



Strategic Planning at The Ohio State University

Ohio State's transition from excellence to eminence requires a strategic vision and a clear path.

Strategic planning is a systematic process that builds commitment to essential priorities. Strategic planning establishes the guideposts 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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Delivering The Ohio State University Experience on Our Smaller Campuses

The smaller campuses of The Ohio State University extend the university to a broad range of Ohioans. This has always been our mission, but the organization of the campuses into the Regional Campus Cluster (RCC) has led us to a new, shared vision that emphasizes what we deliver: The Ohio State University experience in a small, collaborative, student-centered milieu focused on the liberal arts. The distinctive teaching provided by our nationally and internationally recognized scholars makes us the first choice for many Ohioans seeking an Ohio State education.



The plan that follows identifies the key aspects of the smaller campuses' mission, places the RCC in the context of Ohio State's overall strategic goals, and establishes objectives to accomplish during the next five years. The coherence we gain in operating as a cluster with a single strategic plan will help us emphasize our common goals and enhance our integration into the One University vision. The plan expands upon the university's strategic emphases and allows for detailed implementation plans for each of the smaller campuses. Such coherence would be impossible without the dedication of the faculty, staff, students, and board members who created the plan. I am grateful for their dedication, and I look ahead to the exciting work that we will do to fulfill our goals.

Sincerely,

William L. MacDonald

William L. MacDonald
Executive Dean of the Regional Campuses
Dean and Director of The Ohio State University at Newark

Regional Campus Cluster Overview



The Ohio State University's four smaller campuses combine the strengths of the nation's largest land-grant, comprehensive research institution with the experience of small, student-centered, liberal-arts focused institutions. Our smaller campuses offer an affordable, high-quality education taught by distinguished faculty in an environment that emphasizes student success. Our faculty provide the best of two worlds: they conduct nationally and internationally recognized research like faculty at any large research university, and they are dedicated to high-quality personalized teaching and learning like faculty at small liberal arts colleges. All our faculty contribute to their institution's overall mission through their individual strengths in teaching, research, outreach, and service.

The smaller campuses located in Lima, Mansfield, Marion, and Newark serve as destinations for students who want to earn an Ohio State degree. Some students transfer from two-year colleges or other institutions. Some wish to start college at a smaller campus and change to the Columbus campus or transfer to another institution of higher education. Many students complete a bachelor's degree on our campuses. Additionally, the smaller campuses serve those who are returning to college to prepare for another career or who are seeking advancement in their present career.

Each of Ohio State's four smaller campuses is co-located with one or more of Ohio's two-year colleges. The co-located institutions share resources and connect programs to provide multiple pathways for student education. These partnerships extend the available range of educational offerings from certificates and associate degrees at the two-year colleges to associate's, bachelor's, and graduate degrees at Ohio State. This creates more opportunities for students, reduces resource redundancy, and promotes the effective use of state fiscal, physical, and personnel resources.

Strategic Vision of the Regional Campus Cluster

Our vision is to become distinctive destinations of choice for students seeking a preeminent public university experience at a small campus.

Strategic Mission of the Regional Campus Cluster

We exist to provide The Ohio State University experience to a broad range of Ohioans at small campuses.

Shared Values

We conduct ourselves on behalf of the university according to the following institutional values:

- 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

Descriptions of the Smaller Campuses

The Ohio State University at Lima

Dean and Director: John R. Snyder, Ph.D., Professor in the School of Allied Medical Professions



When Ohio State Lima offered its first classes in 1960, students came from the small farming communities and larger cities of west central Ohio to fulfill their need for higher education. Since then tens of thousands from the 10-county region surrounding Lima have walked through the campus doors to take advantage of small class sizes, close contact with faculty members, and the breadth and reputation of an Ohio State education. The unique spirit of the campus is fueled by student-centered activities, a variety of intramural and competitive athletic opportunities, and a thriving arts sector of theatre, music, and the fine arts. With near-campus student housing now available, Ohio

State Lima's reach extends up and down the I-75 corridor, in proximity to the campus. Ohio State Lima shares its 564-acre campus with Rhodes State College.

The Ohio State University at Mansfield

Dean and Director: Stephen Gavazzi, Ph.D., Professor in the Department of Human Development and Family Science

The Ohio State University at Mansfield resides on a beautifully wooded 640-acre campus located in North Central Ohio, equidistant from Columbus, Cleveland, and Akron. Classes have been held at Mansfield since 1958, initially using the facilities at the Mansfield Senior High School. In the early 1960s, local citizens mounted a major campaign to acquire land for a campus site, which opened for classes in autumn 1966. Mansfield now shares its campus with North Central State College and has many outstanding cultural and recreational facilities, including the Snow Trails and Clear Fork ski resorts; the Mid-Ohio Sports Car Course; the Mohican State Forest's 4,700 acres of native trees, hiking and biking trails, streams, lakes and wetlands; eight lakes and reservoirs for fishing and other aquatic activities; the botanical gardens of Kingwood Center; author Louis Bromfield's Malabar Farm; the Mansfield Art Center; the historic downtown Carousel district; the Renaissance Theater; and the Mansfield Symphony Orchestra.



The Ohio State University at Marion

Dean and Director: Gregory S. Rose, Ph.D., Associate Professor in the Department of Geography



Co-located with Marion Technical College on 187 acres of land, including an eleven-acre reconstructed native prairie, Ohio State Marion has throughout its history closely partnered with its communities, which has resulted in several successful fundraising and capital campaigns yielding over one million dollars in aid and scholarships annually for our students. Most recently, Ohio State Marion has entered into a partnership with Columbus State Community College in Delaware County, which uniquely positions it to create and implement pathways connecting two- and four-year institutions of higher education. Through this partnership and others, Ohio State Marion plays a critical role in extending access to The Ohio State University to its surrounding communities as well as to those seeking the unique experiences offered at the Marion campus.

The Ohio State University at Newark

Dean and Director: William L. MacDonald, Ph.D., Associate Professor in the Department of Sociology

Located in the scenic rolling hills of east central Ohio about 40 miles east of Columbus, The Ohio State University at Newark resides on a beautiful, 225-acre campus with 134 acres of green space. Thanks to an incredibly generous local community, the campus has excellent facilities highlighted by an integrated library and student center that supports a diverse and active student body. In the fall of 2011, enrollment at Ohio State Newark reached a record high of 2,677 students. Coming from all over Ohio, our students receive outstanding instruction from a first-rate faculty that in the past five years has brought over \$2.8 million in external research funding to the university. Ohio State Newark shares its campus, facilities, and many staff members with Central Ohio Technical College. The two institutions have separate annual budgets of over \$20 million each but also have a shared annual budget of approximately \$12 million. The partnership creates money-saving efficiencies and allows both institutions to offer student life experiences and educational opportunities that neither institution could offer on its own.



Environmental Scan

The Ohio State University is the flagship institution of the University System of Ohio (USO), which includes 14 public universities and their 24 regional campuses, 23 community or technical colleges, and 120 adult literacy and adult workforce centers. As one of the nation's largest and most comprehensive institutions of higher education, Ohio State boasts academic programs and annual research expenditures that are nationally ranked.



The External Environment

Ohio State's smaller campuses collaborate with other institutions of higher education to increase access and student attainment across the state. We serve as the open admissions "front door" for the university. Furthermore, our resources and initiatives create opportunities to revitalize and contribute to the development of Ohio communities, making us a vital contributor to the economic engine that is Ohio State.

Operational funding for the smaller campuses comes primarily from tuition and state subsidy, and state capital dollars, which support the campuses' physical infrastructure. Additional funding comes from community benefactors and grants. Economic pressures, community conditions and needs, and the continuing decline of the state's college-age population mean that Ohio State's smaller campuses will need to diversify sources of revenue, become more efficient, and attract a broader spectrum of students. Future students are likely to come from beyond our traditional geographic areas, be socioeconomically diverse, and vary greatly in their academic preparation and need for academic support. These factors suggest that the smaller campuses will play an even greater role in moving Ohio's economy ahead.

The Internal Environment

In the past few years, three developments have increased the integration of the smaller campuses into the university: the inclusion of the campuses in the university's overall enrollment plan, their incorporation into the One University Framework, and their organization into the RCC. Including the campuses in the university's planning processes at the highest level has made their mission more visible throughout the university. This increased visibility also provides an opportunity to enhance the integration of the faculty at the smaller campuses into their tenure-initiating units (TIUs).

The number of Ohio State applicants who choose one of the smaller campuses as a point of entry to the university has been increasing, which suggests that Ohioans have come to see

the smaller campuses as attractive entryways to Ohio State. The campuses' relationships with two-year colleges also have the potential to provide alternative pathways for students to complete four-year degrees at Ohio State. For instance, students pursuing four-year degrees but who need remediation might enroll in remedial courses at a co-located technical college while simultaneously enrolling at one of Ohio State's smaller campuses for courses that will count toward degree completion at Ohio State. Additionally, students pursuing an associate of arts or associate of science degree at a co-located technical college might enroll at one of Ohio State's small campuses to take general-education courses that will count toward degree completion at the technical college. Recognizing these possibilities, the university's strategic enrollment plan calls for growing enrollment at the smaller campuses.

Increased enrollment creates opportunities to offer and sustain additional degree programs. A larger student population also presents the opportunity to cultivate a richer student experience by giving the campuses a better chance of creating and sustaining student organizations and activities, which contribute to a better overall educational experience.

Yet, increased enrollment will require an expansion of facilities. Some of the campuses' facilities are already at capacity. Additionally, those campuses with university-owned housing have insufficient capacity to meet student demand.

Strategic Focus Areas

To pursue these opportunities, the RCC has identified strategic focus areas that are aligned with The Ohio State University's four core goals:

- **Teaching and Learning** – Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
 - **Research and Innovation** – 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.
 - **Outreach and Engagement** – 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.
 - **Resource Stewardship** – Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.
-

Teaching and Learning

Strategic focus area: Cultivate unique academic themes at each campus

Academic programs will be differentiated at each campus to best serve students, the community, and the region in a specialized and distinctive way. Each campus will expand its program offerings and identify an academic focus or foci that build upon existing strengths and consider the long-term workforce needs of the region, the state, and the nation. Collaboration with the co-located or area two-year colleges may influence each campus's focus or foci.



Strategic focus area: Improve student outcomes

The RCC promotes student success by providing a rigorous educational environment sustained by extensive academic and other support services and a superb student life experience. To prepare our graduates for active engagement as citizens, for productive and satisfying careers, and for lifelong learning, the RCC will provide students with personalized educational experiences in the classroom, on the

campus, and in the community. By providing opportunities for students to engage in research, participate in student organizations and activities, maximize their health, wellness, and fitness, and develop personally and professionally, the smaller campuses will help students succeed at Ohio State and beyond.

Strategic focus area: Expand the RCC student population

Consistent with the One University Enrollment Plan, the RCC will increase the enrollment of transfer students and the number of first-term freshmen who choose a smaller campus over the Columbus campus as their point of entry to Ohio State.

Research and Innovation

Strategic focus area: Advance fundamental knowledge

The RCC is committed to assisting the university in solving the world's most pressing problems and to supporting the university's discovery themes where appropriate. This means that faculty must be excellent teachers and scholars who advance knowledge in their fields and address the needs of their communities. Through their scholarly and creative activities, faculty members will enhance the reputation of the university while serving as mentors for students.

Outreach and Engagement

Strategic focus area: Become a more effective community resource

The smaller campuses play an important role in their local communities and surrounding regions by developing, strengthening, and coordinating community-wide partnerships to address community needs. Community partnerships extend Ohio State's ability to boost local and regional economies and contribute to community development. The RCC will enhance existing partnerships and build new ones and will increase awareness of the RCC as a potential partner in solving community problems.

Strategic focus area: Build relationships with other institutions of higher education in Ohio

The smaller campuses will explore ways of maximizing their relationships with the co-located two-year colleges and other Ohio institutions of higher education to increase efficiencies and redirect resources to support new endeavors, including new academic programs.

Resource Stewardship

Strategic focus area: Improve sustainability of financial and physical resources

Each of the smaller campuses generates its own fiscal resources and operates independently within the One University umbrella. As a cluster, however, the campuses will collaborate to leverage their collective resources to increase sustainability and efficiency.

Strategic focus area: Foster human resources

At the heart of the RCC's excellence are the creativity, vitality, and dedication of our distinguished faculty and outstanding staff. The RCC is dedicated to recruiting, developing, retaining, and recognizing a diverse faculty and staff who will support our institutional values, carry out our mission, and achieve our goals.

Succeeding in our Strategic Focus Areas

The following strategies represent the collective approach the RCC will take to ensure success in the strategic focus areas introduced above. The strategies are outlined below in the context of the university's four strategic goals.



Teaching and Learning Strategies
Capitalizing on the RCC's commitment to teaching, the campuses will aid the university in creating an unsurpassed teaching and learning environment. The RCC will:

Cultivate unique academic themes at each campus

- Identify an academic focus or foci for each campus
- Collaborate with Columbus campus programs, departments, and colleges to increase academic offerings that reflect local needs, build upon local strengths, and contribute to the University System of Ohio's goal for increased enrollment and local, affordable access to higher education
- Increase access for Ohio students through expanded academic collaborations with the co-located two-year colleges and other higher education institutions

Improve student outcomes

- Develop pathways and support services that enhance student success
- Create an intellectual, social, and cultural experience outside the classroom that supports, complements, and enhances the in-class experience
- Encourage student experiences in research, study abroad, and service-learning

Expand the RCC student population

- Increase enrollment of first-choice and transfer students who choose to enter Ohio State through one of its smaller campuses
- Foster programs and services that welcome and support students, that provide positive and meaningful interactions, and that appeal to individuals representing a wide variety of backgrounds and experiences

- Expand efforts to make the university accessible to potential students and to the community through increased scholarship support, eLearning, lifelong learning, cultural enrichment programs, and community relationships

Research and Innovation Strategies

The RCC will contribute to the university's well-defined research and innovation agenda.

The RCC will:

Advance fundamental knowledge

- Enhance a culture of collaborative discovery among faculty, students, and staff
 - Perform research and scholarship that meets or exceeds TIU standards
 - Collaborate with TIUs to determine potential linkages between faculty scholarship at the smaller campuses and the university's discovery themes
-

Outreach and Engagement Strategies

The smaller campuses' strong connection with local communities will provide for mutually beneficial outreach and engagement with the citizens and institutions of Ohio, the nation, and the world. The RCC will:

Become a more effective community resource

- Align faculty and staff expertise with local and regional issues and engage students in research and service learning that is relevant to regional needs, where appropriate
- Create and enhance connections and partnerships with government, businesses, civic organizations, and P-16 schools that foster community development and economic growth
- Build community awareness of the university's smaller campuses

Build relationships with other institutions of higher learning in Ohio

- Continue to work with other institutions of higher education to expand academic opportunities
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Resource Stewardship Strategies

The RCC is committed to financial sustainability, effective management and resource stewardship, and operational efficiency and effectiveness. The RCC will:

Improve sustainability of financial and physical resources

- Develop processes to align resources with the RCC's strategies
 - Pursue alternative sources of revenue to support growth and keep tuition affordable
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- Work with co-located or area two-year colleges to gain greater efficiency in operations

Foster human resources

- Promote a culture that supports the professional growth of faculty and staff
- Enhance relationships between TIUs and their faculty at the smaller campuses

Tracking Our Performance

The following section presents scorecards for tracking our progress toward both university-level goals and RCC-level goals.

Strategic Plan
Regional Campus Cluster

RCC Teaching & Learning Scorecard

University Goal: Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body

Focus Area	Metric	2011					2016	
		Baseline	2012	2013	2014	2015	Target	Progress
Program Excellence	U2	NSSE Enriching Educational Experiences Score	35					
Student Outcomes	U4	Post-graduation Outcomes Index						
Student Outcomes	U5	Undergraduate Graduation Rate	a. At OSU	35%				
			b. At Any Institution					
Program Excellence	RCC1	Autumn Term Headcount						
Program Excellence	RCC2	NSSE Effective Educational Practices for 1st-Year Students scales						

Progress Legend:

Progressed toward target



Stayed the same



Regressed from target



Strategic Plan
Regional Campus Cluster

RCC Research & Innovation Scorecard

University Goal: 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

Focus Area	Metric	2011	2012	2013	2014	2015	2016	Progress
		Baseline					Target	
Productivity	U7 Faculty Scholarly Productivity Index Rating							
Productivity	U8 Total Research Expenditures							
Productivity	RCC3 Percentage of Faculty Meeting TIU's Research Expectations	Due SP 2012						

Progress Legend:

Progressed toward target



Stayed the same



Regressed from target



Strategic Plan
Regional Campus Cluster

RCC Outreach & Engagement Scorecard

University Goal: 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

Focus Area	Metric	2011					2016	
		Baseline	2012	2013	2014	2015	Target	Progress
Critical Workforce Development	U13 % Students Completing an Internship							
Off-campus Programs & Awareness	U15 Enrollment in Non-credit Courses and Programs	1276						
Off-campus Programs & Awareness	U16 Media Reports							
Critical Workforce Development	RCC4 Number of Internship, Practicum, and Service Learning Credit Hours							

Progress Legend:

Progressed toward target

Stayed the same

Regressed from target



Strategic Plan
Regional Campus Cluster

RCC Resource Stewardship Scorecard

University Goal: Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational simplicity and effectiveness

Focus Area	Metric	2011						2016	Progress
		Baseline	2012	2013	2014	2015	Target		
Resources - People	U17 Workplace Culture Index	73							
Resources - People	U18 Leadership Continuity Index	Metric under development							
Resources - People	U19 Non-Retirement Turnover for Faculty	Metric under development							
Resources - Dollars	U20 Total Cash Gifts								
Resources - Dollars	U21 Efficiency Metric	Metric under development							
Resources - Dollars	U22 Net Price								
Resources - Facilities	U23 Facility Condition Index								

Progress Legend:

Progressed toward target



Stayed the same



Regressed from target



Implementing Our Strategies

The large number of general similarities and shared characteristics among the smaller campuses provides strong logic for collecting them into a group. For example, the smaller campuses are “open access” campuses available to any student with a high school diploma, a GED, or valid college credits from another accredited higher education institution. They are located in medium sized cities with notable industrial and agricultural heritages. The university established them in the late 1950s and early 1960s, initially in local school facilities and then on campuses of their own, to provide access to higher education to students for whom traveling to or living in Columbus was not feasible. And key to the original establishment of the regional campuses was community invitation and support, and community connections remain critical to the success and growth of the institutions.

At the same time, within the One University that is Ohio State, each of the smaller campuses has its own defining characteristics, its own culture and traditions, and its own potential for developing academic and outreach programs to serve its communities. These distinctive characteristics are reflected in the program and implementation plans each campus has developed as part of the RCC Strategic Plan. These plans appear on the following pages as appendices. Like the RCC Strategic Plan, each campus’s implementation plan is a “living” document that we will update annually.