

# EHE Strategic Plan

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2014-2019

**Cheryl Achterberg, Dean**

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# Strategic Planning at The Ohio State University

## Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

### VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

### 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.

We understand that diversity and inclusion are essential components of our excellence.

### 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

### CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

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

**Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

**Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



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Dear Colleagues and Friends,

It is a pleasure to share with you the 2014-2018 strategic plan for OSU's College of Education and Human Ecology. The plan, given the applied focus of this special college, puts the spotlight on the people, activities and partnerships that we are growing on and off campus. It recognizes the hard work, dedication, and talents of our diverse faculty as they have labored to restructure the college with new synergies over the last five years.

Today the college is ready to enter a new era with a mission driven purpose to make a profound difference in the lives of young people, families, students, schools and communities. Let us look at what we have in hand already:

- A diverse mix of programs
- A diverse and committed faculty
- A strong enrollment
- An expanding research portfolio
- A strong connection to community
- Vastly improved student services
- An excellent fund-raising campaign in progress



This work is not easy. It is filled with risk. Growth will be flat. To support a scholarly life for our faculty and to simultaneously commit to student learning and success; to cultivate the deep connections we have locally and nationally, yet build connections internationally; to mix theory and practice with equal passion; and to continually press in search of insights and solutions to the pressing problems of our day is a challenge we embrace and relish.

In this spirit and in honor of "The One University" sentiment, we have developed five goals that include:

- Teaching and Learning with an emphasis on preparing high quality professionals
- Research and Collaboration with an emphasis on pioneering interdisciplinary work across the college, across the university and beyond
- Outreach and Engagement with an emphasis on partnering with our larger community for social impact
- Stewarding our Resources with an emphasis on strengthening our core, including facilities
- Internal Community Building to enhance our connections with clear and effective communication

The plan is a guidepost, but also a living document, always subject to refinements and change as needs, opportunities, and talents evolve even from year to year. The spirit, values, and major goals remain constant. We are so pleased to share it with you.

Sincerely,



Cheryl Achterberg, Dean

# College of Education and Human Ecology Strategic Plan, 2014-19

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## Executive Summary

EHE is a college with many connections—connected to OSU’s “One University” vision, mission, and values and connected to our statewide community through theory and practice, teaching and research, outreach and engagement.

The college’s **core mission** is straightforward:

*To resolve pressing educational, health and wellness, and social needs locally, statewide, and beyond.*

Our **core values** include **holistic and systemic thinking**, i.e., we work with people and with our disciplines as connected wholes rather than a mere collection of parts. This is our most foundational value. We are also committed to **diversity**, working with diverse persons, ideas, perspectives and methodologies. Our third core value includes **integrity and accountability**, individually and collectively.

Our strategic plan was put together over the course of a year with input from faculty, staff, students and external stakeholders. It tapped a wide range of ideas and enthusiasms. We are committed to creating world-class research and scholarship with a constant drive to improve our work, our leadership, and ultimately, our impact in families, classrooms, small businesses and our larger community. We identified **five major goals** which are summarized on the accompanying figure. These goals and strategies are listed below below:

## Major Goals

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<b>Teaching &amp; Learning</b>	<p><b>Provide unsurpassed student learning experiences, enhanced by diversity, and delivered through an excellent, 21<sup>st</sup> century curriculum.</b></p> <p><u>Goal A:</u> Deliver exceptional learning experiences through cutting-edge curricula.</p> <p><u>Goal B:</u> Deliver exceptional learning experiences through outstanding instructional quality.</p> <p><u>Goal C:</u> Provide high quality services and programming to support our students in excelling.</p>
<b>Research &amp; Innovation</b>	<p><b>Produce nationally recognized research and scholarship that advances fundamental and translational knowledge addressing our most pressing local, state, and national problems.</b></p> <p><u>Goal A:</u> Integrate and leverage research activities in college centers with academic units and across the university with a special focus on discovery themes.</p> <p><u>Goal B:</u> Develop a collaborative culture and approach to research and grant funding.</p>

<b>Outreach &amp; Engagement</b>	<p><b>Establish mutually beneficial partnerships with the citizens, schools, communities, and institutions of Columbus, Ohio, the nation, and beyond, to advance our collective well-being.</b></p> <p><u>Goal A:</u> Cultivate strong community networks and partnerships, both on and off-campus.</p> <p><u>Goal B:</u> Build support for international programs and relationships.</p>
<b>Resource Stewardship</b>	<p><b>Become a recognized college model for financial sustainability, effective resource management, and operational simplicity and effectiveness.</b></p> <p><u>Goal A:</u> Lead college transformation through the “But for Ohio State” Campaign.</p> <p><u>Goal B:</u> Cultivate our human resources with a focus on diversity.</p> <p><u>Goal C:</u> Enhance our learning/working environments.</p> <p><u>Goal D:</u> Increase our fiscal sustainability through strategic use of resources and streamlined, transparent processes.</p>
<b>Internal Community-Building</b>	<p><b>Form a strong, vibrant college community, and enhance our connections with clear and effective communication.</b></p> <p><u>Goal A:</u> Create identity, events, programs, and processes to support strengthening and unifying college culture.</p> <p><u>Goal B:</u> Develop a comprehensive internal as well as external college communications program.</p> <p><u>Goal C:</u> Create ongoing, comprehensive processes to support data-based decision-making and planning.</p>

In addition, the leading metrics or evidence which associate with each goal are listed below:

*Teaching and learning* with an emphasis on preparing high quality professionals ready to enter the field of practice or successfully pursue higher education

- Student credit hrs generated by faculty FTE
- Number of courses with experiential learning
- Number of online and blended courses and total enrollment in courses
- Employment of graduates
- Initiate discussion of blending nutrition instruction and research across campus

*Research and collaboration* with an emphasis on pioneering interdisciplinary work across the college and beyond, especially pertaining to the holistic study of child development and learning as well as health and wellness

- Federal and state grant expenditures
- Number of publications/faculty FTE by type including co-authorship with students
- Number of new research teams submitting proposals
- Establish college-wide methodology center

*Outreach and Engagement* with an emphasis on partnering with our larger community for social impact

- Number of faculty and students involved in engagement activities
- Exemplars of engagement initiatives and partnerships
- Impact reports from engagement initiatives
- Establish a college advisory board

*Stewarding our resources* with an emphasis on strengthening our core

- Leadership development opportunities and engagement for faculty and staff
- Surpass EHE campaign goal aimed at scholarships, programming and infrastructure
- Total revenue and sources
- Transparent college budget/Active college finance committee
- Business start-up with e-Recommend

*Internal Community Building* to enhance our connections with clear and effective communication

- Establish college intranet and dashboard
- Create outstanding web presence
- Professional development opportunities, with special focus on educational technology

The College of Education and Human Ecology is also creating a dashboard to signal progress on the goals, strategies and accomplishments for 2014-2019. See Figure 1 for a visual summary of the strategic plan.

## 2014-15 College of Education and Human Ecology Strategic Plan Summary

"One college with many connections"

Figure 1

### Vision:

We strive to develop human potential. Our unique combination of strengths enables us to address social, educational, health and consumer needs in a comprehensive approach.

### Mission:

To resolve pressing educational, health and wellness, and social needs locally, statewide and beyond.

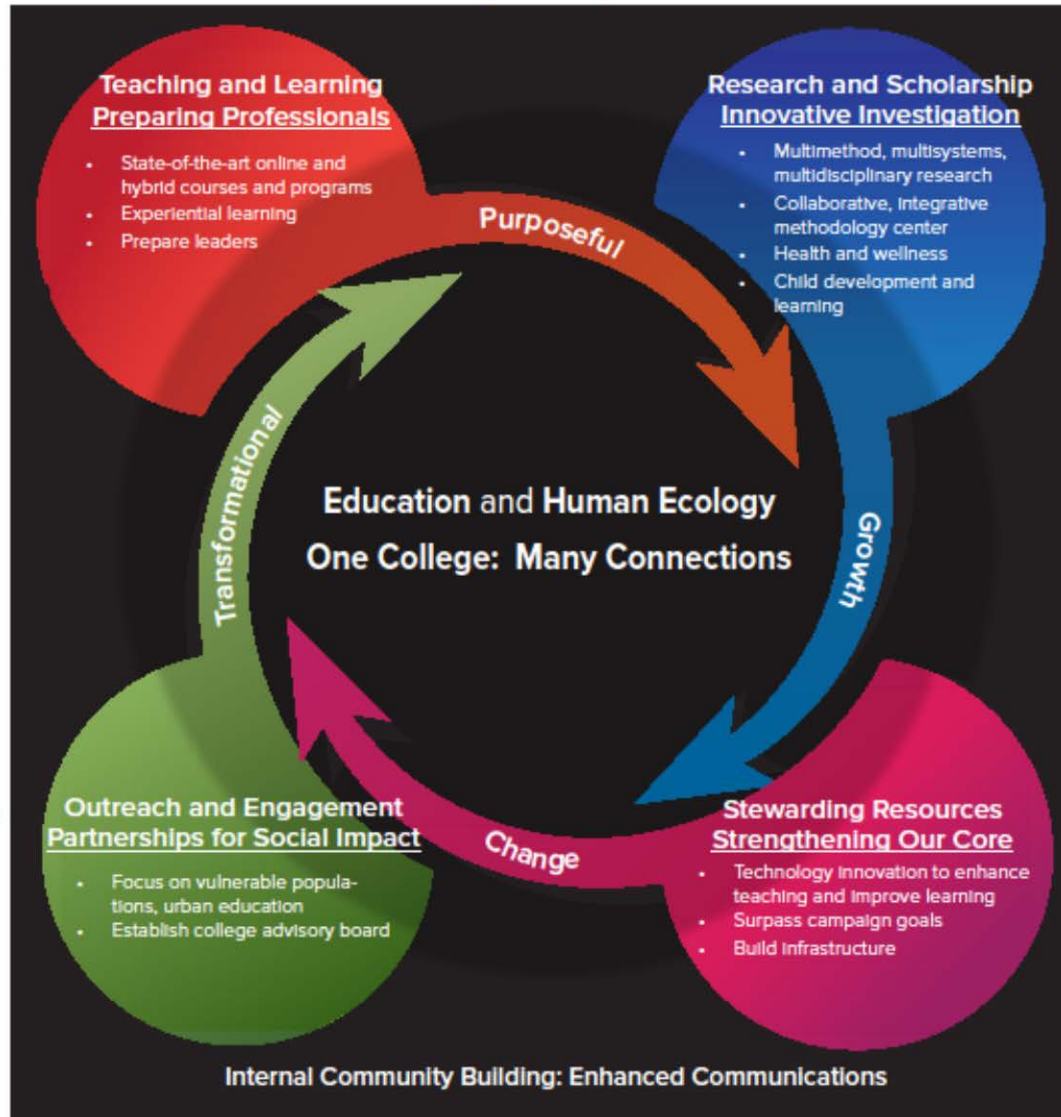
### Core Values:

- Holistic and systemic thinking
- Diversity
- Integrity and accountability

### We Are:

- Purposeful
- Transformational
- Change Agents
- Committed to the common good

**WE MAKE A DIFFERENCE**



- Preparing Professionals and leaders for action in the lab, the classroom, in business and the community
- Innovative Investigations that cut across programs, departments and campus
- Stewarding Resources to ensure a stable future and strengthening our core facilities, infrastructure and business processes
- Partnering for Social Impact to expand our reach

# EHE Strategic Plan, 2014-19

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## Introduction

This is the first strategic plan of the College of Education and Human Ecology (EHE) since it realigned in 2013. Through realignment, the college moved from a six-unit structure to a leaner one with three departments. Administrative and service units shifted from decentralized to more fully centralized services. Simultaneously, we also implemented deep curriculum transformations as part of the university's quarter-to-semester conversion process. After these and many other significant changes, EHE is a new college in many ways – with essential groundwork in place for a major push forward. We are now poised to embark on an ambitious five-year course of action in which we honor our historical precedents, build on our strengths, and strive to become the preeminent College of Education and Human Ecology in the nation.

Although EHE has transformed itself in many ways, the college still honors its distinguished, deep roots in both education and in human ecology/extension. More specifically, the University School, built during the Progressive Era and administered by the old College of Education, was widely recognized as the finest embodiment of Deweyan principles anywhere in the country led by many of the day's premier professors of pedagogy and practice. Today, our faculty similarly stand at the national vanguard of research and practice in numerous



areas including reading and literacy, higher education and student affairs, educational psychology, qualitative and quantitative research methodology, counselor education, foreign language education, and cultural studies. Furthermore, in the realm of educational administration during the Cold War years, our faculty helped found and then lead the nationally important University Council of Educational Administration, a programmatic position of eminence reinforced by unprecedented dominance of research and publication in the field. Over the past century, a long and distinguished line of intellectual standouts across the spectrum of education fields have penned their studies and mentored their students in Ramseyer and Arps Hall. In the spirit of these important legacies, six of our graduate education programs currently are ranked among the top 10 in the country according to *US News and World Report*, with another two in the top 20, and the college as a whole ranked 16<sup>th</sup>.





Pioneering nutrition scientists who conducted their bench studies nearly a century ago in what was then the Department of Home Economics would be proud of their contemporary legacy – including our nationally-ranked nutrition programs, including one recognized as among the top doctoral programs at OSU. Home Economics professors who long ago taught their students to manage their domestic resources would happily recognize the work of their modern colleagues who not only prepare students to become financial counselors, but also to engage in cutting-edge and nationally significant research about consumer behavior. Professors who originally created a lab school for teaching OSU's students to observe young children's growth and development would easily recognize their contemporary counterparts who utilize the Schoenbaum Family Center for the same purpose as well as to conduct widely-cited, federally-funded research. The first physical education programs created nearly a hundred years ago grew quickly, eventually expanding into related fields such as exercise science, for which OSU has long been

nationally pre-eminent. Across all of our Human Sciences fields, we honor past areas of distinction as we aspire to strengthening our new organization to better meet the fast-paced, high demand, complex challenges of our time.

This five-year strategic and accompanying implementation plan represent the college community's grounded wisdom about what we wish to achieve collectively. Running throughout the plan are goals, strategies, and actions calling for greater collaboration, cooperation, and realization of new syntheses. These strands are particularly important for our "new" college as we come to know one another more deeply, build genial and effective ways of working together, further develop and understand our new shared identity(ies), and bring our unified strengths to our local and global collaborators. The plan includes both lofty aspirations as well as detailed actions desired by members of the broad EHE community. Some components of the plan address specific points of tension that typically face a recently restructured college. As these transitional issues are remedied, we will be even better able to devote time and effort to the more visionary and broadly impactful parts of the plan, the parts that are core to who we are.

This plan was developed in a manner consistent with our shared values and aspirations. As will be described more fully later, broadly inclusive focus group meetings were conducted. Over half of the staff and faculty in the college participated in at least one such meeting. Students, alumni, and other interested community members contributed as well. Across all of these meetings as well as in solicited open-ended e-mail and other responses, members of the college community offered spirited, honest, and highly productive ideas to clarify our aspirations and achieve them. Every effort was made to understand these ideas and incorporate them meaningfully into the plan.

## Strategic Vision

Simply stated, the college strives to develop human potential. We are one college with many connections. Our unique combination of strengths enables us to address social, educational, and health and consumer needs in a comprehensive approach that accounts for differences in sociocultural and environmental contexts. No other discipline or college at OSU is grounded in this integrated systems and lifespan approach.

## Mission

Our mission is straightforward:

*To resolve pressing educational, health and wellness, and social needs locally, statewide, and beyond.*

We are committed to the transformational growth of individuals, families, and communities through innovative teaching, world-class research, and responsible service/outreach respecting diversity of thought, experiences and different people. Our work is aimed at planned, purposeful change. We actively integrate all aspects of the land-grant mission such that teaching, research, and service flow one from another; they are inextricably linked together.

## Values

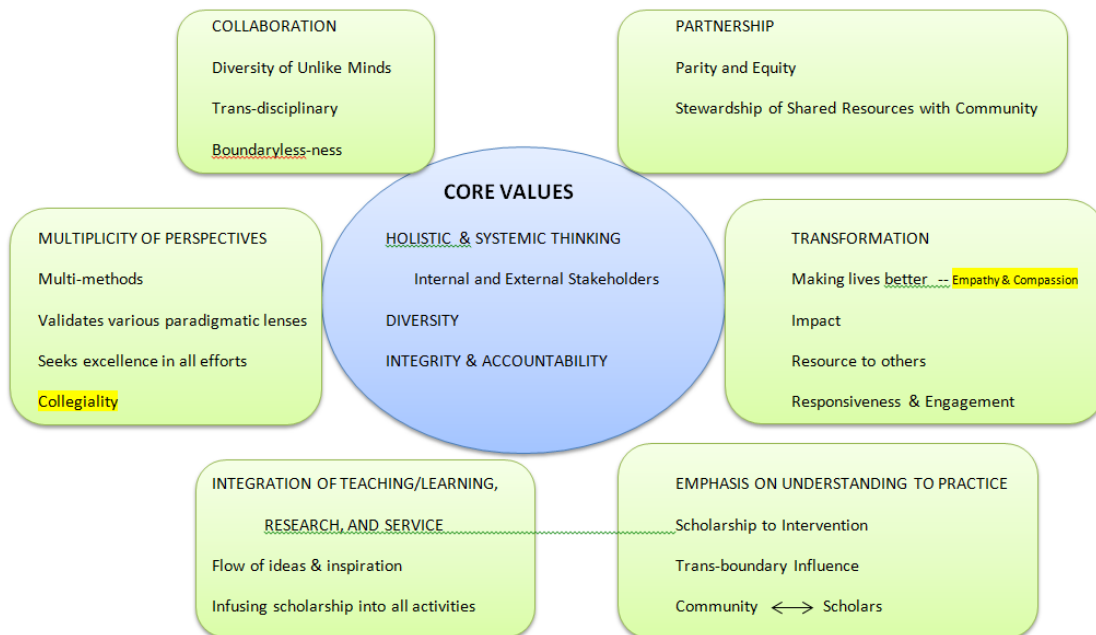
In EHE, we engage in the highly complex work of studying and improving the quality of human experience – across multiple dimensions and embedded in infinitely varied contexts. This is inherently challenging, often seemingly “messy” work. To achieve our ends, we embrace several core values that consistently guide us.

The EHE College Council hosted a series of discussions in FY13-14 about the values we can agree are most important to uphold as we implement the first strategic plan for our fully-merged, re-aligned college. Initial Council discussions were wide-ranging and open. A sub-committee reviewed the general sense of early discussions and then drafted a document describing a proposed set of three core and six subsidiary values. The sub-committee described relationships among these values using the matrix below. The Council discussed and refined the proposed values document during the May 2014 meeting, approving it by consensus.<sup>1</sup>

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<sup>1</sup> The resulting values described on the following pages have been edited for consistency and style.

## EHE COLLEGE VISION/MISSION/VALUES MATRIX



### Core Values: Informed by EHE College Council

#### 1. *Holistic and Systemic Thinking*

We strive to engage with and understand our fields as connected wholes, rather than merely collections of parts. This is our most foundational value. *Holistic and Systemic Thinking* allow for *Collaboration; Partnership; Transformation; Emphasis on Rigor and Relevance; Integration of Teaching/Learning, Research, and Service; and Multiplicity of Perspectives*. Further, this value supports the “one university” concept and outreach.

We live this value as we design and implement education and other interventions responsive to the holistic and interconnected needs of the individual as well as the broad community.

#### 2. *Diversity*

We are committed to honoring, understanding, and working with diverse persons, ideas, perspectives, and methodologies, all of which form the bedrock our work.

We live this value by seeking to diversify our workforce, student body, and curriculum using inclusive multicultural, multidisciplinary, multimethod, and multimedia approaches. We further seek to work across departmental, university, and community boundaries.

#### 3. *Integrity and Accountability*

We are, individually and collectively, committed to the highest standards of professional, personal, and organizational quality by seeking lifelong learning, professional development, and

constructive feedback. We honor accountability by maintaining transparency in our work efforts and promoting active discussion about our effectiveness.

## **Subsidiary Values:**

### ***1. Collaboration***

We seek to work with faculty, staff, students and other members of our broad college community to achieve common goals. We live this value by seeking the diversity of “unlike minds” and the consistency of “like minds” to transcend disciplines and boundaries that can exist between people, ideas, and worldviews. We also endeavor to share expertise, resources, and diverse perspectives.

### ***2. Partnership***

We create mutually beneficial partnership with practitioners in the community. We live this value by viewing such relationships as reciprocal – with parity and equity, understanding that the stewardship of our shared resources benefits the community and the university.

### ***3. Multiplicity of Perspectives***

We seek to hear and understand the voice of multiple perspectives so that ours can be more broadly informed and we can create more effective, comprehensive solutions and approaches to problems. We maintain collegiality with each other and with the community to honor multiplicity. We live this value by seeking multi-method paradigms so that various paradigmatic lenses are validated, while concurrently seeking excellence in scholarship, teaching, and service.

### ***4. Transformation***

We seek to make lives better for those who are impacted by our work, including students, community members, schools, families. We live this value by allowing our work to be informed by empathy and compassion. By teaching and documenting impact of our interventions, we serve as a resource for others. We endeavor to dialogue with our communities so we may remain responsive to their needs and concerns.

### ***5. Integration of Teaching/Learning, Research, and Service***

We work in a fluid environment in which work in one activity informs and supports work in others. We live this value by fostering the flow of ideas and inspiration across all aspects of our academic work, and by infusing scholarship, the development and dissemination of knowledge, into all efforts.

### ***6. Emphasis on Rigor and Relevance***

Before implementing any intervention, we must first seek to understand the context in which the problem arises and continues, in a systemic view of the family, community, college, university. We value the development of practices and interventions grounded in a thorough understanding of the phenomenon and context. We live this value by seeking transboundary influences and dialogue, so that the insights of the community flow into scholarship and the insights of scholarship flow into the community.

# Methodology

## Development of the Strategic Plan:

EHE’s 2014-19 strategic plan was developed after extensive consultation with members of the broad college community. The college’s strategic plan facilitator, Jackie Blount, conducted focus group meetings with 33 different units and other constituent groups, which included academic departments, administrative units, college centers, student organizations, alumni groups, and meetings with other interested community members.

Unit	Response	Code
...	...	...

During each focus group meeting, Blount asked participants: “Over the next five years, if the College of Education and Human Ecology were to become the finest college we can envision, what would we need to do?” She then documented all responses without attaching identifying information. She concluded each meeting by summarizing the responses she had captured and asking for clarification to ensure accuracy.

Blount then combined the ideas from all of the focus group meetings into a single data set of well over 700 items. Any residual information that could conceivably be used to identify individuals or groups was removed. Each item was coded and then grouped with others of similar meaning until eventually 27 separate themes emerged.

Blount arranged thematic clusters in a concept map. She grouped related items and sorted them into subthemes and specific actions. The result looked like this:



After further refinement, the initial, loosely-structured map evolved into a more organized and coherent one with five higher-level objectives, each further broken into goals, strategies, and specific actions (see image to the right). Blount reviewed this emergent interpretation with college administrators, and then with participants in a college-wide open forum held on January 23<sup>rd</sup>, 2014 that attracted nearly 100 persons. After incorporating extensive productive feedback from the initial forum, email requests, and then a final forum, the goals, strategies, and actions of the plan largely settled into the form presented in this document.



## Objectives, Goals, and Strategies

### Teaching & Learning

#### Objective:

Provide unsurpassed student learning experiences, enhanced by diversity, and delivered through an excellent, 21<sup>st</sup> century curriculum.

#### Rationale/Intent:

We are fundamentally concerned with teaching and learning in all of their richly varied forms and contexts. A portion of the college community has always placed “education” squarely in the center of research and practice as many of our programs explicitly prepare persons for roles in schools, higher educational institutions, and a wide variety of other service and support organizations. Regardless of discipline, though, faculty members across the college are known for their outstanding instructional efforts as around one third have won university and/or college teaching awards. We care deeply about the learning experiences we provide for our students at all levels, directly as well as indirectly, as they in turn influence the persons in their respective spheres.

We understand, however, that extraordinary changes are afoot as our collective ways of teaching and learning shift toward those that are more extensively digitally mediated. We are mindfully developing and using the most expansive technologies in our instructional processes, rather than simply lurching headlong into implementing the newest or most dazzling tools. This mindfulness requires that we honor our historical legacy of tightly integrating theory and practice – as perhaps rarely in the course of human history has such an approach been more necessary for us to serve **all** of our students well.

#### *Goal A: Deliver exceptional learning experiences through cutting-edge curricula.*

Strategy 1: Enhance the depth and diversity of curriculum.

Strategy 2: Streamline curriculum.

Strategy 3: Ensure the excellence of all our practitioner preparation programs

#### *Goal B: Deliver exceptional learning experiences through outstanding instructional quality.*

Strategy 1: Ensure that instructional quality is consistently excellent.

Strategy 2: Increase our offerings of digitally enhanced, hybrid, and fully online courses.

Strategy 3: Optimize faculty:student ratios across programs and levels.

*Goal C: Provide high quality services and programming to support our students in excelling.*

Strategy 1: Recruit a diverse, academically talented pool of students with potential to be leaders.

Strategy 2: Increase student retention rates across all programs.

Strategy 3: Provide top-notch services for all students.

Strategy 4: Become recognized leader in funding and stewarding scholarships.

Strategy 5: Provide outstanding student enrichment and recognition programs.

## **Research & Innovation**

**Objective:**

Produce nationally recognized research and scholarship that advances fundamental and translational knowledge addressing our most pressing local, state, and national problems.

**Rationale/Intent:**

We are united as a college in our quest to improve the human condition through our research, scholarship, and development of innovative practices. Much of our most important work lies at the powerful intersection of theory and practice, whether this concerns human movement, nutrition, reading and literacy, leadership, hospitality management, or any of our other varied areas of focus. We employ many different methodologies in our drive to understand and improve practice – and the study of research methodology has itself become an area of excellence for us. Our efforts have been well recognized as many of our faculty and staff are renowned authorities in their fields, widely sought for their theoretical and practical insights. Our faculty and staff have been exceptionally successful as well in obtaining external funding for their scholarly endeavors, garnering over \$42 million in the most recent year. This collective work, largely inspired by practice, in turn informs and changes practice.

We acknowledge that we face several significant challenges, which we believe can become important opportunities. We realigned our college largely to find new synergies among our disciplines; however, identifying and building these synergies requires intentionality, resource-building, and community-building. We employ many different research methodologies, but could greatly increase our effectiveness and impact by better understanding one another's methodologies – and by collaborating to bring enriched meaning-making to our work. Though we tackle problems of interest to us individually and in small groups, together we could find powerful ways to address some of our broadest and deepest human challenges.



***Goal A: Integrate and leverage research activities in college centers with academic units.***

Strategy 1: Maximize the role of existing centers in the work of the college.

Strategy 2: Establish Methodology Center.

***Goal B: Develop a collaborative culture and approach to research and grant funding.***

Strategy 1: Develop and support mechanisms for cross-disciplinary collaboration in research and scholarship with a special emphasis on the discovery themes of health and wellness as well as food and food insecurity.

Strategy 2: Provide an environment that supports faculty research efforts and ingenuity.

Strategy 3: Share evidence-based policy recommendations at local, state, and national levels.

## **Outreach & Engagement**

**Objective:**

Establish mutually beneficial partnerships with the citizens, schools, communities, and institutions of Columbus, Ohio, the nation, and beyond, to advance our collective well-being.

**Rationale/Intent:**

Virtually every field encompassed within our college is vitally linked with professional practitioners and the broad communities we serve together. Our scholarship is informed by practice and in turn improves practice. We collaborate with professional practitioners, which most of us have at one time been ourselves, learning from them and seeking to address the questions they pose. We reach beyond the pages of our published studies to bring viable solutions to those we serve, in person as well as through a variety of media.

***Goal A: Cultivate strong community networks and partnerships.***

Strategy 1: Develop and participate in community-based projects including those that foster collaboration across college departments, the university, and a variety of schools, nonprofits, and other community/state agencies.

Strategy 2: Leverage college centers and Extension to advance our community engagement.

Strategy 3: Serve as a flexible, responsive community resource especially with regard to data collection/analysis and evidence-based policy development.

Strategy 4: Select one urban community to address holistically, incorporating an ecosystems model and/or the discovery themes, with the intent to build models to scale and/or adapt to other urban or rural settings.

*Goal B: Build support for international programs and relationships.*

Strategy 1: Enhance international experiences of faculty, staff, and students.

## **Resource Stewardship**

**Objective:**

Become a recognized college model for financial sustainability, effective resource management, and operational simplicity and effectiveness.

**Rationale/Intent:**

We are a college rich with tradition, outstanding students, thriving alumni, and talented faculty and staff. We benefit from the generosity of the people of Ohio and the nation as well as from the individual and institutional donors/grantors who believe in our work. In turn, we endeavor to marshal our resources as effectively as possible for maximal impact. We also strive to create new resources so that we may further leverage the reach of our work. In short, we aspire to increasing the impact, reach, and quality of our work while using and further cultivating our diverse pool of resources sustainably.

*Goal A: Lead college transformation through the “But for Ohio State” Campaign.*

Strategy 1: Support Advancement efforts to develop resources for college’s strategic directions.

*Goal B: Cultivate our human resources with a focus on diversity*

Strategy 1: Develop leadership strength in the college.

Strategy 2: Increase faculty strength.

Strategy 3: Increase staff strength.

*Goal C: Enhance our learning/working environments.*

Strategy 1: Improve quality of our facilities.

Strategy 2: Improve quality of technology services.

*Goal D: Increase our fiscal sustainability through strategic use of resources and streamlined, transparent processes.*

Strategy 1: Increase budget understanding and review of processes with the aim of continuous improvement.

## Internal Community-Building

### Objective:

Form a strong, vibrant college community, and enhance our connections with clear and effective communication.

### Rationale/Intent:

Our college is a large and complex one with a wide variety of academic programs, research clusters, administrative units, and collaborators. Under normal circumstances, finding ways to communicate and work together effectively would be a challenge; however, in the wake of our nearly total reinvention, the magnitude of the challenge is much greater – and requires our focused attention to address. This is the point in time when community and communication are most crucial, yet are not well established in our new form.

We stand to gain much heading into the future by taking time now to understand better who we are individually and collectively, by seeking creative new ways of engaging with each other so we can deepen our mutual professional engagement, and by building robust new ways of communicating fully and transparently with one another across all lines that might otherwise divide us. In the end, we must bring these new understandings to our continual efforts to chart our future courses of action together.

### *Goal A: Create identity, events, programs, and processes to support strengthening and unifying college culture.*

Strategy 1: Clarify college's new identity.

Strategy 2: Develop events and programming that will bring the college together meaningfully.

Strategy 3: Establish practices that allow us to work together effectively across our differences.

### *Goal B: Develop a comprehensive internal as well as external college communications program.*

Strategy 1: Create outstanding web presence.

Strategy 2: Develop effective and timely mechanisms for internal communication that staff and faculty want to utilize.

Strategy 3: Refine external communications strategies.

### *Goal C: Create ongoing, comprehensive processes to support data-based decision-making and planning.*

Strategy 1: Make strategic planning central to how the college functions.

Strategy 2: Build a culture of data-based decision-making across all academic and administrative units.