

Strategic Plan
THE OHIO STATE UNIVERSITY AT NEWARK
2017 – 2020

DRAFT



**THE OHIO STATE
UNIVERSITY**

NEWARK

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.



Letter from the Dean

The founders of The Ohio State University at Newark aspired to establish a local campus in the scenic rolling hills of east central Ohio, one that would expand the access to the State's flagship institution to local citizens. The success of this vision is evident. Ohio State Newark has become Ohio State's largest regional campus and provides opportunities for students to complete some degrees entirely in Newark or to transition to the Columbus campus and finish there.

While our founding vision has served us exceptionally well, Ohio State Newark is at a critical point in our history. The campus's mission has transitioned from one of providing access to our region to one of providing access to the entire State. Key initiatives from our most recent strategic plan have given us momentum in advancing our new mission, but to sustain that momentum, we must identify and implement new initiatives and solutions that will ensure continued success and address pressing challenges.

Recognizing that we can only achieve our ambitions if we work together, the campus leadership agreed that our new strategic plan needed to represent a shared and aspirational vision of our common future. Our planning process required us to think deeply and creatively about the challenges our campus, our society, and our world face, and to consult broadly with Ohio State Newark's many stakeholders. The process was dynamic and transparent, and was guided by our Strategic Planning Steering Committee and the Newark Board. Members of the community, area businesses and industries, alumni, K-12 representatives, parents, donors/benefactors, campus partners, leaders from the Columbus campus, faculty, students, and staff participated in the planning process.

The process began by engaging our stakeholders in an online survey, gathering ideas and insights about Ohio State Newark's challenges and opportunities. In spring, 2015, I hosted several retreats and workshops to facilitate shared planning and decision-making. We also conducted a comprehensive environmental scan and SWOT assessment, through which we assessed data to sharpen and frame our vision and mission, identify areas of focus, and propose initial strategies. Our process also incorporated work we had recently conducted to develop our Diversity and Inclusion Action Plan. This comprehensive work sets the stage for our successful future and enables us to further engage our campus and community members, alumni, and supporters.

Our plan supports [The Ohio State University's mission, vision, and values](#), is structured around the university's four core goals of Teaching and Learning; Research, Innovation, and Creative Expression; Outreach and Engagement; and Resource Stewardship. It also aligns with President Drake's [2020 Vision](#) commitments to access, affordability, and excellence; community engagement; and diversity and inclusion.

The end result is a realistic plan that will strengthen our momentum. I am grateful to you for your contributions to our plan, and I am eager to begin the exciting work of reaching our goals. Ohio State Newark is a remarkable campus with inquisitive students, dedicated faculty and staff, and unparalleled community support. Together, we have envisioned an even greater campus, and I look forward to our collective fulfillment of that vision.

Sincerely,

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

DRAFT

Campus Overview

Faculty

- 54 Tenure/Tenure-track faculty
- 44 Full-time associated faculty
- 76 Ph.D.'s

Enrollment Statistics*

- Head count: 2,476
- Full-time students: 2,056
- Part-time students: 420
- FTE (full-time equivalent): 2,183 New students: 1,439
- Average class size: 24
- Ohio counties represented: 68
Number of students with a different country of origin: 72 (29 countries)
- Average age: 20.63
- Black or African American 12.96%
- American Indian/Alaskan Native 0.33%
- Asian/Pacific Islander 4.32%
- Hispanic 3.35%
- Two or More Races 3.75%
- Caucasian 72.45%
- Unknown 2.84%

Learning Support Services

- Office for Disability Services
- Testing Center
- Tutoring Center
- Mathematics Center
- Writer's Studio

Arts & Recreation

- LeFevre Gallery
- Theatre
- University Chorus
- Recreational Sports
- Warner Center Game Room

Tuition

Among the lowest of Ohio public four-year colleges. It is approximately 30% less than the tuition at Ohio State's Columbus campus due to a state mandate and fewer student fees. A full-time student that resides in Ohio and does not exceed 18 credit hrs/semester can expect the following fees:

Tuition = \$3,570

Room & Board = \$3,940/semester

Books = \$400/semester

Vision

Our vision is to prepare every student to be an engaged citizen in a global society.

Mission

Our mission is to provide access to the university by extending the Ohio State experience throughout Ohio.

About The Ohio State University at Newark

Ohio State Newark was founded in 1957 in east central Ohio about 40 miles east of Columbus and is the university's largest regional campus. The Ohio State University is the flagship institution of the University System of Ohio (USO) and our campus helps to fulfill Ohio State's land-grant mission by providing open access to students.

Ohio State Newark offers a rich research heritage and academic excellence. Small class sizes (average = 24:1) and interaction with faculty through research projects are unique features at the campus.

All of Ohio State's 200+ majors can be started at Ohio State Newark. Students can complete bachelor's degree programs in education, nursing (RN to BSN), business, English, history and psychology. In addition, students can complete master's degrees in Early/Middle Childhood Education (M.Ed.) and in Integrated Teaching and Learning (M.A.), and most of the coursework for the master's in social work (M.S.W.).

Faculty members at Ohio State Newark are involved in research and many work closely with students on their research projects. Twenty-five students participated in the 2015 Student Research Forum, submitting both proposed and completed research. One of these students placed first at the 2015 Denman undergraduate research forum held annually for all Ohio State students.

Internships and service opportunities allow students to enhance their skills and confidence while participating with community partners throughout Licking County. Education abroad programming allows students to engage in cross-cultural interactions and enjoy a rewarding education experience while in another country. Each year Ohio State Newark sponsors two or three trips exclusively for Newark campus students. Scholarships are available to students

accepted into study abroad classes to make them more affordable.

Social and academic programming for first year students includes Orientation, Convocation, Welcome Week, Buckeye Book Community, and the University Survey Class.

Ohio State Newark participates in federal and state financial aid programs and offers a variety of scholarships, as well as special awards for returning adult students.

The campus offers abundant student recreation and cultural activities, with more than 30 student organizations and clubs at the Newark campus and access to over 1,000 student groups on the Columbus campus. Additionally, students have access to the campus's Career Services Center, tutoring services, academic and personal counseling services, a new fully renovated gym and fitness center, and the Multicultural Affairs office.

Ohio State Newark shares its campus with Central Ohio Technical College (COTC). The two institutions are proud of the unique, collaborative partnership that they have forged in offering an outstanding array of educational opportunities for the central Ohio region and beyond. This partnership is viewed as a model for higher education in the state of Ohio. It provides students and the community with a wealth of resources that would not otherwise be accessible.

Non-Discrimination Statement

The Ohio State University at Newark does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, protected veteran status, or any other basis under the law, in its activities, programs, admission, and employment. General information, questions, concerns or complaints related to these matters are to be directed to the Title IX Coordinator, Holly Mason, Warner Center, Suite 226, Ohio State Newark/COTC, 1179 University Drive, Newark, Ohio 43055-1797 (740.364.9578) or ADA/504 Coordinator, Connie Zang, at the same location.

Strategic Scan

As part of the planning process, an objective assessment of the current and anticipated external and internal environmental factors that impact our campus was conducted. The factors identified by the scan were assessed in terms of the probability of the occurrence/continuance, magnitude of their potential impact on the campus, direction of their impact on the campus—positive or negative, impact on stakeholders, and comparisons to other institutions.

The External Environment

Opportunities

Strong community support

Community support is strong, as the success of the Next Generation Challenge scholarship campaign indicates. The campus might draw on that support to generate private funding to fulfill needs for programming and facilities.

Strong partnerships within the county and region

In 2016, Ohio State Newark received recognition from the Columbus campus for the exceptional STEM partnerships that the campus has developed with The Works: Ohio Center for History, Art and Technology in downtown Newark. The campus is currently exploring a potential partnership with The Works to build a planetarium for K-16 students in downtown Newark. Building on these partnerships could help us be an even greater contributor to Ohio's workforce.

The campus has great connections with The United Way of Licking County and many students and faculty have engaged the community through Pay-It-Forward grants from the Ohio Campus Compact. The potential to build on these activities and further engage students in community building is strong.

Demographics and population growth

Ohio State Newark enrolls the majority of its students from five Ohio counties, including Licking, Franklin, Delaware, Knox and Fairfield. The State has projected that persons in the 15-24-year-old age category will increase in each of these counties over the period from 2015-2020. This growth should help the campus maintain or grow its enrollment.

Demographic forecasts indicate that Ohio's population will become increasingly diverse. Thus, our student population, which is already far more diverse than the population of Licking County, could become even more diverse, and add to the richness of the student experience.

Selective admissions policy at the Columbus campus

Ohio State's highly selective admissions policy has encouraged prospective students from outside the region to apply to the regional campuses for their first year of studies at Ohio State. The Dean/Director of the Newark campus is working closely with targeted academic programs at the Columbus campus (engineering and others), as well as with the university's enrollment marketing leaders to integrate the regional campuses into the overall university's recruitment strategies. These changes will help the campus sustain or increase its enrollment.

Need for a college-educated workforce

Reports from economists and national think tanks address the issue of the future economy and note that it will demand a highly educated population to meet economic development and workforce needs.

Threats

Students' inadequate academic preparation and limited financial resources

Only 14.8 percent of Licking County residents with have a bachelor's degree, compared to 23.4 percent of Franklin Country residents and 40 percent of the nation as a whole. The median household income in Licking County is \$55,114 with 8.7 percent of families living below the poverty level. Approximately 40 percent of Ohio State Newark students receive federal Pell grants, a key indicator of low-income family demographics. In 2013-14, 54 percent of Newark students received some kind of aid, whether federal, state/local, or institutional (including both grants and loans) with the average amount of institutional aid of \$2,981. Many of our students work long hours at part-time jobs as they pursue their studies. This factor must be taken into account as we schedule classes and events that are designed to engage students and support retention and graduation success.

A recent analysis of federal data by the Education Advisory Board reports that the percentage of Pell-eligible students at regional public universities across the nation increased from 33 percent in 2007 to 43 percent in 2012. This significant indicator suggests the students we serve will have even greater financial need in the future.

In addition, open access institutions such as Ohio State Newark serve students who are increasingly underprepared academically which requires a significant increase in resources to provide remediation and strong student support programs to retain students through to graduation.

Public support and State funding for higher education

Following the last two recessions (2000 and 2008), state support for higher education across the nation has decreased and new formulae based on performance funding for higher education funding have been implemented by legislatures across the country. In Ohio, state share of instruction (SSI) is now based on performance funding that focuses on retention, course completion, and graduation.

- In addition, the state of Ohio has implemented a tuition freeze during the current state budget biennium, and the Governor has established an Efficiency Task Force that has resulted in mandates to cut costs and redirect savings to students.
- The high cost of higher education and student debt is also a concern of students and their families. Elected officials at the state and national levels are increasingly calling for more accountability and efficiency among the nation's public higher education institutions.
- Tuition and fees at Ohio State Newark make up approximately 55 percent of the campus's revenue; therefore, a tuition freeze has a significant impact on the campus's resources.

Competition for students by other educational providers

Increasingly, in the interest of saving money, students and their families are exploring higher-education options at Ohio's community colleges, other state schools, online courses, and high school equivalency. Thus, competition for students has increased. As the production of high-school graduates declines in other areas of the State, the competition is likely to become even more intense.

Higher education researchers have identified that students are increasingly pursuing “stackable credentials” that include community college two-year degrees, regional campuses’ associate’s degrees, four year degrees, and various certificates, with the goal of increasing their value to potential employers, as well as lowering the current costs of their education and any future debt. Ohio State Newark provides associate’s degrees to students who may or may not continue toward their four-year baccalaureate degrees which assists students with their credentials while seeking employment or additional educational opportunities.

The Newark campus is also impacted by the expansion of the state’s “College Credit Plus” program for high school students who take many of their college courses at their high schools rather than at the university campus.

The Internal Environment

Strengths

The Ohio State University brand

The Newark campus benefits from the brand name of The Ohio State University and its reputation for quality faculty, academic programs, and research while it also is known as a more affordable option for students in the region.

Affordability

The cost of attendance at Ohio State Newark is significantly lower than the cost of attendance at the Columbus campus, and the Newark campus offers institutional financial aid including scholarships and grants. Last year, Ohio State Newark awarded \$550,000 in merit and need-based scholarships which is critical financial support to our students, approximately 40 percent of whom are Pell-eligible (an indicator of low-income family demographic). In 2016, the campus will implement Senior Completion Grants as part of a national pilot program of the Association of Public and Land-Grant Universities (APLU), and approximately 1,000 returning students will receive \$1,000 grants as part of The Ohio State University’s President’s new Affordability Grants initiative that now includes the regional campuses.

Land-grant mission and the role of regional campuses

Increasingly, the land-grant mission of The Ohio State University is being highlighted by the new university President and affordable access to an Ohio State degree through the regional campuses has been identified as a critical factor in the land-grant mission of the university. Approximately one-third of all students who enroll at The Ohio State University campus in Columbus have transferred to the Columbus campus from one of the university’s regional campuses, hence the critical role that the regional campuses play in Ohio State’s long-term student recruitment and success initiatives.

Access to Ohio State Faculty and smaller classes

Students who attend the Ohio State Newark campus have access to tenure-track or tenured faculty who are recruited by the departments of their discipline at the Columbus campus of Ohio State. Due to the smaller class size at Ohio State Newark, students receive more individual attention from their faculty, have more access to faculty, and are provided opportunities to engage in undergraduate

research and other high impact educational practices with their faculty, all of which increase student engagement with the university and therefore increases their retention toward their degree.

Student diversity

Ohio State Newark enrolls a diverse student body, with approximately 25 percent of our students in 2015 coming from diverse racial and ethnic backgrounds, and with students representing 31 countries of origin. Ohio State Newark is committed to closing the educational achievement gap among students of underrepresented ethnic and racial groups, as well as low-income students.

This year the campus developed a new Diversity and Inclusion Plan, working closely with all campus constituents, including the institution's Diversity and Inclusion Advisory Council. One of the priorities of the Plan is to continue to increase the diversity of our students and increase efforts to recruit a diverse faculty to Ohio State Newark.

Alumni engagement

Many Ohio State Newark alumni are business and community leaders in the region and are passionate about the campus and are willing to support students through their involvement in targeted initiatives.

Partnership with Central Ohio Technical College (COTC)

Ohio State Newark realizes cost saving by sharing facilities, services, and employees with COTC. This partnership serves as a model of efficiency for the state and nation, particularly during a time when the state legislature in Ohio is in the process of developing a model for efficiency at the state's seven co-located regional campuses and two-year colleges.

Institutional finances

Ohio State Newark's highly proactive budgeting process is critical in this period of state funding uncertainty, tuition freezes, emphasis on affordability, and mandates to identify efficiencies and savings. The campus's revenue streams and endowments are positive, and its conservative budgeting and low debt should keep it on a sustainable fiscal path.

Campus facilities and parking

The physical plant of The Ohio State Newark is well-maintained and the grounds are meticulously maintained with expansive green space and overall positive aesthetic environment. Parking is available at no cost to students and visitors to the campus.

Housing options and student life

The campus's new residence hall will increase on-campus housing opportunities for an additional 120 students in the fall of 2017 for a total of 300 beds. The new residence hall will include event space for up to 300 students, which will increase the capacity for student life events on campus and enrich the student residence and student life experience.

The renovation of Adena Hall will enhance our recreation and fitness facility and provide both residential and commuter students better wellness and fitness support.

Student success initiatives

Initiatives to improve student success are working. They include learning communities and other high impact educational practices that have been shown to increase student retention rates and graduation rates. These practices include faculty mentoring initiatives, first year programs, and the establishment of learning communities. Data show that over the last three years we retained first-generation students who participated in our Buckeye Generation Learning Community (BGLC) at a higher rate than we retained first-generation students who did not participate in the BGLC. Furthermore, BGLC students also had higher grade point averages than did their other first-generation peers. The campus also established an Engineering Learning Community two years ago, and participation is strong.

- In 2015, the campus hired an additional professional staff member and began participating in a national initiative to improve graduation rates among low-income students through a pilot program known as the Senior Completion Grant Program (an initiative of the Association of Public and Land-Grant Universities) that involves the development of policies and practices related to financial aid, advising and other initiatives to reduce financial stress for low-income senior students and to support them so that they complete their degrees in their final year of studies.
- Ohio State Newark is also engaged in a retention/advising project with the larger university as part of a national initiative to increase student retention through the use of predictive analytics. Newark advising staff will be working with mentors at other universities at the national level to learn about and apply best practices that have been identified to increase student retention and graduation success.
- Another initiative designed to address student retention through faculty engagement is a pilot Faculty Mentoring program that was initiated this year as part of the university's first year student experience curriculum.
- In order to address the state's call for greater efficiencies and savings, the Newark campus, as well as all university units, will establish an Efficiencies and Savings Committee with the goal of identifying savings that may be reinvested in programs and services that support student success. It is anticipated that Ohio State Newark will be required by the university to identify approximately \$1.3 million in efficiencies and savings over the next four-to-five years.

Weaknesses

Housing options

Although the campus will open a new residence hall in the fall of 2017 that will increase our campus housing capacity to 300 students from 180 students currently housed, the demand from students who desire a residential campus experience continues to increase.

Engagement of commuter students

As a commuter campus, there are challenges in engaging commuter students who hold jobs and have other commitments away from campus. We know from the data that engaged students are more likely to be retained and to complete their degree.

Dining/food services options

Dining and food options on campus are limited because of a lack of customer volume.

Classroom and laboratory space

The campus has a master plan to address deferred maintenance and has received state capital funding for critical deferred maintenance projects, but there is a strong need for more classroom space as well as laboratory space for STEM teaching and research. Much-needed renovations to the campus' oldest building, Founders Hall, face challenges due to lack of swing space.

Curricular offerings and degree programs

Ohio State Newark is limited in the number of degree programs that may be completed at the regional campus, as well as course offerings toward the four-year degree, resulting in many place-bound (and other) students who might prefer to remain on the Newark campus needing to transfer to the Columbus campus in order to complete their degree in many majors.

Regional campus as “second choice”—a perception held by some students and families

The dean/director of the Newark campus is working closely with the university's senior leadership in the areas of marketing and communications to integrate the regional campuses into the overall university's recruitment strategy in a positive and pro-active way in order to communicate the strengths of attending Ohio State at one of the regional campuses.

Student success—retention and graduation

In 2014-15, Ohio State Newark had an overall graduation rate of 37 percent over six years and 40 percent over eight years; as well as an overall retention rate of 63 percent for full-time students. The graduation rate was lower for African American students (32 percent) and Hispanic/Latino students (23 percent).

*To maximize its opportunities and strengths and address the challenges discussed above, the campus has identified four primary areas of focus (to be discussed in detail in the following section). Through initiatives that will further develop the **Student Experience**, tailor **Academic Programming**, further Ohio State University's land-grant mission through a focus on **Access and Affordability**, and improve the quality of life for our communities through **Community Connections**, the potential to change the landscape of Ohio State Newark for future generations is before us.*

Succeeding in Our Strategic Focus Areas

THE STUDENT EXPERIENCE:

The Ohio State University at Newark offers students an opportunity to experience Ohio State on a small campus with an incredibly diverse student population. We plan to leverage our diversity and the personalized nature of our learning environment to enhance student success and further distinguish the student experience. Our goal is to develop an experience that is extremely attractive to all Ohioans because of its outstanding reputation for excellent faculty and staff who are dedicated to preparing students to be engaged citizens in a global society.

Strategies and initiatives:

Elevate the quality of campus life (aligns with the university's Teaching and Learning goal)

- Open a new residence hall
- Add additional food options; better serve the diverse culinary tastes and dietary needs of our students
- Totally renovate Founders Hall
- Open a new recreational facility
- Construct a science building
- Improve the degree to which art on campus reflects the spectrum of human diversity, especially with respect to race and ethnicity and gender
- Expand and enhance Wireless Network services for the campus community

Recruit and retain a diverse faculty (aligns with the university's Resource Stewardship goal)

- Revise the Faculty Well-Being Committee's guidelines for mentoring to include a plan for retaining faculty who are women or underrepresented minorities.
- Provide implicit-bias training for all faculty and ensure that all members of faculty search committees receive training before their searches commence.

Enhance student support (aligns with the university's Teaching and Learning goal)

- Enhance the cultural responsiveness of our pedagogies
- Implement proactive advising and study session/events
- Expand learning communities for both residential and commuting students
- Increase peer mentoring and supplemental instruction
- Offer more intercultural, extracurricular activities
- Continue to offer Open Doors diversity training to faculty and staff and increase participation in Title IX training.
- Enhance career services
- Customize ESL courses for our students
- Offer more EXP learning communities
- Seek external funding to support student success initiatives
- Build a tight alliance with the university's Teaching and Learning Institute and promote the inclusion in its programs of regional campuses

Success Indicators:

- An increase in faculty diversity on a trajectory to match student diversity
- An increase in the proportion of students returning for a second year
- An increase in the proportion of students enrolling in education-abroad courses
- An increase in graduation rates
- A decrease in the disparity in graduation rates across categories of race and ethnicity
- Adequate funding to construct a science building
- Survey results showing that students are satisfied with dining options
- National Survey of Student Engagement (NSSE) metrics on par with benchmark institutions

ACADEMIC PROGRAMMING:

Ohio State Newark offers rigorous academic programming devoted to excellence and designed to meet Ohio's educational needs. We plan to increase the flexibility of our course schedule and add courses that make it easier for students to pursue degrees in STEM fields. We also plan to broaden the range of enriched learning opportunities.

Strategies and initiatives:

Expand availability of courses (aligns with the university's Teaching and Learning goal)

- Make better use of enrollment projections to schedule lower-level math and English courses especially in autumn semester
- Add more second-year courses in the sciences and engineering to increase the odds that students will get into their majors after they change to the Columbus campus

Increase enriching learning opportunities (aligns with the university's Teaching and Learning goal)

- Offer more study abroad opportunities
- Offer freshman research seminars
- Appoint a liaison to the Teaching and Learning Institute

Success Indicators:

- NSSE metrics on par with benchmark institutions

ACCESS AND AFFORDABILITY:

In accordance with Ohio State's land-grant mission, we are committed to maintaining affordability for our diverse body of students. To ensure accessibility for all, we will continue to work toward guaranteeing an Ohio State experience at an affordable cost. Our cost-shared relationship with our co-located institution is unique and a foundation for efforts to keep costs low while maintaining quality programming. We will pursue efficiency initiatives across all departments on our campus, work to keep tuition low, and generate many opportunities for scholarships and tuition grants.

Strategies and initiatives:

Generate new resources from private sources (aligns with the university's Resource Stewardship goal)

- Explore leasing property to a developer who would provide additional student housing

Keep cost of attendance affordable (aligns with the university's Resource Stewardship goal)

- Help faculty find course materials that are less expensive than current materials
- Help students find and apply successfully for scholarships

Become more efficient (aligns with the university's Resource Stewardship goal)

- Ask Efficiency and Transformation Committee to study campus operations and recommend changes
- Use more green technology in facilities

Success Indicators:

- Less debt on average per student
- An increase in the number of online/rentable/open access textbooks and primary sources materials

COMMUNITY CONNECTIONS:

Our relationship to the local community is vitally important to our mission. The campus not only provides access to higher education to the region, but also provides leadership in developing, strengthening, and coordinating community-wide partnerships and collaborations. Thus, the campus plays an important role in the evolution of the local community and the surrounding region. Through internships and service-learning experiences, students support the community that helped develop the campus and become engaged citizens. This section of the strategic plan identifies objectives for engaging citizens and organizations to create the best possible future for the area.

Strategies and initiatives:

Develop more partnerships with local businesses and educators (aligns with the university's Outreach and Engagement goal)

- Provide students participating in learning communities with site visits to businesses
- Increase internship opportunities
- Increase outreach events to local high schools

Be more involved in the local community (aligns with the university's Outreach and Engagement goal)

- Solicit alumni support
- Seek transportation options for getting to Columbus and around the local community

Success Indicators:

- An increase in the number of student internships
- An increase in the enrollment of traditional-age students through increased outreach programs
- An increase in the proportion of faculty engaged in the community (e.g., speaking/advising in community)
- An increase in the number of actively engaged alumni active in at least one event annually