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.

Teaching and Learning

How does our new Strategic Plan for Teaching & Learning relate to our previous one? The 2012-16 Strategic Plan for the Regional Campus Cluster identified three core goals for Teaching & Learning: cultivate unique academic themes at our campus, improve student outcomes, and expand our student population. The Mansfield campus has made significant progress in achieving the second and third goals, as evidenced by our consistently strong retention rates in recent years as well as our growing student body, which is increasingly diverse. As for the first goal, considerable efforts have been made, with gains especially in the development of environmental resources. Yet the university is no longer pursuing the "destination campus" idea for regional campuses; instead, we are focusing on the "one university" ideal coupled with our longstanding mission to meet the needs of our immediate region and student population. Generally, the Teaching & Learning goals of the 2016-20 Strategic Plan for the Mansfield Campus broaden the 2012-16 goals. Because the campus budget is not likely to grow substantially in the near future, we need to manage existing resources efficiently and effectively. We need to plan for only small, strategic investments of any additional funds that become available. The action items listed after each of the following goals are not arranged in order of priority; all are important.

(1) Strengthen Existing Academic Programs & Develop New Ones

- Replace lost tenure-track faculty positions with new tenure-track faculty hires, not necessarily in the same field as the lost positions but in fields that meet current student needs and that maintain the strength and depth of our academic programs.
- Promote and strengthen our existing academic programs, focusing especially on offering transformative introductory-level classes by both associated faculty and tenure-track faculty to encourage more first-year students to stay on our campus to complete degrees.
- Keep more advanced students engaged by offering a diverse range of upper-level course offerings within existing academic programs.
- Support and expand newer degree programs on our campus such as the Bachelor of Science in Social Work, the proposed new major in Environmental Studies, and the new major in Education, Child & Youth Studies (which revises the non-licensure Education major we offer on our campus)
- Expand Engineering to offer second-year Mechanical Engineering courses. This expansion promises to attract new students to our campus and will be inexpensive due to generous donor support and potential collaboration with NCSC's Kehoe Center.
- Continue to support and expand additional pathways to degree-completion by promoting our Associate of Arts degree and exploring the possibility of new four-year

degree programs. Consideration of any new degree program should include analysis of student demand and future employment potential.

- Offer more online and hybrid courses to meet the needs of working and non-traditional students. Collaborate with the other regional OSU campuses to share expenses by offering these courses on multiple campuses. At the same time, continue to prioritize face-to-face (including hybrid) courses, which are most productive for academically underprepared students.
- Continue to explore curricular engagement with Ecolab resources (i.e., increasing the variety of available student learning experiences through on-campus environmental research projects and other experiential learning opportunities).
- Capitalize on the expertise of our existing faculty to offer more courses that address diversity-related topics, and advertise such courses more effectively.
- Increase collaboration with NCSC to provide "2+2" pathways for their students to complete four-year degrees at Ohio State Mansfield.

(2) Improve the student experience

- Increase faculty use of instructional design resources through Columbus (e.g., Carmen tutorials and online / hybrid course design tutorials).
- Institute regular brown-bag workshops in which associated and tenure-track faculty can share teaching experiences, learn about specific pedagogy-related topics, and explore the possibility of collaboration among courses that address related topics.
- Decrease the number of time conflicts among classes in our course schedule in order to allow students more options when creating a course schedule, even if this means that more faculty will need to teach at less-popular times.
- Offer periodic trainings to help all faculty more effectively support and instruct our diverse student body, especially students from population groups that have historically been underrepresented on college campuses.
- Increasing the number and visibility of extracurricular and co-curricular activities to attract and retain residential students. Utilize and encourage development of the Campus District to offer more extracurricular activities off campus.
- Increase bus and shuttle services to help students travel more easily among campus locations, student apartments, Campus District businesses, and downtown Mansfield businesses and attractions.
- Extend BLIC, dining, and CRC hours.
- Continue to support the diverse variety of resources offered in BLIC, including printed books.

(3) Increase support for academically underprepared and underperforming students

- Maintain small class sizes (during the 2015-16 academic year, our average class size was 20 and our student-to-faculty ratio was 15:1).
- Maintain a full-time retention and academic support position.
- Maintain staff supervision of tutoring.
- Improve tutoring resources, and increase science tutoring.
- Redirect severely underprepared students to NCSC.

Research and Innovation

How does our new Strategic Plan for Research & Innovation relate to our previous one? A major focus of any university is the creation and dissemination of new ideas. This is why universities that value faculty research are more necessary than ever before, and why graduates of research-oriented universities are highly prized by employers. From this perspective, the Ohio State Mansfield strategic plan seeks to increase existing resources for original, publishable faculty research and other domain-specific faculty-initiated scholarly pursuits.

Our strategic plan is designed to assist professional development of our faculty. But equally importantly, it must offer interested and qualified students the benefits of a research-university quality education in a small-campus setting at an affordable cost. To achieve their full potential in a technology-driven and increasingly global marketplace of skills and ideas, college graduates must be able to analyze and synthesize unprecedented amounts of information. They must be able to formulate their own ideas and conclusions, communicate clearly and persuasively, and judge accurately the quality of the work of others. Quality undergraduate institutions such as Ohio State Mansfield provide this kind of education for their students. The linchpin of any curriculum designed to provide such an education is a faculty who, through their programs of research, have acquired academic skills and knowledge which they can pass on to their students, both inside the classroom and in the form of programs of independent study and undergraduate research.

Our previous Strategic Plan identified three core goals to accomplish this mission: 1) Perform research and scholarship that meets or exceeds TIU standards; 2) Enhance culture of discovery among faculty, students, and staff; 3) Collaborate with TIUs to determine linkages with discovery themes. We have made significant progress in #1 and #2. Evidence of progress in #1 includes increasing funds and course releases to faculty to pursue their research. Evidence for #2 includes the increasing number of students involved with research on our campus, the increase in students showcasing

their research at events like Denman and the Research Forum, the number of programs on research for students (Research Frenzy, Adventures in Research panel) and the funds/grants/awards to these students. In both cases, we still have areas where progress could be made, including improved promotion of the value and relevance of scholarship to the campus and community for #2 and better ways to monitor faculty productivity in research and scholarship for #1. For #3, we have seen little progress, in part due to the difficulty of getting involved with the University "discovery themes." Thus, we have changed our third goal to better convey our mission of advancing fundamental knowledge.

(1) Perform research and creative activities that meet or exceed TIU standards

- Increase research activity by tenure-track faculty by continuing to fund seed grants, increasing the number of faculty successfully getting funding from Columbus and external sources, promoting collaborations between Columbus and Mansfield faculty, and funding students as teaching and/or research assistants.
- Increase the number of scholarship-related course releases, FPLs and SAs. This may require creating mechanisms for replacing researching faculty with highly qualified and experienced Columbus graduate students, updating workload and course buyout policies, and finding ways for faculty to balance research with teaching loads and service obligations.
- Identify ways to reduce faculty service commitments. Faculty involvement in initiatives, campus events, and ad hoc committees is vital. However, our faculty are also active in other areas of service outside the campus. Because excessive service hinders faculty research, we must reduce service requirements for our overburdened faculty.
- Develop mentoring and other support to get more faculty tenured and promoted. This includes informal means of cross-disciplinary support (such as Write Club), plus a more formal mentoring system for Promotion and Tenure and similar help from departments in the College of Arts and Sciences and the College of Education and Human Ecology in Columbus.
- Promote and reward research collaborations among Mansfield faculty as well as with Columbus faculty, graduate students and collaborators outside of OSU.
- Identify possible linkages with discovery themes (e.g., Arts & Humanities; Food).
- Raise profile of Ecolab and encourage use of it and the Springmill Learning Center as research sites for faculty as well as collaborations with Columbus colleagues or local stakeholders.

(2) Enhance culture of discovery among faculty, students, and staff

- Increase number of students presenting research on campus, at the Denman, and at conferences. Continue to provide grants and other awards for student research.
- Increase number of students receiving academic credit for research projects. To accomplish this, we will need to seek a path for qualified Associated Faculty to be rewarded for student research or other out-of-classroom activities. Such incentives may include making teaching course releases more automatic.
- Develop eligibility standards for students wanting to be involved with research.
- Develop strategies to attract underrepresented students to research.
- Enhance collaborations on campus by promoting cross-disciplinary theme-based research groups (e.g., race and sexuality) and by developing a database of faculty research skills and interests.
- Support scholarship and professional development of Associated Faculty and staff including more consistent means of supporting conference travel and expenses and developing competitive mini-grants.

(3) Convey value and relevance of scholarship to campus and community

- Sponsor programs on campus highlighting research options and accomplishments.
- Promote core research mission of the University by better publicizing student, staff, and faculty research, creative activities, grants and publications using social media and local media.
- Increase the number of presentations on original research and interests given by faculty on campus and in the community.
- Connect the community to campus research by focusing on local innovation and collaboration.

<u>Outreach & Engagement</u>

How does our new Strategic Plan for Outreach & Engagement relate to our previous one? The 2012-2016 Strategic Plan for the Regional Campus Cluster identified two broad/overarching themes: become a more effective community resource and build relationships with other institutions. It identified three core goals: align faculty/staff expertise with local/regional needs; create connections with government, business, civic organizations & P-12 schools; and build community awareness of smaller campuses.

The Mansfield campus has achieved success despite a resource constrained environment. Internship program, Springmill Learning center, Math Literacy initiative, Community Arts programs, Campus District/Town Center, EcoLab and new articulation

agreements (NCSC & Ashland University) contributed significantly to those core goals and creating a sustainable culture of Outreach & Engagement in our community.
The way the campus is viewed and operates within the community continues to mature and fundamentally change. The community sees itself as a "college town" with the rigors and opportunities associate with a resident campus. Also fully embracing the "one university" concept that brings the breadth of expertise and capability of the entire Ohio State University as a land-grant institution of higher education. Industry/business and demographic trends indicate enrollment growth and student expectations that support financial sustainability for the campus will be largely from Northeast Ohio.

The broad/overarching theme moving forward, is to strengthen existing and develop new relationships with the full range of stakeholders in the community and beyond. With the goals to: become a more complete residential campus, increase diversity of campus and grow campus-community relationships. The action items listed below are not arranged in order of priority; all are important. Action items may also be applicable to achieving more than one goal.

(1) Become a more complete Residential Campus

- Collaborate in development of a Campus District and walkable Town Center strongly linked to campus.
- Continue to seek town-gown opportunities on and off campus to increase student services and programming.
- Collaborate with other regional marketing departments to improve community awareness of smaller campuses.
- Create ways to reach/broaden local and Northeast Ohio Admission outreach.

(2) Increase Diversity of the Campus

- Pursue feasibility and opportunity for a Center of Ecology and Social Justice and its connection to existing successful programs.
- Expand campus-community awareness efforts; target audiences using social media, website, print and video stories.
- Work with area teachers for professional development and graduate course work in all major disciplines.
- Consider grant and line-item budget for current and additional Learning Communities and First Year Experience.
- Develop non-credit courses for broad range of community members, continuing educations, corporate/professional development & certifications.

(3) Grow Campus-Community relationships

- Continue to strengthen and add programs at Springmill Learning Center that benefit K-12 students, teachers and the community.
- Expand the Math Literacy Initiative as a model of excellence in professional development to be replicated, and disseminated widely in partnership with Ohio education systems.
- Further develop EcoLab education, research, demonstration and community engagement in environmental studies and stewardship.
- Cultivate relationship with OSU Office of Outreach & Engagement to identify opportunities and spotlight efforts.
- Develop sustainable arts programs on campus, and connect these programs into the community and outreach initiatives.
- Find ways to involve alumni in campus activities and efforts.
- Create speaking engagements by faculty and staff as volunteers or as board members with local organizations and non-profits.
- Coordinate "continuity of outreach and engagement messages" with the Advancement Office to maximize funding develop opportunities.

Resource Stewardship

How does our new Strategic Plan for Resource Stewardship relate to our previous one? Our previous Strategic Plan identified two core goals for Resources Stewardship. In terms of the first goal, "Improve Sustainability of Financial and Physical Resources," we have made updates to the budget planning and review process, reacted to funding issues caused by decreased enrollments, invested strategic reserves, and recognized some efficiencies with our co-located campus (mail services, mental health services, internship support) and Columbus (food service/OCIO). Capital improvements have been on-going but tempered by the availability of state funding each biennium. We have initiated some program development in new academic areas as well as pursuing some expansions in teaching via online and distance learning. We have also begun some analysis of credit hours by academic area delving into specific course lines. In terms of the second goal, "Foster Human Resources," we have had both challenges and successes in advancing these goals since 2012. Some of the best measures of the efforts and realities in each area are as follows:

- Faculty development and research has been rewarded by the Arts & Sciences Grants, with several of our faculty receiving these each year as well as some departments providing funding to their faculty at regional campuses.
- Staff support through HR, USAC, and OCIO integration.

- Strong initial support for our academic expansion into new areas (SENR, Engineering), but we've suspended the effort to develop a degree in Emerging Media and Arts due to accreditation concerns. We have also suspended the effort to offer Aviation courses due to low enrollments.
- Continued participation in PPLI opportunities and increasing participation with TIUs and RCC.

Our goals and strategies for the new Resource Stewardship Strategic Plan must be in line with budget realities. Some of the following goals and strategies are new, and some are ongoing from the 2012 Strategic Plan.

(1) Personnel

- Address the loss of faculty lines and implement a strategy to re-invest in tenure-track hires.
- Address staff needs:
  - Commit to critical hires – faculty and staff
  - Expand /build development for staff
  - Routinely communicate opportunities in Columbus and locally
  - Take advantage of Columbus resources and incentivize their use
  - Standardize a more flexible approach to scheduling for staff across campus
  - Explore additional options to create a liaison between staff or between individual staff members and their supervisors (possibly through MSAC or HR).
- Identify a formula for the relationship between student numbers and need for a faculty/staff hire:
  - Consider additional factors that impact time
    - Participation in recruitment/retention
    - Hosting or co-hosting student events
    - Service as Outreach ambassadors
    - Assistance in developing programs/initiatives
    - Work outside the classroom
- Develop online or distance learning options for professional development for both faculty and staff:
  - ODEE, etc.
  - Commercial HR Professional Development Products

(2) Budget

- Develop a cost structure for Ecolab uses for Columbus and outside sources, including consideration of a land manager staff position.

- Create a campus dialogue and articulate a shared position on online course development policies issued by Columbus.
- Systematize our approach for encouraging AA degree requests and recognition of these degrees.
- Develop non-credit classes (continuing education/certification needs):
  - Develop an assessment of needs.
  - Determine how would we market this and partner with other institutions.
  - Work with corporate sponsors to provide offerings needed in their businesses.
  - Look at resources we can provide (grounds, buildings).
  - Define as a possible avenue for development opportunities.
  - Articulate ways this allows us to serve as a resource in the local area.
- Increase flexibility of existing budget resources:
  - Explore the possibility of carry-over funding.
  - Create incentives for meeting or exceeding budget goals.
  - Review spending trends.
- Re-set budget funding model:
  - Include board members, community partners, and business and civic leaders as advocates in Columbus and locally.
  - Contemplate next steps.
  - Seek opportunities at regionals that have a higher than average return on investment.
    1) Recruitment of international students.
    2) Promotion and development of open green spaces for community gardens, athletic fields and event spaces.
    3) Promotion of cost-effective use of campus facilities as event-oriented locations

(3) Student Recruitment and Student Experience

- Clarify scholarship needs and processes
  - Simplify the process to apply – for example, shorten the application form
  - Establish a single deadline
  - Consolidate to a "super" form
  - Have a session on visit days/orientation (and include parents) to complete applications
  - Consider deadlines in place for scholarship awards
  - Explore scholarship opportunities benefiting OSU & NCSC
- Look at retention needs/goals/cost to recruit versus retain
- Develop mechanisms for maintaining and enhancing the relationship with off campus housing providers

- Regularly review and enhance dining options as well as exploring alternative options with local establishments
- Use video excerpts from faculty to encourage student enrollment/coordinate with visit days, etc.
- Capture NCSC and College Credit Plus students
- Promote transfer scholarships from community colleges
- Review possibilities for waiving application fees
- Establish targeted scholarships funded by faculty and staff
- Identify a broadly-applicable model for instruction costs and resources
- Leverage existing outreach efforts in education, arts, and environmental programs
- Develop public transportation options that reflect student needs through partnerships with Richland County Transit and local vendors
- Explore shared admission staff position (with NCSC) to recruit in NE/NW Ohio

(4) Facilities and Capital Needs

- Identify and prioritize infrastructure investments needed
- Aggressively pursue a partnership with the YMCA or other local stakeholders for a community/rec center on campus or nearby
- Develop and Promote Existing Facilities and Events Resources as a way to generate revenue and enhance student experience