



Fisher College of Business

STRATEGIC PLAN: 2016-2021

“Top 5 in 5”



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

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Strategic Planning at The Ohio State University, *TIME AND CHANGE: ENABLE, EMPOWER AND INSPIRE*

As The Ohio State University focuses on its future and its commitment to advancing Ohio and the global community through the creation and dissemination of knowledge, a strategic vision and clear path ahead are necessary. Strategic planning is a comprehensive, methodical process that builds collaboration among stakeholders through the prioritization of mission-critical goals. A strategic plan creates the mile markers by which an organization is able to define, measure and evaluate progress. Strategic planning helps ensure the long-term viability, sustainability and accountability of an organization.

All strategic planning at The Ohio State University is rooted in the fundamental principles of the university’s vision, mission and values, as laid out in Ohio State’s Strategic Plan, *TIME AND CHANGE: ENABLE, EMPOWER, AND INSPIRE*.
FISHER STRATEGIC 5-YEAR PLAN: 2016-2021 // SPRING 2016 // UPDATED FALL 2017

Ohio State's Strategic Plan

TIME AND CHANGE: ENABLE, EMPOWER, AND INSPIRE

VISION: To make the next bold leap in Ohio State's land grant history of excellence and impact, we aspire to be a leading national flagship public research university.

VALUES: Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University, we value excellence, diversity in people and of ideas, inclusion, access and affordability, innovation, collaboration and multidisciplinary endeavor, integrity, transparency, and trust.

MISSION: The University is dedicated to creating and discovering knowledge to improve the well-being of our state, regional, national and global communities; educating students through a comprehensive array of distinguished academic programs; preparing a diverse student body to be leaders and engaged citizens; fostering a culture of engagement and service; and, understanding that diversity and inclusion are essential components of our excellence.

CORE GOALS: Institution-wide goals are fundamental to the University's vision, mission and future success.

TEACHING AND LEARNING

Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

ACCESS, AFFORDABILITY, AND EXCELLENCE

Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.

RESEARCH AND CREATIVE EXPRESSION

Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.

ACADEMIC HEALTHCARE

The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.

OPERATIONAL EXCELLENCE AND STEWARDSHIP

Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.

FISHER'S STRATEGIC PLAN IS ROOTED
IN THE FUNDAMENTAL PRINCIPLES OF THE OHIO STATE UNIVERSITY

SEE WHAT FISHER IS DOING
IN PURSUIT OF THE ABOVE GOALS (PAGE 16)

FROM THE DEAN

Dear Friends,

It is my pleasure to share with you the 2016-2021 strategic plan, including a Fall 2017 update, for The Ohio State University Max M. Fisher College of Business. Entitled “Top 5 in 5,” this document outlines our comprehensive and collaborative vision for the college, with the ultimate goal of being recognized as a top-5 public business school in five years. We pursue the core goals of The Ohio State University’s strategic plan, expressed in the unique context of our discipline. Moreover, we draw upon the many strengths across a vibrant campus.



Creation of the plan began in 2015 as a highly cooperative and inclusive effort that incorporated input from a variety of stakeholders, including faculty, staff, students, alumni, academic and administrative colleagues across campus, business executives and members of the college’s Dean’s Advisory Council. Key areas of focus included students and programs; faculty and research; outreach; learning methods (including distance learning); and globalization.

Feedback from these constituents was combined with extensive data to formulate strategic recommendations that were shared with the Fisher College of Business community for further discussion and dialogue. The end result of this collaborative process was the creation of a statement of purpose and three broad, strategic priorities for the college:

- **Relevant Impact:** Fisher will conduct thought-leading research, offer world-class educational opportunities, and contribute to business and the community in ways that make a real difference.
- **Continuous Innovation:** Fisher proactively supports a community of scholarship that promotes new ideas—academically and in business practices—and introduces these ideas and programs to scholarly literature and the business community.
- **Educational Excellence:** Fisher will be distinguished by an educational experience that prepares and develops our students intellectually, ethically and practically.

The vision and recommendations included throughout this document represent an exciting roadmap toward excellence throughout the next five years—and beyond. This strategic examination is a plan that we feel certain will position Fisher College of Business as among the top-5 public business schools and set the tone for another century of tremendous impact and demonstrated excellence in business education.

It is an exciting time at Fisher!

Sincerely,

A handwritten signature in black ink that reads "Anil K. Makhija". The signature is written in a cursive, slightly stylized font.

Anil K. Makhija

Dean and John W. Berry, Sr. Chair in Business

Executive

SUMMARY

Fisher College of Business initiated a strategic planning effort in early 2015, which concluded with a plan in Spring 2016. That process has been highly inclusive and comprehensive. Faculty, staff, students, alumni, academic and administrative colleagues across campus, business executives, and the Dean’s Advisory Council have all been involved in the process, and multiple Town Hall Meetings with faculty and staff have been conducted to gain input. Five teams comprised of faculty and staff were commissioned to address one of five key areas of strategic focus (Students and Programs, Faculty and Research, Outreach, Learning methods including distance-learning, and Globalization), which included extensive data collection by a special support team.

Those teams completed their work and recommendations (outlined below), which were then reviewed and discussed in significant detail by a core integrative team and shared with the Executive Committee of the College. The strategic recommendations made by the five committees, and the resulting review and commentary by multiple stakeholder groups has resulted in a simple statement of purpose and three broad strategic priorities for the college over the next five years (2016-2021), the “**Top 5 in 5**” **Plan**. We have made progress in the implementation of these plans, as laid out here in a Fall 2017 Update.

Core purpose of Fisher College of Business:

“To create ideas, encourage scholars and develop leaders who positively impact their community and the world.”



Three broad strategic priorities:

Relevant Impact

Conduct thought-leading research, offer world class educational opportunities, and contribute to both business and the community *in ways that make a real difference*

Continuous Innovation

Proactively support a community of scholarship that promotes new ideas, both academically and in business practices, and introduce those new ideas and programs to the scholarly literature, as well as the business community

Educational Excellence

Distinguish Fisher College of Business through *an educational experience that prepares and develops our students intellectually, ethically and practically*

Details of the planning process underlying the development of our strategic plan are contained in Appendix A.

A key step in any planning process is the identification of strategic assets and liabilities, a SWOT analysis. One of the initial deliverables of the sub-teams and the Executive Committee was to scan, investigate and outline the key external and internal factors affecting Fisher College over the next few years of the planning horizon.

STRATEGIC EXTERNAL SCAN FOR FISHER

While some features of the external environment pose threats, others present new opportunities.

1. *Serving Multiple Demographic Segments:*

Tech-savvy and committed to life-work balance, millennials are agile in using technology as a learning tool and expect to change jobs, even career paths, frequently. This affects both the content and delivery of education, offering challenges and opportunities to business schools. Simultaneously, significant numbers of seasoned professionals have different needs, as they seek business education to refresh their skills or alter their career paths. Thus, the challenge is to appropriately develop the content and delivery for a Bachelors of Business Administration student versus a student in an Executive MBA program. Across all demographics, there is a greater interest today in social impact.

2. *The Affordability Debate:*

Budgetary measures in Ohio and elsewhere have pressured public universities to freeze tuition and program/technology fees, particularly for undergraduate students, while business school faculty costs rise unabated. This has brought about a severe financial squeeze on many business schools.

3. *Fundamentals, Market-Responsiveness, and Fads:*

Some elements of business education have long-term persistence, and we must educate students on these foundational, basics of business, education. But, business schools must also recognize the changing needs of business and the associated preparation for careers in a competitive world (e.g., recent growth in opportunities in data analytics), paying attention to these needs in research and programs. In addition, leadership, critical thinking, teamwork, and other interpersonal skills are essential for a successful career.

4. *Enrollment Challenges to Full-Time MBA Programs, Growth of Shorter Masters Programs:*

With knowledge growth in specializations, one-year master's programs in various fields have grown in popularity as full-time MBA enrollments decline. Some business schools, even reputable ones, in response have begun downsizing or even shuttering their mainstay full-time MBA programs, causing severe financial hardship only partially relieved by specialized masters' offerings. As full-time rankings remain schools' chief reputation drivers, many are running these programs despite lower enrollments and high scholarship costs.

5. *Use of New Technologies and Online Education:*

The ground is shifting for education delivery, which is both a boon and a bane. Technology is making it possible to employ more innovative learning methods that can enhance student experience and learning outcomes when used appropriately, yet it also is making cheaper alternatives available to students.

6. Globalization of Management Education:

While top business schools remain an attractive destination for foreign students, a growing number of foreign schools are offering competitive alternatives to students and faculty. Schools such as Ohio State continue to see robust demand, even turning away foreign students, but reliance on foreign enrollments is a long-run risk. Certainly, the increases in cost of faculty can in part be attributed to the fact that increasing numbers of foreign doctoral students are choosing to return home.

7. Skepticism about Business Education and Research:

Recruiters in particular, and corporate executives in general, have long questioned the job readiness of business graduates. Similarly, there is concern that much of the research done in business schools is not readily applicable. These concerns require us to be vigilant as we strategically consider teaching and research initiatives.

STRATEGIC INTERNAL SCAN FOR FISHER

Fisher has some notable strengths and weaknesses:

1. Financial Challenge:

Starting with a recent level-setting report, it has been noted that the College faces financial challenges. We have seen some recovery in College finances, as in the turnaround in fiscal operating income (Current Sources minus Current Uses) from 2014 to 2015, and continuing further improvements can be reasonably expected. Indeed, the College has gone on to see record surpluses in 2015 – 2016, and 2016 – 2017. Moreover, these two recent years have also seen record fundraising, triggered by a centennial year celebrations, amazing loyalty of alumni, and a revamped advancement approach.

2. Cultural Challenge:

Improvements in culture are also needed, such as more trust and transparency, leadership excellence, better faculty-staff relations, more equitable performance and reward alignment, and fewer silos. Cultural issues take longer to fix, but the strong commitment of faculty and staff to Fisher augurs well. Pertinent to the choice of strategy, because it affects faculty research and growth as well as the programs we offer, is the need for improved academic inter-departmental/administrative inter-unit collaboration. This matters to our choice of foci for our research, programs, centers, etc., defining areas where we will invest. Much more needs to be done, though an annual climate and culture survey has registered improvements in the College culture, comparing the 2015 survey to the 2017 survey.

3. Exceptional Undergraduate Student Quality:

In its main program with nearly 7,400 students, Fisher is experiencing demand from undergraduate students of unprecedented quality. Even as average ACT scores rise to levels among the very best business schools in the country, we must turn away applicants because of capacity limitations (faculty and space).

4. World-Class Faculty and Academic Departments:

A sizeable number of Fisher faculty and academic departments already are among the best in the world. Even with a relatively small faculty, we have ranked high for cumulative research production. The College has

many award-winning teachers, including several judged the best at Ohio State.

5. *Top-Ranked Graduate Programs:*

Our Working Professional MBA and Executive MBA programs are among the top 10, demonstrating an ability to mount the best ranked graduate programs. Despite its strong ranking, enrollments of our Executive MBA program have been weak, and the Working Professional MBA is facing considerable new local competition, which are marketing challenges.

6. *Scope for Innovation through Specialized Masters:*

While we have innovated by creating several masters programs, e.g., Masters in Accounting, Masters in HR Management, Specialized Masters in Business--Finance, and Specialized Masters in Business, Logistics, and Engineering, we may have been slow to innovate with more programs, such as in Business Analytics.

7. *Challenges to Fisher's MBA Programs:*

The Full-Time MBA Program's current rankings, size, and cost structure weaken Fisher's reputation and financial strength.

8. *The Corporate Advantage:*

A number of Fortune 500 and other innovative firms are based in Columbus and throughout Central Ohio. This proximity is an advantage over a number of Big Ten business schools, making it easier to pursue placements, internships, student mentoring, participation in centers, collaborative projects, and executive education. However, we need to make it easier for corporations to work with us.

9. *Limited Resources:*

Ohio State has a responsibility center management, or RCM, budgetary system, which rewards enrollment and tuition increases, and provides the College with a budget while also allowing the college to benefit from both other revenue flows and cost containment measures. The College can raise funds through executive education offerings and partnerships with businesses through centers, and development. In several recent years, except for this year, the university has had freezes on tuition for our main program, the undergraduate program. As a result, we must increase non-tuition related sources of income.



Statement of **PURPOSE**

An important step in the planning process, before outlining strategic priorities, is the identification of the core purpose and core values of the Fisher College. This “vision/mission” definition was achieved through extensive dialogue among the executive committee, faculty staff town hall meetings and core MBA student groups. That statement has been crafted with full attention to the overarching vision, mission and values of The Ohio State University.

Purpose

To create ideas, encourage scholars and develop leaders who positively impact their community and the world.

Vision

The pursuit of significant and visible impact on our main stakeholders --students, academics, businesses, and communities—will transform Fisher College of Business from an excellent to an eminent business school, so that it joins the ranks of the Top 5 Publics. Fisher will be known for its diverse, inclusive, and empowering culture, attracting the most talented students, faculty, and staff.

Mission

Fisher College of Business will achieve impact among peers and on the practice of business through visible thought leadership in research, making it a recognized source for ideas, solutions, and talent. Through globally-competitive business education, leading-edge programs, and technology-enabled effective teaching methods, Fisher will enhance student learning and careers. Fisher will pursue a proactive outreach agenda, connecting with alumni through life-long learning, partnering with businesses, leveraging the comprehensive strengths of The Ohio State University, and advancing the welfare of the people of Ohio and the global community.

Our Differentiators: How we are distinct?

We pursue a research and experiential focus in a culture of dignity and inclusiveness, providing an opportunity to try things and an ability to solve real problems.

STRATEGIC INTENT (2016-2021)

The overarching goal of the Fisher College of Business for 2016-2021 is to be among the top 5 public business schools. Drawing on our core purpose, core values and differentiators, we will achieve this goal by focusing on three strategic priorities: Impact, Innovation, and Educational Excellence. We have made progress in the implementation of the initiatives drawn from our strategic priorities as we have completed the first year, 2016-2017, and into the second year, 2017-2018, of our strategic plan. This progress is described in detail in the Fall 2017 Update (Appendix C).

STRATEGIC PRIORITIES

Relevant Impact

Conduct thought-leading research, offer world class educational opportunities, and contribute to both business and the community in ways that make a real difference

1. Prepare students for successful, fulfilling, impactful careers, infused with integrity
2. Stress research relevance and impact, in addition to productivity
3. Achieve lifelong engagement with our alumni
4. Achieve multi-dimensional partnerships with businesses
5. Be involved in community welfare through pro bono service and projects
6. Ensure the highest standards in teaching, research, and service
7. Commit to professional development opportunities for faculty and staff

Continuous Innovation

Proactively support a community of scholarship that promotes new ideas, both academically and in business practices, and introduce those new ideas and programs to the scholarly literature, as well as the business community

1. Generate resources from existing and new programs
2. Become a desired channel for donors
3. Proactively communicate our research to the business community to be more visible and impactful
4. Adopt state-of-the art learning technologies for existing curricula
5. Pursue high quality distance learning technologies to enhance existing and new curricula
6. Differentiate our teaching, research and outreach based on a global focus
7. Maintain centers and executive education offerings that contribute to business success
8. Integrate the 'voice' of the student in key initiatives

9. Emphasize diversity and inclusiveness

Educational Excellence

Distinguish Fisher College of Business through an educational experience that prepares and develops our students intellectually, ethically and practically.

1. Enhance research support, culture and accountability, benchmarking against aspirant schools
2. Grow our faculty size by 20 over the next five years to improve both our research and student-faculty ratios
3. Enhance efficiency of program delivery
4. Build a reputation around program quality + value, while addressing current and emerging issues
5. Introduce training and support for teaching faculty around “academies” of interest and need
6. Foster a global perspective and knowledge to enhance the global perspective of our students
7. Actively collaborate across campus



IMPLEMENTATION

The next, and critical stage in the planning process is effectively executing the recommendations and action plans proposed by the five sub-teams. The implementation stage will focus on clear, specific action plans to support each priority, as well as assigning clear accountability for the execution of all action plan recommendations. Please see Appendix C for implementation as of Fall 2017.

FURTHER DETAILS INTO ACTION PLANS EXECUTION

Relevant Impact

1. The Research Committee will suggest principles for assessment of performance taking productivity and impact into account through a broader assessment of top-tier publications, citations, impact factors, editorial positions, Ph.D. placements, influence on business, influential books and monographs, grants, media visibility, and invited presentations. Expectations should be rank-appropriate.

Department chairs and the dean's office will take into account these principles in annual reviews. The Research Committee will use the same for summer research funding. The Endowed Appointments Committee will utilize them for appointments and renewals of professorships and chairs. The College Personnel Committee will account for them in P&T cases.

But, we will need to be vigilant. The downside risk is that subjectivity will creep in and standards will slip.

2. The Appointments, Promotion and Tenure document, as well as the Patterns of Administration, will be revised to be consistent with expectations and implementation of a broader assessment of productivity and impact.
3. To maintain a culture of support and acknowledgement for research, the college will allocate appropriate support for data, seminars, conferences, summer research, etc., comparable to aspirant schools. We will continue support for a very high quality Ph.D. program because of its contribution to our research agenda, despite the financial burden it entails. There will be required analyses of programmatic decisions on research in the College, ensuring that faculty is not stretched in ways that are detrimental to our research mission.
4. There will be proactive measures to bring visibility to our research, seeking external validity to the relevance of our work. Research will be translated into business friendly versions, and promoted for broadcasting to reach and influence practitioners.
5. The College will prioritize securing resources to expand faculty size to obtain a student-faculty ratio comparable to the Top 5 Publics.
6. The College will develop Interest Groups, drawn from across departments, based on common interests across faculty and business relevance. We will start with Business Analytics as the first experiment in Interest Groups.

7. Though not limited to it, the centers at Fisher are an important mechanism to partner with business. Instead of proliferation, we will limit the number of centers to form a few nationally prominent, drawing on our academic strength, financially-sound partnerships. The clear purpose of the centers is to advance the agenda of the college, and not to pursue independent goals.
8. Through programs like Bright, Ohio Exports Internship Program and by collaborating with regional economic development initiatives, Fisher is engaged in the service of the community. There will be active efforts to augment such service.
9. To serve the community, Fisher Impact Day will be held on Veterans Day each year to assist local non-profit organizations.
10. Development will be an integral activity of the College, engaging students, faculty and staff throughout the College. Though directed by the professionals in development, donors are interested in the impact of programs and research.

Continuous Innovation

1. A new Graduate Programs Innovation Committee, chaired by the Senior Associate Dean for Students and Programs, will encourage innovation and consider on an ongoing basis ideas for new masters programs, starting with the consideration of (a) a Specialized Masters In Business Analytics and other specialized masters programs (a Specialized Masters in Business –Innovation and Entrepreneurship), (b) a cohort-based Working Professional program, and (c) Plus One masters programs that could be attractive to our large number of undergraduates.
2. We will develop a portfolio of business minors that can be offered to enhance the careers of tens of thousands of non-Fisher students on the OSU campus. This portfolio could include General Business Minor, Business Analytics Minor, Innovation and Entrepreneurship Minor, Real Estate Minor, Global Minor, etc. An online version of these minors will provide flexibility for non-business students to incorporate them in their schedules.
3. We will develop multi-dimensional active exchanges with select foreign educational and business organizations. We will leverage the resources of a comprehensive university, and collaborate for mutual benefit. Complementary to the 3 gateways established by Ohio State, Fisher will form in-depth partnerships in China, India, and Brazil.
4. The global competence of Fisher faculty will be raised through research, specialized international courses or experiential exposure. Through support for professional development and recruitment efforts, staff support for global competencies will be enhanced. These developments will lead to every Fisher student graduating with a definite minimum global competence or better through course content in the core component of each program.

Educational Excellence

1. The Masters Programs Committee, along with the Senior Associate Dean for Students and Programs, will be charged to periodically review the financial, reputational impact (including rankings), and ratio of domestic to international students of all the graduate programs. Administration will periodically develop recommendations for downsizing or eliminating of any existing program, as aligned with strategic objectives, starting with a review of the Full-Time MBA program.
2. The undergraduate program is vital to our reputation and well-being, given that its large size overshadows all our other programs. It has a dedicated Associate Dean. We will continue to pay special attention to this program (including its ranking). Given recruitment and admissions strengths, we will ensure intimate and high quality (“honors-like”) experience to the nearly 7,400 students. The Undergraduate Programs Committee, along with the Associate Dean for Undergraduate Programs, will be recharged to undertake enrichment activities for the undergraduate program.
3. Preferably through a reallocation of resources, a director-level new position, reporting to the Senior Associate Dean for Students and Programs, will be created to oversee a comprehensive strategy for the adoption of learning technologies throughout the College, including distance-learning. Learning technologies include pedagogic approaches as well as modern technology-based enhancements.
4. Fisher will partner with a major technology firm for the acquisition of learning technologies.
5. Faculty will be provided training, drawing particularly on resources within Ohio State, and the partner technology firm.
6. Fisher will develop a cohort-based hybrid distance-learning MBA program targeted at students beyond driving distance from Columbus. Unlike the EMBA program, it will have a greater online component. Other graduate programs will be considered for similar delivery.
7. Online versions will be developed for all business minors, graduate and undergraduate. Also, online versions of on-ground undergraduate core courses will be offered as alternatives. Online courses will also be bundled into certificates and marketed across the country and abroad.
8. Preferably through a reallocation of resources, a director-level new position, reporting to the Senior Associate Dean for Students and Programs, will be created to oversee a comprehensive strategy for the adoption of learning technologies throughout the College, including distance-learning. Learning technologies include pedagogic approaches as well as modern technology-based enhancements.

Culture of Dignity and Inclusiveness

1. Special programs will be developed to leverage international alumni and students, in order to both cater to their needs as well as benefit from their talent, experience, and networks. There will be programs to better integrate domestic and international students to provide cross-learning.
2. The College will develop and implement a strategic plan for diversity and inclusion.
3. Each alumnus and friend of the College will be assessed for a vector of potential connections to Fisher, including involvement as an adviser, recruiter, speaker, mentor, helper in identifying internship and job opportunities, donor, spokesman, and partner in business.
4. Alumni and friends will regularly receive digestible educational updates, including executive versions of faculty research. Twice a year, there will be print versions of alumni magazines.



SHARED CORE GOALS: Ohio State University and Fisher

What is Fisher doing in pursuit of shared goals? Highlighting related Fisher accomplishments.

TEACHING AND LEARNING

- Redesign of Full-Time MBA program
- New Specialized Master in Business – Analytics program, delivered 75% online
- Enhanced Master in Accounting with Data and Analytics
- Multiple new industry immersion programs for experiential learning for undergrad students
- A comprehensive leadership program
- Several new minors for undergrad students
- More international opportunities to develop global competence
- Joint multidisciplinary programs are in place, such as JD/MBA, MD/MBA.

ACCESS, AFFORDABILITY, AND EXCELLENCE

- Added weekend option for Working Professional MBA, giving students from across Ohio the flexibility to attend classes in Columbus
- Making scholarships a priority in fundraising
- Growing Global Councils in the U.S. and abroad to provide support organizations for incoming and returning students
- In pursuit of excellence, adding to honors programs with a Finance Honors option
- Growing distance-learning programs (e.g., undergrad online core alternatives)
- Subsidizing global experiences
- Supporting the BRIGHT MBA that develops new leaders for Ohio schools
- Appointed an Associate Dean for Diversity & Inclusion, and pursuing multiple programs to support a diverse workforce and student body.
- Instituted annual climate and culture survey

RESEARCH AND CREATIVE EXPRESSION

- Added over 20 incremental faculty in last two years, improving both research capacity and student-faculty ratio
- Appointing 10 new endowed professorships
- Making research more visible through translation of faculty research for executive versions, and more connections to media
- Summer funding program to support research in place
- Revised policies (annual reviews, appointments, P&T, and patterns of administration) to stress productivity *and* impact
- Collaborating across campus on discovery themes initiative
- Active agendas of centers to support research and interface with practice

ACADEMIC HEALTHCARE

- Offering an healthcare industry immersion program to undergrad students
- Delivering a healthcare track in master of operational excellence program
- Fisher faculty is engaged in healthcare research, and there are with personnel from Wexner Medical Center

OPERATIONAL EXCELLENCE AND STEWARDSHIP

- Record high surplus for college (Sources – Uses) two years in a row
- College financial reviews presented in faculty/staff meetings 4 times a year
- Two record years of fundraising, with top or near-top performance among Big-10 b-schools
- Staff development program in progress to improve individual and college skill set
- Clarity in faculty workload and compensation policies, and regular disclosure
- Open college Executive Committee meeting held ~10 times a year, covering many operational issues

APPENDIX A

Planning

PROCESS

The strategic planning process for Fisher College of business kicked off in February of 2015 in faculty and staff meetings, and was designed to be comprehensive, analytical and inclusive. Five broad areas of investigation were identified to initiate the process, and sub-teams devoted to each area of analysis were then convened over a four-month period. Those teams were comprised of a broad cross-section of individuals, including faculty, staff, college administrators, university representatives and members from the business community. The five teams and the co-chairs of each were as follows:

Students And Programs Team

Brian Mittendorf

*Department of Accounting and
Management Information Systems*

Pat West

*Associate Dean, Undergraduate
Programs*

Faculty And Research Team

Rene Stulz

Department of Finance

Peter Ward

Sr. Associate Dean

Learning Methods Team

Ray Noe

*Department of Management
and Human Resources*

Rao Unnava

Sr. Associate Dean

Globalization Team

Oded Shenkar

*Department of Management
and Human Resources*

Anil Makhija

Dean

Outreach Team

Tom Goldsby

*Department of Marketing
and Logistics*

David Greenberger

Associate Dean

Each team conducted in-depth analyses in their respective areas, and were charged with delivering a final report of key findings, recommendations and action plans. Those reports and recommendations were presented and reviewed in detail by a specially constituted core integrative team.

The core integrative team included the Dean and all co-chairs listed above, as well as Doug Stewart (Executive

Director of the Fisher Foundation), Tony Cummings (real estate developer and grandson of Max Fisher), and Sandy Harbrecht (CEO of Paul Werth), and additional faculty and staff (Barb DeYoung, Tony Rucci, Jeff Rice, Melinda McDonald, and David Harrison). The analytical stage included in-depth data collection and best practice identification in each area. In addition, in early 2015, a special report was commissioned by Dean Makhija to evaluate the College's financial status, as well as an assessment of the current working culture and climate in the college. That assessment was conducted by Professors Roy Lewicki and Joe Alutto. The results of that report were made available to the sub-teams, as well as more broadly to the faculty and staff in town hall meetings. Data collected by a special support team was placed on a web-site and distributed to all participant teams as well as other staff and faculty in the college.

Once each sub-team had delivered their reports, the core integrative team and the Dean compiled those reports into a comprehensive draft strategic planning document and shared it with the college Executive Committee. That information has undergone multiple stakeholder reviews beginning in June of this year. Following that review, and coinciding with the fall semester, the plan has been reviewed with all faculty and staff in a series of open town hall meetings conducted by Dean Makhija. Based on those town hall sessions, the strategic plan has been revised, and the recommendations and action plans have been prioritized and reflected in the five year 2016-2021 Fisher College Strategic Plan, "Top 5 in 5" Plan, reflected here.



APPENDIX B

Statement of Strategic Intent | 2016 – 2021

Our Purpose | Why do we exist?

To create ideas, encourage scholars and develop leaders who positively impact their community and the world

Our Values | What do we stand for?

Trust: we honor commitments and act ethically
Innovation: we believe that ideas create value
Lifelong Learning: we never stop thinking
Collaboration: we proactively support one another
Inclusiveness: we value diversity as a strength

Our Differentiators | How are we distinct?

A research and experiential focus
 A culture of dignity and inclusiveness
 An opportunity to try things
 An ability to solve real problems

Our Goal is “Top 5 in 5” Recognized as a Top 5 public business school in 5 years

Strategic Priorities

RELEVANT IMPACT	CONTINUOUS INNOVATION	EDUCATIONAL EXCELLENCE
<p>Prepare students for successful, fulfilling, impactful careers, infused with integrity</p> <p>Stress research relevance and impact, in addition to productivity</p> <p>Engage meaningfully with alumni over their lifetimes and become a desired channel for donors</p> <p>Achieve multi-dimensional partnerships with businesses</p> <p>Invest in community welfare through pro bono service and projects</p> <p>Ensure the highest standards in teaching, research, and service</p> <p>Provide professional development opportunities for faculty and staff</p>	<p>Generate resources from existing and new programs</p> <p>Share our research with the business community in visible and impactful ways</p> <p>Adopt state-of-the-art learning technologies for existing curricula</p> <p>Pursue high-quality distance learning technologies to enhance existing and new curricula</p> <p>Differentiate our teaching, research and outreach through a focus on global issues and impact</p> <p>Contribute to business success through centers and executive education</p> <p>Integrate the voice of the student in key initiatives</p> <p>Emphasize diversity and inclusiveness</p>	<p>Enhance research support, culture and accountability, benchmarking against aspirant schools</p> <p>Grow our faculty size to improve both our research productivity and student-faculty ratios</p> <p>Enhance efficiency of program delivery</p> <p>Build a reputation around program quality and value, while addressing current and emerging issues</p> <p>Introduce training and support for teaching faculty, including “academies” of interest and need</p> <p>Foster a global perspective and knowledge to enhance the global competency of our students</p> <p>Actively collaborate across the University campus</p>
A CULTURE OF DIGNITY AND INCLUSIVENESS		

Faculty expertise & engagement	Student quality & engagement	Staff development & engagement	Alumni support & engagement	Business partnership & engagement
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Summary of Key Initiatives
APPENDIX B (Contd)

cutive versions of faculty research (2016–17)

Students (2016–17); International alumni (2017–18)

Further integrate a global/international focus

APPENDIX C: Fall 2017 Update: Where are we?

Strategic Priorities	Key Initiatives	Plans and Progress
RELEVANT IMPACT	Productivity and impact in research	<p>Plans: Annual reviews, summer funding and APT (trial in 2016-17 and 2017-18)</p> <p>Progress: Undertook and completed with appropriate approvals (e.g., OAA, and/or voting in college) governance policies, emphasizing productivity plus impact: Completed revision of (1) APT, (2) college and department level PoAs, (3) annual review process (faculty activity report), (4) expanded summer funding criteria, (5) endowed appointments policy, (6) small grants procedure, (7) workload policy, (8) parental leave policy, and (9) Pace Setters selection process.</p> <p>Recognizing outstanding research through ten new endowed professorships.</p>
	Visibility to research	<p>Plans: Proactive communications in media (ASAP & ongoing)</p> <p>Progress: Translation process and distribution are active now.</p>
	Conduct a review of centers	<p>Plans: Financial and reputational reviews (2015-16)</p> <p>Progress: Financials of centers in standardized form are now available on web. Annually centers are reviewed with College Executive Committee. Centers are active in cementing relations with considerably larger number of industry partners.</p>
	Expand community involvement and impact	<p>Plans: Extend BRIGHT (2016-18), Fisher Impact Day (annual) and Ohio Export Internships (2018-19); Market MBA pro bono availability (2016-17)</p> <p>Progress: Second BRIGHT Cohort set for graduation in May 2018. Additional cohorts under discussion, provided funding is secured. First class of 30 are all placed in Ohio schools. Third Fisher Impact Day scheduled for November 10, 2017 (on or around Veterans Day). Won President's E-Award partly for Ohio Export Internship Program (OIEP), which is expected to be offered in 2018-2019 and beyond. OIEP students intern at small Ohio firms and have produced \$25 m. in incremental exports. More MBA students to be placed on boards of non-profits.</p>

CONTINUOUS INNOVATION	Promote and support interest groups	Plans: Data analytics (2016-17)
		Progress: Interest group not formed.
	Introduce new programs	Plans: SMB Business Analytics and SMB Innovation/Entrepreneurship (2017-18); Cohort and Distance WPMBA (2017-18); Expand grant-writing efforts Progress: OAA and all other approvals have been obtained, and SMB – Business Analytics program is in marketing phase for first class starting in fall 2018. WPMBA as of fall 2017 has added a weekend option, allowing students from Cleveland and Cincinnati to enroll. It is planned that there will be distance offerings in WPMBA in Spring 2018. With KPMG support, enhanced Master of Accounting with Data & Analytics is in progress now. Joined OSU Proposal Development Center to grow our limited capability in grant-writing.
Expand our global presence with partner schools, alumni & businesses	Plans: China (2016-17), India (2017-2018) and Brazil (2018-19)	
	Progress: Working with IIT Bombay to deliver short Opex course to executives in Mumbai, starting in January 2018. Expecting several Brazil executives to enroll at Fisher. In talks with USP Brazil, for joint logistics program in Sao Paolo. Scheduled trip to China in late Oct. 2017.	
EDUCATIONAL EXCELLENCE	Enhance UG degree programs	Plans: 10 industry clusters (2017-18); High impact projects (2016-17)
		Progress: Starting from 7 clusters, there are 9 now with active conversations for 2 more by end of this year, 2017-2018. Also, OAA approval for Finance Honors has been obtained.
	Introduce new distance learning initiatives	Plans: UG minor, UG online core alternatives, Exec Ed certificates (2016-17)
		Progress: Multiple UG minors in place (Business Minor, Real Estate, refreshed Innovation & Entrepreneurship, new Business Analytics Minor). Two UG core courses are available online. Exec Certificates in planning stage. In process to appoint a senior staff member to help develop and then oversee distance-learning strategy for college. SMB-A is 75% online.
	Improve faculty-student ratios	Plans: Add 3+ faculty per year (2016-2018); Discovery themes; +4 faculty per year beyond
		Progress: From 139 in Sept. 2015, full-time faculty has grown to 160 in Sept. 2017 in an attempt to expand research and teaching capability. Several hires are supported by OSU's Discovery Themes Initiative, growing collaborations across campus through these joint hires.
Conduct current program quality reviews	Plans: FTMBA & WPMBA (2016-17); then 2-3 programs each year; evidence of mastery	
	Progress: Major redesign of Full-Time MBA program has been in progress since March 2017, with aim to bring to faculty vote in Dec. 2017 or Jan. 2018. WPMBA review to follow.	
Enhance and expand experiential learning opportunities	Plans: Expand Global Applied Projects initiatives to include 50% of MBAs (2016-17); Introduce Fisher Leadership Fellow Initiative MBA/DLA/MHRM (2015-16)	
	Progress: Early interest from current 2017-2018 class suggests that 75% of students may participate in GAP, requiring up to 12 projects instead of the ~6 in the recent past. Extensive progress in leadership initiative, engaging 2,000+ students in assessments.	

CULTURE OF DIGNITY AND INCLUSIVENESS	Sponsor cultural excellence efforts	Plans: Transparency (2015-16); diversity (2015-16), One Fisher (2015-16); inclusiveness (ongoing); staff and faculty development program (2016-17)
		Progress: Reviewed college finances 4 times a year. (College saw record Sources – Uses for last two years.) Held ~10 open Executive Committee meetings annually, with timely minutes distributed. Held joint faculty and staff strategy meeting every semester to cement a one-Fisher culture. After design phase in 2016-2017, staff development program is actively being rolled out now in 2017-2018. Appointed Associate Dean for Diversity & Inclusion. Last year, required half of slots for faculty hires to go to either women or minorities. Implicit bias training provided to faculty and staff.
	Foster greater alumni engagement	Plans: Alumni clubs in 5 major domestic locations; distribute executive versions of faculty research (2016-17)
		Progress: Started 16 Global Councils in the U.S. and abroad. Building a template of expectations from Councils and Fisher for active engagement of alumni and college. Distribution of executive versions of faculty research now ongoing. Through purposeful centennial celebrations, loyalty of alumni, and rejuvenated advancement group, realized two highest fundraising years (2015-2016 & 2016-2017) at top or near-top among Big-10 b-schools.
	Further integrate a global/international focus	Plans: Students (2016-2017); International alumni (2017-18)
		Progress: Last year, 749 students participated in an international experience. The 16 Global Councils are a mechanism to reintegrate international alumni.