANCE

Strategic Focus Area #1 (Resources – People): The Office of Enrollment Services will enhance our human capital processes to build a healthy, high performance culture that enables eminence.

Strategic focus area #2 (Resources- Dollars): Use the framework and scenario approach to capital planning to enhance the physical environment and optimize resources across the University.

Strategic Focus Area #3 (Resources – People): Strive to provide students with an outstanding level of service across all areas of operation.

Strategic Focus Area #4 (Resources – Facilities): Support the University’s construction of new and renovated classrooms, labs, study areas, offices, academic support facilities, and common spaces necessary to maintain and enhance the teaching and learning environment.

Strategic Focus Area #5 (Resources- Dollars): Achieve cost reductions and streamline all major academic and administrative processes by simplifying processes and delivery systems. Enrollment Services challenges itself to explore multiple opportunities for improving our operating efficiency through the simplification of processes and delivery systems. This opportunity comes as a result of new operating systems, transitions in leadership, new office space, and other prospects such as the university’s strategic planning process.

Strategic Focus Area #6: (Resources- People): The Office of Enrollment Services will engage in a holistic review of student service experience. This review serves as the foundation for the physical redesign of the SAS building, business process redesign within the offices and the technical/human infrastructure strategies needed to support the transformation of the student service experience.
Succeeding in Our Strategic Focus Areas

Resource Stewardship - to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Strategic Focus Area #1 (Resources People): The Office of Enrollment Services will enhance our human capital processes to build a healthy, high performance culture that enables eminence.

Implementation Steps:

- We will introduce new hires to our values and provide opportunities for them to attend a retreat that is focused on our desired culture.

- To continue and strengthen the work of the former culture action work group, we will create a new Enrollment Services Staff Advisory Committee. The Enrollment Services Staff Advisory Committee will serve and support all ES staff as we strive towards a future in which we are viewed as a nationally recognized model for enrollment services.

- In a focused effort to foster a spirit of staff retention, particular attention will be given to the areas of talent, culture, leadership development and change.

- 100% of performance reviews submitted to Enrollment Services Human Resources prior to raise decisions are submitted for Annual Merit Compensation Process (AMCP)

- Managers will be offered monthly development opportunities targeting key areas identified in the employee pulse survey. (Beginning October 2012 – September 2013).

  Will achieve improved scores on the following pulse survey questions:
  
  My supervisor treats me with respect.
  
  My supervisor provides regular feedback.
  
  My supervisor provides me with clear work directions and expectations.
  
  My supervisor shows concern for my well-being.
  
  My supervisor values the work that I do.
  
  In my unit, my performance is measured against goals and objectives.

- We will resurvey all employees periodically with the target to achieve an overall satisfaction score of 90% by 2014.
Succeeding in Our Strategic Focus Areas

Resource Stewardship (continued)

Strategic Focus Area #2 (Resources-Dollars): The Office of Enrollment Services will use the framework and scenario approach to capital planning to enhance the physical environment and optimize resources across the University. The Office of the University Registrar, through the Classroom Readiness Committee, has used enrollment and course data to develop a strategy for classroom inventory at Ohio State for the coming decades. Based on guidelines developed through the Campus Framework Plan, the classroom inventory strategy identifies the type and size of classrooms needed. Further, it outlines goals and expectations for locations, square footage, technology, and density within a building. These strategies are being used to inform long term project planning, new build construction projects, renovations, space reassignment, and opportunities for removing buildings from campus inventory.

This effort allows for more efficient use of university capital construction funds but also assists in the preservation of operating funds by reducing deferred maintenance costs and creating opportunities for financial savings through energy efficiency.

Metric: Use/Utilization data for classrooms to show efficiency.

The Classroom Readiness Committee has already established 2011-2012 as their baseline. They are looking at metrics for:

- Room utilization through the day (How effectively are we using the classroom throughout the class day?), and
- Seat fill utilization (How full are the rooms when we use them?)

They have baseline data already established and will regularly update it.

Implementation Steps

- We will implement the recommendations from the classroom management study (secondary initiative for OES; primary initiative from Sr. Vice President for Administration and Planning and Vice Provost for Administration); including taking more of an institutional focus on space prioritization. One of the recommendations is to adopt a decision-making culture that supports the prioritization of space from an institutional perspective. This approach will provide for a more efficient and effective use of space based on institutional priorities.

- We will leverage technology to more effectively provide data necessary to make effective resource and space management decisions (secondary initiative for Enrollment Services; primary initiative for the oCIO and other offices). The Office of the University Registrar is engaged with other offices (e.g. Resource Planning, Institutional Research) in an effort led by the Office of the CIO (oCIO) to implement:
  - Student Data Mart and other distributed data resources.
  - A space management software other than what the institution currently utilizes may be more effective in providing important planning data to the campus community.
Succeeding in Our Strategic Focus Areas

Resource Stewardship (continued)

Strategic Focus Area #3: The Office of Enrollment Services will strive to provide students with an outstanding level of service across all areas of operation.

Implementation Steps:

• We will demonstrate continuous improvement in our delivery of high quality, timely service to students, their families and the university community.
  o The Student Service Center will update established metrics (Phone, In-Person and e-mail) and will include quality service indicators by December, 2012.
  o The Student Service Center will establish a “Service Level Scorecard” at the unit and employee level by December, 2012.
  o Staff performance against these service level metrics will be reviewed each month with employees beginning January, 2013.

• We will demonstrate continuous improvement in our delivery of high quality, timely service to students, their families and the university community.
  o SFA will continue the support of the SSC by further developing a cross-functional model based on the two recently created SFA/SSC Consultant positions.
  o SFA will continue to redevelop the financial aid website to improve access to information in a user friendly format for prospective and current students, parents and others.
  o SFA will develop a quality assurance model to evaluate the quality of training, staff accuracy and adherence to federal, state and institutional policies and procedures.

Metric: Reduction in student inquiries to SSC and reduction in escalated cases referred to SFA, web usage statistics; error free audits

• We will offer intentional programming and opportunities for first-year students that will connect them in meaningful ways with the city of Columbus, its businesses, and organizations so that they can begin to develop an understanding and take advantage of all the city has to offer them as students, and later as graduates of the university.

• First-year programs will be offered to help students beginning field-experience planning in order for students to be better positioned to compete for jobs and admission to graduate and professional schools.
  o We will offer additional one-time sessions to first-year students explaining the benefits of field experiences and methods and resources available to pursue them.

• Establish baseline data to provide guidance on future programming/outcomes in First Year Experience (FYE)
Succeeding in Our Strategic Focus Areas

Resource Stewardship (continued)

Strategic Focus Area #4 (Resources-Facilities): The Office of Enrollment Services will support the University’s construction of new and renovated classrooms, labs, study areas, offices, academic support facilities, and common spaces necessary to maintain and enhance the teaching and learning environment. The structure of the classroom strategy includes detailed expectations of the quality of teaching space and resources available to faculty in each classroom. These guidelines are intended to provide faculty and students with the highest quality learning environments that meet the needs for today and the future.

Metric: Review of whether we are meeting the goals of each renovation strategy (age of furniture, technology, etc).

The Classroom Readiness Committee has established a set of ongoing goals (annual cycle) with measurements. Although a “baseline”, per se, is not established because there are annual goals, they are measuring their progress and have identified goals.

Implementation Steps:
• We will implement the recommendations from the classroom management study regarding classroom priorities (secondary initiative for OES; primary initiative from Vice President for Administration and Planning and Vice Provost for Administration). One of the recommendations from the University’s thorough review of campus space allocation and management is to improve the quality of the classroom pool and provide support for more collaborative learning environments. The University Registrar’s Office, in conjunction with the Integrated Physical Planning Committee and the Classroom Readiness Committee, has the responsibility to manage the classroom pool.
Succeeding in Our Strategic Focus Areas

Resource Stewardship (continued)

Strategic Focus Area #5 (Resources- Dollars): The Office of Enrollment Services will achieve cost reductions and streamline all major academic and administrative processes by simplifying processes and delivery systems. Many of these initiatives will also result in better service to students and the campus community.

Implementation Steps:
- Prepare for and implement the Student Information System (SIS) PeopleSoft 9.0 Upgrade with a goal of reducing our current customizations by at least 25%.
- Capitalizing on the significant savings GP has already realized in external application vendor costs by creating four internal applications in SIS for undergraduate professional programs and 11 supplemental applications for graduate and professional Central Application Service (CAS) applications; GP will utilize 9.0 functionality to create an internal graduate application in SIS. The savings for the internal graduate applications will become evident in FY 2014.
- Phase 2 of paperless admission process- beginning with 2013 application cycle, graduate and professional applicants will upload unofficial transcripts and other application related documents to imaging system. Will drastically reduce paper mail processing in both GP Admissions and program offices. – on-going project as of 8/2012.
- Management Initiative – working with undergraduate admissions in collocating operational staff on the same floor in SAS.
- Develop the ability for admitted applicants to pay acceptance fees and tuition deposits electronically for all levels.
- SFA will continue to simplify the delivery model by revising and/or discontinuing processes that no longer support the university vision and goals for student access.
- SFA will use Document Imaging Technology for process workflow rather than solely for archiving. This initiative will promote and support student service across all units of the university and positively impact student service.

Metric: Reduction in staff resources dedicated to data entry, expedited turnaround on file completion and review.

- Increase the use of document imaging and workflow throughout the division to provide more streamlined processes, staffing efficiencies, more secure data, and improved services to students.
- Develop an online residency application to assist students in applying to have their Ohio residency status changed for tuition purposes. This online system will provide more user friendly tools for students and provide quicker and more consistent answers for students applying for Ohio residency.
- Increase the number of institutions with whom we exchange electronic transcripts in order better support transfer students. This expansion will supplement exchange relationships with the Ohio public 2-year and 4-year schools.
Succeeding in Our Strategic Focus Areas

Resource Stewardship (continued)

Strategic Focus Area #6: The Office of Enrollment Services will engage in a holistic review of student service experience. This review serves as the foundation for the physical redesign of the SAS building, business process redesign within the offices and the technical/human infrastructure strategies needed to support the transformation of the student service experience.

Implementation Steps:

- Identify the new service delivery model, which incorporates key Undergraduate Admissions functions, and create/update business process workflows to reflect how students and campus partners will experience the new model by January, 2013.
- Complete redesign of 1st floor of SAS building to incorporate the Undergraduate Admissions counseling function by June, 2013.
- Relocate Undergrad Admissions staff to SAS building by June, 2013.
- Reconfigure staff/functions within SAS that best supports the new/updated student service delivery model by June, 2013.
- Complete an assessment and provide recommendations on how we may leverage our technology infrastructure to support the new model and to streamline processes for the students and home offices by June, 2013.
Succeeding in Our Strategic Focus Areas

OUTREACH AND ENGAGEMENT

STRATEGIC FOCUS AREAS AT-A-GLANCE

Strategic Focus Area #1 (Strategic Partnerships): Increase access to Ohio students through programmatic linkages with other Ohio universities and communities.

"New York City"
by Kelly, - Finance major, Class of 2013
Succeeding in Our Strategic Focus Areas

Outreach and Engagement

Strategic Focus Area #1 (Strategic Partnerships): The Office of Enrollment Services will increase access to Ohio students through programmatic linkages with other Ohio universities and communities.

**Implementation Steps:**
- We will identify and communicate with key representatives from other Ohio universities, access organizations, and communities to prioritize 2-4 shared initiatives to enhance student access and enrollment. Shared initiatives could include college “culture” cultivation targeted toward teachers, current student involvement in access activities in low and middle income high schools (SENIOR to SENIOR), and first generation leadership activities targeted toward transition to college.

- We will increase the number of applicants to Ohio State from historically underrepresented students and families served through access initiatives who apply to Ohio State.

- Establish recruitment/outreach centers in metro areas in Ohio, including Cincinnati and Cleveland. The purpose of the centers is to provide focused recruitment of students in the designated areas, and promote educational access in their locations. The centers will also work with various campus departments and community-based organizations in providing others services in their locations.
Succeeding in Our Strategic Focus Areas

STUDENTS FIRST

STRATEGIC FOCUS AREAS AT-A-GLANCE

**Strategic Focus Area #1 (Resources - People):** We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.
Succeeding in Our Strategic Focus Areas

Students First

Strategic Focus Area #1 (Resources - People): We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

Implementation Steps:

- We will improve student access to the courses they need to complete their degree in a timely manner.
  - The University Registrar will implement College Scheduler, a tool that provides students with the most efficient set of available class times based on their academic needs and course choices.
- We will implement a new model for International Student Orientation by SU 2013.
- Students will be able to pay all acceptance fees/deposits online by AU 2012.
Tracking our Performance

Teaching and Learning

Unit Scorecard

"Graduation Cap"
by Andrew Jones - Pre-Athletic Training
### Appendix I: Unit Scorecard - *Teaching & Learning*

#### OES STRATEGIC PLAN PROGRESS

<table>
<thead>
<tr>
<th>Strategic Focus Area # 1</th>
<th>Actual 2012</th>
<th>Actual 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase cumulative enrollment across all ranks and campuses by 2,700 from 2011 to 2015.</strong></td>
<td>63,058</td>
<td>63,964</td>
</tr>
<tr>
<td>Increase size of freshman class</td>
<td>7,186</td>
<td>7,083</td>
</tr>
<tr>
<td>Increase 1st Year Retention of 95% (5-year target)</td>
<td>91.6%</td>
<td>92.4%</td>
</tr>
<tr>
<td>Increase 4-year Graduation rate of 60% (5-year target)</td>
<td><strong>61.4%</strong></td>
<td><strong>58.5%</strong></td>
</tr>
<tr>
<td>Increase 6-year Graduation rate of 82% (5-year target)</td>
<td>82.4%</td>
<td>83.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Focus Area # 1</th>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in additional recruitment strategies and increase merit and need-based aid to increase the new freshman class size on the Columbus campus by approximately 100 students during each year of the plan.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Work with appropriate offices to ensure that additional proposed housing for undergraduate students and strategic enrollment planning are in ongoing alignment.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Increase recruitment in high-potential out-of-state markets, including Texas and southeast U.S., in order to take advantage of changing demographics in the country.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Create a full-time staff position to coordinate out-of-state recruitment, including oversight of the regional territory managers.</td>
<td>Achieved</td>
<td>Achieved</td>
</tr>
<tr>
<td>Restructure current staff position to focus full-time on alumni recruitment activities.</td>
<td>Achieved</td>
<td>Achieved</td>
</tr>
<tr>
<td>Task</td>
<td>Achieved</td>
<td>Achieved</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Invest in enhanced programmatic links with 2-year institutions and targeted outreach efforts to increase the number of transfer students by at least 500 by 2015.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make investments, with guidance from the regional campus deans, to increase the number of regional campus students by 500 by 2015; revenues generated by enhanced enrollments will be retained by the respective campuses.</td>
<td>Stayed the Same</td>
<td>Stayed the Same</td>
</tr>
<tr>
<td>Focus on generating more first-choice students at all regional campuses</td>
<td>Stayed the Same</td>
<td>Stayed the Same</td>
</tr>
<tr>
<td>Continue the “One University” marketing campaign established in summer, 2009</td>
<td>Stayed the Same</td>
<td>Stayed the Same</td>
</tr>
<tr>
<td>Review financial aid options for regional campus students and recommend changes to enhance the campus change process.</td>
<td>Stayed the Same</td>
<td>Stayed the Same</td>
</tr>
<tr>
<td>Create or expand professional Master’s programs to increase the graduate student population by 400+</td>
<td>AU’12 - 4,725</td>
<td>AU’13 - 4,626</td>
</tr>
<tr>
<td></td>
<td>net decrease of 99 graduate students</td>
<td></td>
</tr>
</tbody>
</table>
### Unit Scorecard - *Teaching & Learning*

#### OES STRATEGIC PLAN PROGRESS

<table>
<thead>
<tr>
<th>Strategic Focus Area # 2 (Incoming Student Quality)</th>
<th>Actual 2012</th>
<th>Actual 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the academic quality of the student body as measured by standardized test scores. (5-year target- average ACT score of 29)</td>
<td>28.1</td>
<td>28.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
</tbody>
</table>

Invest in additional recruitment strategies and increase merit and need based aid to target the following freshman quality measures on the Columbus campus by approximately 100 students during each year of the plan.

<table>
<thead>
<tr>
<th>60 % in the top decile of the high school class (5-year target) - See Enrollment Plan Progress &amp; Goals</th>
<th>2010 - 54%</th>
<th>Progressed toward target</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>95 % in the top quartile of the high school class (5-year target) - See Enrollment Plan Progress &amp; Goals</th>
<th>2010 - 89%</th>
<th>Progressed toward target</th>
</tr>
</thead>
</table>

Work with college deans to develop college-specific enrollment plans, which will be submitted to the provost for approval.

| Ensure the quality and integrity of the Honors and Scholars programs by gradually reducing the number of Honors students to eventually maintain an entering class with 1,000 Honors students, while gradually increasing the number of Scholars students in order to maintain the same total percentage of Honors and Scholars students each year. | Progressed toward target | Progressed toward target |
### OES STRATEGIC PLAN PROGRESS

#### Strategic Focus Area # 3
**Program Excellence**
Enhance the academic quality of the student body by increasing its diversity (% minority, % non-Ohio, % international).

<table>
<thead>
<tr>
<th>Implement targeted recruitment efforts and develop appropriate financial aid packages and merit-based scholarships to attain the following goals over the next five years:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o An increase on the Columbus campus from 18% to 30% of non-Ohio resident students</td>
</tr>
<tr>
<td>o Among these non-Ohio resident students, a 4% increase in international students to reach 8% of the new freshman class, with these students representing multiple regions of the world</td>
</tr>
<tr>
<td>o An increase on all campuses among African American, Hispanic/Latino, Native American and other underrepresented populations to achieve a critical mass supporting the educational diversity mission of the university</td>
</tr>
<tr>
<td>o Enrollment on all campuses of low- to middle-income students in percentages equal to or greater than those of Autumn 2009</td>
</tr>
<tr>
<td>o Restructuring of international orientation to provide a smooth transition of new students to the Columbus campus. Goal is to provide a similar experience to domestic student orientation.</td>
</tr>
<tr>
<td>o Enhance current student recruitment organization to partner more closely with the Admissions Office in attracting first-generation and minority students.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.2% - Minority 24.5% - Non-Ohio 8.2% - International</td>
<td>Critical mass 28% - Non-Ohio 7% - International</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Invest as necessary, resources required to reach University New Freshman Diversity AU11-15 [FY12-16]) to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Expand recruitment activities to target increasing numbers of out-of-state students, including international students</td>
</tr>
<tr>
<td>o Expand recruitment strategies that respond to the needs of students in targeted access groups, including minority, low-income, and first-generation students</td>
</tr>
<tr>
<td>o Develop financial aid packages and merit-based scholarships targeted to the enrollment of low- to middle-income students</td>
</tr>
<tr>
<td>o Work with Financial Aid and Office of Diversity of Inclusion towards implementation of new scholarship program targeting admitted students from low-performing high schools in Ohio.</td>
</tr>
<tr>
<td>o Work with various campus departments in enhancing existing bridge program</td>
</tr>
<tr>
<td>O Partner with various campus departments in creating a high school pipeline program targeting the best first-generation, minority, and rural students in Ohio.</td>
</tr>
</tbody>
</table>

| Progressed toward target | Stayed the same |
### Strategic Plan
**Office of Enrollment Services**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Progressed toward target</th>
<th>Progressed toward target</th>
<th>Stayed the Same</th>
<th>Stayed the same</th>
<th>Stayed the Same</th>
<th>Progressed toward target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance articulation and partnerships with those two-year institutions that currently send large numbers of transfer students to Ohio State in order to improve Ohio State’s pipeline of minority, low-income, and first-generation students.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruit and target specific populations, including veterans, nontraditional adults, first-generation college students, and low-income students.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allow conditional admission for international students whose English language skills would benefit from intensive English instruction, provided in collaboration with the English as a Second Language program, for three to six months before beginning their academic program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Strategic Plan
Office of Enrollment Services

**Unit Scorecard - Teaching & Learning**

#### OES STRATEGIC PLAN PROGRESS

<table>
<thead>
<tr>
<th>Strategic Focus Area # 4</th>
<th>Actual 2012</th>
<th>Actual 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Program Excellence)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the university's application fee revenue stream by increased application volume</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the university's application fee revenue stream by increased application volume</td>
<td>28,675</td>
<td>35,475</td>
</tr>
</tbody>
</table>

**Progress as of 5-15-2013**

- Progressed toward target

**Final 2013**

- Progressed toward target

From relevant offices, Obtain updates on increased staffing in support of an enhanced student experience, including but not limited to additional academic advisors, mental health professionals, and security personnel.

- Our progress: 2 positions hired in Academic Advising and Student Life
### OES STRATEGIC PLAN PROGRESS

<table>
<thead>
<tr>
<th>Strategic Focus Area # 5</th>
<th>Support the university's expectation that all undergraduates possess a passport.</th>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Incoming Student Quality)</strong></td>
<td>We will use Summer Orientation and the Student Information System (SIS) to track the number of incoming students who currently have passports. As delivered, PeopleSoft Version 9.0 supports the collection of data for students who possess a valid passport including passport ID number. The University will upgrade to version 9.0 in 2013, which will support the collection of this data from both new and continuing students. The collection and storage of this data in a centralized location will allow the institution to report on progress towards the goal of encouraging undergraduate students to possess a valid passport.</td>
<td>62.4% on 8/12; Increased to 69.9% with re-survey 4/13</td>
<td>62.5% on 10/11/13</td>
</tr>
<tr>
<td><strong>We will pursue opportunities with the Office of International Affairs (OIA) and University Development to further support and encourage all undergraduate students to attain passports.</strong> Metric: Number of Students who are identified at orientation as having a passport.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
<td></td>
</tr>
</tbody>
</table>
Tracking our Performance

Resource Stewardship

_Unit Scorecard_

"The Oval at Dawn"
by Ben - Senior
## Strategic Plan

### Office of Enrollment Services

#### Unit Scorecard – Resource Stewardship

### OES STRATEGIC PLAN PROGRESS

#### Strategic Focus Area # 1

**(Resources-People)**

Enhance our human capital processes to build a healthy, high performance culture that enables eminence.

<table>
<thead>
<tr>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- We will introduce new hires to our values and provide opportunities for them to attend a retreat that is focused on our desired culture. **Achieved**
- 100% of performance reviews submitted to Enrollment Services Human Resources prior to raise decisions are submitted for Annual Merit Compensation Process (AMCP). **Progressed toward Target**
- We will resurvey all employees periodically with the target to achieve an overall satisfaction score of 90% by 2014. **Stayed the same**

#### Strategic Focus Area # 2

**(Resources-Dollars)**

Use the framework and scenario approach to capital planning to enhance and optimize university resources.

<table>
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<th>Final 2013</th>
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<tr>
<td></td>
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- We will leverage technology to more effectively provide data necessary to make effective resource and space management decisions (secondary initiative for Enrollment Services; primary initiative for the oCIO and other offices). The Office of the University Registrar is engaged with other offices (e.g. Resource Planning, Institutional Research) in an effort led by the Office of the CIO (oCIO) to implement:
  - Student Data Mart and other distributed data resources.
  - A space management software other than what the institution currently utilizes may be more effective in providing important planning data to the campus community. **Progressed toward Target**
- **Stayed the same**
# Strategic Plan
## Office of Enrollment Services

### Unit Scorecard – Resource Stewardship

<table>
<thead>
<tr>
<th>Strategic Focus Area # 3</th>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Resources-People)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide students with an outstanding level of service across all areas of operation.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We will demonstrate continuous improvement in our delivery of high quality, timely service to students, their families and the university community.
- The Student Service Center will update established metrics (Phone, In-Person and e-mail) and will include quality service indicators by December, 2012.
- The Student Service Center will establish a “Service Level Scorecard” at the unit and employee level by December, 2012.
- Staff performance against these service level metrics will be reviewed each month with employees beginning January, 2013.

We will demonstrate continuous improvement in our delivery of high quality, timely service to students, their families and the university community.
- SFA will continue the support of the SSC by further developing a cross-functional model based on the two recently created SFA/SSC Consultant positions.
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- SFA will develop a quality assurance model to evaluate the quality of training, staff accuracy and adherence to federal, state and institutional policies and procedures.
  Metric: Reduction in student inquiries to SSC and reduction in escalated cases referred to SFA, web usage statistics; error free audits

We will offer intentional programming and opportunities for first-year students that will connect them in meaningful ways with the city of Columbus, its businesses, and organizations so that they can begin to develop an understanding and take advantage of all the city has to offer them as students, and later as graduates of the university.
First-year programs will be offered to help students beginning field-experience planning in order for students to be better positioned to compete for jobs and admission to graduate and professional schools. We will offer additional one-time sessions to first-year students explaining the benefits of field experiences and methods and resources available to pursue them.

| Establish baseline data to provide guidance on future programming/outcomes in First Year Experience (FYE). | Progressed toward target | Stayed the Same |
## Unit Scorecard – Resource Stewardship

<table>
<thead>
<tr>
<th>Strategic Focus Area # 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Resources-Dollars)</td>
</tr>
<tr>
<td>Reduce costs and streamline operations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare for and implement the Student Information System (SIS) PeopleSoft 9.0 Upgrade with a goal of reducing our current customizations by at least 25%.</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Capitalizing on the significant savings GP has already realized in external application vendor costs by creating four internal applications in SIS for undergraduate professional programs and 11 supplemental applications for graduate and professional Central Application Service (CAS) applications; GP will utilize 9.0 functionality to create an internal graduate application in SIS. The savings for the internal graduate applications will become evident in FY 2014.</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Phase 2 of paperless admission process beginning with 2013 application cycle, graduate and professional applicants will upload unofficial transcripts and other application related documents to imaging system. Will drastically reduce paper mail processing in both GP Admissions and program offices. – on-going project as of 8/2012</td>
<td>Achieved</td>
</tr>
<tr>
<td>Management Initiative – working with undergraduate admissions in collocating operational staff on the same floor in SAS</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Management Initiative – working with undergraduate admissions in collocating operational staff on the same floor in SAS</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>Develop the ability for admitted applicants to pay acceptance fees and tuition deposits electronically for all levels.</td>
<td>Achieved</td>
</tr>
<tr>
<td>SFA will continue to simplify the delivery model by revising and/or discontinuing processes that no longer support the university vision and goals for student access.</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td>SFA will use Document Imaging Technology for process workflow rather than solely for archiving.</td>
<td>Achieved</td>
</tr>
<tr>
<td>Increase the use of document imaging and workflow throughout the division to provide more streamlined processes, staffing efficiencies, more secure data, and improved services to students.</td>
<td>Achieved</td>
</tr>
</tbody>
</table>
Develop an online residency application to assist students in applying to have their Ohio residency status changed for tuition purposes. This online system will provide more user friendly tools for students and provide quicker and more consistent answers for students applying for Ohio residency.

<table>
<thead>
<tr>
<th>Strategic Focus Area # 6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Resources-People)</strong></td>
</tr>
<tr>
<td>Engage in a holistic review of student service experience.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Identify the new service delivery model, which incorporates key Undergraduate Admissions functions, and create/update business process workflows to reflect how students and campus partners will experience the new model by January, 2013</th>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stayed the same</td>
<td>Stayed the same</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complete redesign of 1st floor of SAS building to incorporate the Undergraduate Admissions counseling function by June, 2013</th>
<th>Progressed toward target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete an assessment and provide recommendations on how we may leverage our technology infrastructure to support the new model and to streamline processes for the students and home offices by June, 2013.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relocate Undergrad Admissions staff to SAS building by June, 2013.</th>
<th>Progressed toward target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconfigure staff/functions within SAS that best supports the new/updated student service delivery model by June, 2013.</td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
</tbody>
</table>
Tracking our Performance

Outreach and Engagement

Unit Scorecard

"Sun shines over OSU!"

by Ashan Rathnawardhana - Biomedical Engineering
### Unit Scorecard – Outreach and Engagement

#### OES STRATEGIC PLAN PROGRESS

<table>
<thead>
<tr>
<th>Strategic Focus Area # 1</th>
<th>Progress as of 5-15-2013</th>
<th>Final 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase access to Ohio students through programmatic linkages with other Ohio universities and communities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td><strong>We will increase the number of applicants to Ohio State from historically underrepresented students and families served through access initiatives who apply to Ohio State.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
<tr>
<td><strong>Establish recruitment/outreach centers in metro areas in Ohio, including Cincinnati and Cleveland. The purpose of the centers is to provide focused recruitment of students in the designated areas, and promote educational access in their locations. The centers will also work with various campus departments and community-based organizations in providing others services in their locations.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progressed toward target</td>
<td>Progressed toward target</td>
</tr>
</tbody>
</table>
Tracking our Performance

Students First
Unit Scorecard

"O-H-I-O"
by Haley Wolfe, - Junior Landscape Architecture student
## OES STRATEGIC PLAN PROGRESS

| **Strategic Focus Area # 1**  
* (Resources-People)  
Place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations. | **Status as of 5-15-2013** | **Final 2013** |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>We will improve student access to the courses they need to complete their degree in a timely manner. The University Registrar will implement College Scheduler, a tool that provides students with the most efficient set of available class times based on their academic needs and course choices.</td>
<td>Achieved</td>
<td>Stayed the same</td>
</tr>
<tr>
<td>We will implement a new model for International Student Orientation by SU 2013.</td>
<td>Progressed toward target</td>
<td>Achieved</td>
</tr>
<tr>
<td>Students will be able to pay all acceptance fees/deposits online by AU 2012.</td>
<td>Achieved</td>
<td>Achieved</td>
</tr>
</tbody>
</table>
Appendix I: Office of Enrollment Services Scorecards

Teaching & Learning, Resource Stewardship, Outreach & Engagement, and Students First

Gameday at The Ohio Union
Summarizing our Performance

As you review the performance metrics captured in the strategic plan scorecard, please note that the time horizon for the strategic focus areas vary to some degree.

The Teaching and Learning focus area metrics span five years (based on the Enrollment Plan) while the others (Resource Stewardship. Outreach and Engagement and Students First) are based on one-year goals established in the strategic plan.

Our overall performance for the year reflects ‘progressed toward target.’
### Teaching & Learning

#### OFFICE OF ENROLLMENT SERVICES METRICS SUMMARY

By 2017, the Office of Enrollment Services will achieve benchmark levels on each of the metrics reflected below:

<table>
<thead>
<tr>
<th>Student Outcomes</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2015 Target</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase cumulative enrollment across all ranks and campuses by at 2,700 from 2011 to 2015.</td>
<td>63,964 Students</td>
<td>TBO</td>
<td>66,000 Students</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Increase size of freshman class</td>
<td>7,083</td>
<td>7,050</td>
<td>7,100</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Increase 1st Yr. Retention</td>
<td>92.4%</td>
<td>93.94%</td>
<td>95%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Increase 4-yr. graduation rate</td>
<td>58.5%</td>
<td>58.59%</td>
<td>60%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Increase 6-yr. graduation rate</td>
<td>83.2%</td>
<td>83.84%</td>
<td>85%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

#### Progress Legend

- **Green** indicating that the target has been achieved.
- **Yellow** indicating a slight deviation from the target.
- **Red** indicating that the target has been missed.
- **Gray** indicating that the target is TBD (To Be Determined).

<table>
<thead>
<tr>
<th>Incoming Student Quality</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2015 Target</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the academic quality of the student body as measured by standardized test scores.</td>
<td>28.5 (ACT)</td>
<td>28.7 (ACT)</td>
<td>29.0 (ACT)</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>% of Freshman in top 10%</td>
<td>58%</td>
<td>58.59%</td>
<td>60%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>% of Freshman in top 25%</td>
<td>92%</td>
<td>93.94%</td>
<td>95%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Excellence</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2015 Target</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the academic quality of the student body by increasing its diversity: minority, % non-Ohio, % international.</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>% Minority</td>
<td>18%</td>
<td>Critical Mass</td>
<td>Critical Mass</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>% Non-Ohio</td>
<td>28%</td>
<td>28-29%</td>
<td>30%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>% International</td>
<td>7%</td>
<td>7-8%</td>
<td>8%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Excellence</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2015 Target</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the university's application fee revenue stream by increased application volume.</td>
<td>35,475 Undergraduate Applications</td>
<td>37,500 Undergraduate Applications</td>
<td>40,000 Undergraduate Applications</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incoming Student Quality</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2015 Target</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the university's expectation that all undergraduates possess a passport.</td>
<td>62.5% on 10/11/2013</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**To summarize this scorecard:** Reflects performance against 2015 target (5-Year Goal).

**11/14/2013**
# Resource Stewardship

**OFFICE OF ENROLLMENT SERVICES METRICS SUMMARY**

By 2017, The Office of Enrollment Services will achieve benchmark levels on each of the metrics reflected below:

<table>
<thead>
<tr>
<th>Resources – People</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our human capital processes to build a healthy, high performance culture that enables eminence.</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources – Dollars</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use the framework and scenario approach to capital planning to enhance and optimize university resources.</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources – People</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide students with an outstanding level of service across all areas of operation.</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources – Dollars</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce costs and streamline operations.</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources – People</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage in a holistic review of student service experience.</td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

---

**Progress Legend**
- **Green:** Progressed toward target
- **Yellow:** Stayed the Same
- **Red:** Regressed from target
- **Blue:** Achieved

**To summarize this scorecard:** Reflects performance against 2013 targets.

---

11/14/2013
Outreach and Engagement
OFFICE OF ENROLLMENT SERVICES METRICS SUMMARY

By 2017, The Office of Enrollment Services will achieve benchmark levels on each of the metrics reflected below:

<table>
<thead>
<tr>
<th>Strategic Partnerships</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase access to Ohio students through programmatic</td>
<td>Green</td>
<td>TBD</td>
</tr>
<tr>
<td>linkages with other Ohio universities and communities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Progress Legend**

- Progressed toward target
- Stayed the same
- Regressed from target
- Achieved

To summarize this scorecard: Reflects performance against 2013 targets.

11/14/2013
Students First

OFFICE OF ENROLLMENT SERVICES METRICS SUMMARY

By 2017, The Office of Enrollment Services will achieve benchmark levels on each of the metrics reflected below:

<table>
<thead>
<tr>
<th>Resources</th>
<th>People</th>
<th>2013 Actual</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Progress Legend:
- Progressed toward target
- Stayed the Same
- Regressed from target
- Achieved

To summarize this scorecard: Reflects performance against 2013 targets.

11/14/2013