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.
# Table of Contents

**Letter from the Vice President** .................................................................................................................... 4  
**Office Overview** ............................................................................................................................................ 6  
**History** ........................................................................................................................................................... 6  
**Strategic Scan**  
  - External ................................................................................................................................................... 9  
  - Internal ........................................................................................................................................................ 10  
**Succeeding in Our Strategic Focus Areas**  
  - Capacity Building .................................................................................................................................. 13  
    - Teaching and Learning  
    - Research and Discovery  
    - Outreach and Engagement  
    - Resource Stewardship  
  - Coordination and Facilitation ................................................................................................................... 14  
    - Teaching and Learning  
    - Research and Discovery  
    - Outreach and Engagement  
    - Resource Stewardship  
  - Communication and Advocacy ................................................................................................................... 16  
    - Teaching and Learning  
    - Research and Discovery  
    - Outreach and Engagement  
**Tracking Our Performance (Excel Scorecards)**  
  - Metrics and Scorecards .............................................................................................................................. 20
Letter from the Vice President

“What then amidst these stresses and demands of our emerging new century, does the term “public university” mean today? The irreducible idea is that we exist to advance the common good…the fundamental challenge with which we struggle is how to reshape our historic agreement with the American people so that it fits the times that are emerging instead of the times that have passed.”

Kellogg Commission on the Future of State and Land-grant Universities, Sixth Report: “Renewing the Covenant”

New Directions for Outreach and Engagement

With my appointment in 2012 as Vice President for Outreach and Engagement, I began a very careful and deliberate revisioning process of the office’s mission and scope. This process coincided with the sesquicentennial celebration of President Lincoln signing the Morrill Act that created the land-grant university system. The ongoing celebration of the Morrill Act has provided a timely and significant opportunity for The Ohio State University to advance a 21st century model of outreach and engagement, a model that includes the urban as well as the rural, in-reach as well as outreach, institutional priorities as well as community needs, the academic core as well as the public sphere.

To better define and refine the role of the Office of Outreach and Engagement, our staff initiated a series of listening sessions. We started these sessions in spring 2012 with units that have played a major historical role with outreach and engagement at Ohio State, followed by sessions that began in fall 2012 with various deans and vice presidents. At the same time that we were meeting with the deans, we also hosted dialogues with each unit’s outreach and engagement representatives and with faculty leaders campus-wide. Equally important as these internal listening sessions were sessions with external partner advisory groups and organizations. Our strategic plan reflects the feedback from these internal and external meetings and also is shaped by conversations and recommendations from major outreach and engagement national groups including the Association of Public and Land-grant Universities (APLU), the Kellogg Foundation, the Engagement Scholarship Consortium, and senior leadership at benchmark universities.

In applying the feedback to the distinct contours of Ohio State campus culture, it became clear that the Office of Outreach and Engagement (O&E) could best help the larger campus in three ways:

1) Creating a culture of robust, interactive collaborations so that there is more program integration

Our first major collaborative effort was with the Office of International Affairs, the Service-Learning Initiative, and the Office of Undergraduate Education to significantly expand the Outreach, Engagement and Service Awards Program. We did so by first developing four new awards in Community and International Engagement and then leveraging our resources so that instead of giving only plaques as in previous years, this year all recipients received cash awards on par with the university teaching and service awards. By combining efforts, we greatly surpassed the number of applications we received when operating separately. In addition to consolidating the awards programs, the Office of Outreach and Engagement consolidated three grants programs (O&E impact seed grants, OSU CARES/Extension, and Service Learning) to create a streamlined experience for grant applicants and the awarding of over $350,000.
2) **Enhancing outcomes through purposeful planning and coordination** so that engagement activities in selected communities can be more aligned with the university’s one-university approach.

Examples of this coordination include the working group model for placed-based community engagement and our ongoing efforts with the President’s Office and Senior Council Management to coordinate university-wide sponsorships. A notable example of our coordination efforts will also be a university-wide database of outreach and engagement activities.

3) **Valuing faculty scholarship on outreach and engagement**

Major ways the office supports faculty scholarship include: providing increased grant support for faculty scholarship, inviting more faculty input on the future direction of the Office of Outreach and Engagement, and establishing an Academy of Engagement Scholars, akin to our current Academy of Teaching.

The Office of Outreach and Engagement has three strategic focus areas to help academic units in the aforementioned ways: building the capacity of their outreach and engagement efforts, coordinating and facilitating outreach and engagement initiatives, and communicating and advocating for outreach activities that exemplify the meaning of engagement – partnerships and reciprocal relationships that put knowledge to work. Recently, O&E brought to campus the Engagement Scholarship Consortium, a national group that trains staff for outreach and engagement duties. Because over forty Ohio State staff took advantage of this training, the Office of Outreach and Engagement now has a critical mass of allies across campus who have a clearer sense of their responsibilities and the opportunities for working in the context of an engaged, land-grant university.

The breadth and scope of our outreach and engagement responsibilities as a land-grant university are more expansive and ever-evolving. The boundaries of outreach and engagement activities are not static. Increasingly, the university opens new territories whereby faculty, staff, and students can give back to and learn from communities beyond our own. Although rooted in Ohio agricultural Extension, outreach and engagement is elastic enough to add value to innovative programs such as STEP (Second-Year Transformational Experience Program) that will create the leaders of the future.

The Ohio State University has a strong portfolio of teaching, research and service activities that clearly contribute to an outreach and engagement mission and a civic responsibility ethic. However, our size and decentralization have often frustrated our internal and external partners as to how to open the university’s many doors. The newly restructured and revisioned Office of Outreach and Engagement is positioned to be a significant portal for assessing the university’s application of knowledge in the service of others.

Sincerely,

Valerie Lee, PhD
Vice President of Outreach and Engagement
Office Overview

History

The history of the Office of Outreach and Engagement is tied to the national history of land-grant universities, which started in 1862 when Congress passed the Morrill Act. Land-grant universities were created to provide access and opportunity for thousands who were previously excluded from higher education.

Congress soon realized that to be effective the educational function of land-grant universities needed to be supplemented with research capabilities. The Hatch Act was passed in 1887 to establish research farms where universities could conduct research on agricultural, mechanical, and related problems that rural citizens faced. Then in 1914, Congress passed the Smith-Lever Act to establish the Cooperative Extension Service, providing linkages between land-grant university campuses and their respective communities.

During the following decades, OSU Extension helped carry out New Deal Programs, worked with farmers and 4-H members to increase WWII food production, and advanced agricultural science and technology.

This rich history of Cooperative Extension Service at Ohio State provided the foundation for the establishment of a central Office of Outreach and Engagement. A renewed emphasis on being an “engaged university” began in 1994, when President Gee and Provost Sisson charged an ad hoc committee to set a vision for Ohio State’s outreach mission.

Chaired by Vice President and Dean Bobby Moser, the committee broadly defined “outreach” as:

- Outreach is that aspect of teaching that enables learning beyond the campus walls
- Outreach is that aspect of research that makes what we discover useful beyond the academic community
- Outreach is that aspect of service that directly benefits the public

Two years later, as a result of President Gee’s involvement as chair of the Kellogg Commission on the Future of State and Land-grant Universities, a short but comprehensive definition was formulated:

“Outreach and Engagement is defined as a meaningful and mutually beneficial collaboration with partners in education, business, public and social service.”

“Now is not the moment to take timid steps, cling to tired dogma, or stay within our comfort zones. What is needed is a full-scale recommitment to our system of public higher education and a no less whole-hearted recommitment to the compact between our public colleges and universities and the communities they serve.”

**Vision**

To establish a 21st century model of outreach and engagement that leverages a One University approach to address challenges of local, national, and global significance.

**Mission**

The Office of Outreach and Engagement supports The Ohio State University’s aspirational goal of eminence through a portfolio of programs, initiatives and opportunities that create a culture of engaged scholarship where teaching enables learning beyond campus walls, research and discovery are useful beyond the academic community, and service directly benefits the public.

**Values**

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust

**Qualities of Engagement**

We also affirm the qualities of engagement as defined by the Association of Public Land-grant Universities (APLU) Council on Engagement & Outreach:

- Engagement brings the university’s intellectual resources to bear on societal needs.
- Engagement is a form of scholarship that cuts across teaching, research, and service.
- Engagement implies reciprocity, whereby both the institutions and partners in the community both benefit and contribute.
- Engagement blends scientific knowledge from the university with experiential knowledge within the community to establish an environment of co-learning.
- Engagement involves shared decision making.
- Engagement is a practice that enables faculty to be better scholars; enhances the learning experience for students; and multiplies the institution’s impact on external constituencies.
- Engagement is actively listening to all stakeholders that reflect the diversity of our communities—especially including those stakeholders who have not been engaged before.
• A university is engaged when stakeholders see the institution as the “resource of choice” when dealing with an issue or problem.

• Engagement documents and evaluates its effectiveness through traditional measures of academic excellence.

• The quality of engagement is tied to public accountability and is measured by impact and outcomes on the communities and individuals it serves.

Source: CECEPS Benchmarking Task Force, November 2003; Revised May 2004

Office of Outreach and Engagement
Environmental Scan

Strategic Scan

The Office of Outreach and Engagement continually scans both the external and internal horizon for opportunities to embed outreach and engagement across the breadth and scope of the university community and integrate engaged scholarship as a valued component of the institutional academic core.

A key challenge will include looking at external community needs and gaps in services and then working together as One University to employ a vast stockpile of intellectual capital as a means to identify resources and expertise to span those gaps.

External Environment

Challenges
Global communities are interconnected by significant social, economic and environmental factors. Fiscal constraints and competition for limited resources will continue to define the foreseeable future as local, state, and federal governments, community organizations, and support agencies confront the reality of reduced budgets and an increasing demand for services. The ability of communities to compete in a rapidly changing world will be determined by an ability to adapt and innovate. Such ability will be influenced by education as well as the use of knowledge and technology. Universities have an essential role in both education as well as the creation of new knowledge providing solutions to some of the most pressing issues of world-wide significance. External challenges will provide the university with an opportunity to define itself in terms of its outreach and engagement by how well it can galvanize its unique array of academic, research and service resources to meet external demands. Emerging trends and support gaps in health and wellness, food production and security, energy and the environment, education, economic and workforce development, infrastructure, public safety and national security all will challenge decision-makers to develop creative solutions that will define the long-term stability of our nation. Increasingly, those decision-makers will enlist the efforts of universities to provide leadership in resolving these challenges and finding long-terms solutions.

Opportunities
The Office of Outreach and Engagement will meet these challenges by working in concert with the university’s discovery themes. Outreach and Engagement units that are most effective are the ones that respond to local, regional, national, and international needs promptly, substantially, and creatively. Establishing synergy through a strong and sustained spirit of collaboration between the university and community partners is critical if we are to fulfill our promise as a land-grant institution. The university has substantial intellectual capital to make significant and lasting contributions that serve the public good.
Internal Environment

Challenges
As the state land-grant institution, we are called upon to be good stewards of public resources as we continue to fulfill our role as a valued partner with the citizens of Ohio. However, our outreach and engagement activities are often isolated within units, and in some cases, duplicative of efforts in other units. Many activities appear fragmented and lacking the synergy available from more interdisciplinary collaboration. Conceptually, a more facilitated and coordinated approach across the breadth and scope of university outreach and engagement activities has the potential to provide for enhanced programmatic impact and resource stewardship.

As part of the scan of the internal environment, “Listening Session” meetings were set up with units that have large outreach and engagement components. Some of these units included:

- Research ILO
- Service Learning Initiative
- Continuing Education
- Advancement
- Workforce Development
- Colleges with mandated outreach missions
- Centers of Excellence/Innovation
- Diversity and Inclusion
- Veteran Services
- Government Affairs
- TCO Outreach
- PACT
- Wexner Medical Center
- OSU Extension
- OSU Cares
- Weinland Park Collaborative
- Student Life
- Chadwick Arboretum

Additionally, as part of a process in July 2012 coordinated by the Office of Academic Affairs, the Office of Outreach and Engagement reviewed the multi-year strategic plans of Ohio State’s 14 colleges as well as the Regional Campus Cluster with a specific focus on outreach and engagement.

Opportunities
Based on listening sessions and more formal reviews, it is clear that the university has a strong portfolio of teaching, research and service activities clearly contributing to the outreach and engagement mission. However, it is equally clear that the Office of Outreach and Engagement must establish itself as a trusted agent among members of the university community to help guide external engagement efforts. As a newly re-organized component of the university, the office must build a viable portfolio of programs and services and establish them as value-added components of faculty, student and staff outreach efforts. This will be accomplished by establishing credibility that comes with the timely delivery of appropriate programs that enhance outcomes, generate efficiencies and increase both internal and external collaboration among partners. The Office of Outreach and Engagement recognizes the potential to support creation of a unique and collaborative One University culture built on a foundation of engaged scholarship that promotes shared interests in teaching, research and service across the academic core. Within the office are the resources to generate and build a model of collaboration that will sustain and grow this culture.
**Succeeding in Our Focus Areas**

The challenge for succeeding in our strategic focus areas is to ensure each one is aligned to support the four core university goals: Teaching and Learning; Research and Innovation; Outreach and Engagement; and Resource Stewardship. Our success is the university’s success.

To support the university, the Office of Outreach and Engagement has developed three Strategic Focus Areas in which we can offer support:

- Capacity Building
- Coordination and Facilitation
- Communication and Advocacy

Each Strategic Focus Area has a set of programs that aligns opportunities with resources in the Office of Outreach and Engagement to ensure development and implementation of initiatives that support University Core Goals and Discovery Themes. (See Figure on page 12)

**Implementing Focus Areas Through Four Key Steps**

**Assess Opportunities**
Because resources are limited, it is important to ensure that all Outreach and Engagement sponsored and/or funded programs and initiatives generate efficiencies, build strong partnerships, and produce measurable outcomes.

**Align Focus Areas**
The Office of Outreach and Engagement will facilitate development of outreach programs and initiatives and align each with the appropriate focus area(s): Capacity Building; Coordination and Facilitation; or Communication and Advocacy. Alignment will occur relative to existing programs and resources available that can promote value added by increasing outcomes and effectiveness of college or unit outreach efforts.

**Implement Programs**
The portfolio of programs aligned under the Office of Outreach and Engagement focus areas will provide the foundation for strengthening and expanding college/unit outreach and engagement efforts.

**Review and Refine**
To track and measure the performance of each of the Office’s funded programs relative to the stated focus area, an annual faculty review will be conducted to determine if the program/initiative is advancing outcomes, generating efficiencies or increasing collaborations. Following the annual review, decisions will be made based on availability of resources to maintain current support for programs, adjust support for program, re-align programs, or establish new programs.
FOCUS AREA GOALS

COMMUNICATION AND ADVOCACY
Promote "One University" culture where engaged scholarship is valued as an essential part of the academic core.

COORDINATION AND FACILITATION
Facilitate community engagement through scholarship by adopting a "collaboration-first" approach.

CAPACITY BUILDING
Increase faculty, staff, and organizational competencies that inspire outreach and engagement through teaching, research, and service.

Focus Area: Communication and Advocacy Programs
- Awards and Recognition
- Publicity and Marketing

Focus Area: Coordination and Facilitation Programs
- Interdisciplinary and Community Collaboration
- Database Development

Focus Area: Capacity Building Programs
- Professional Development
- Grant Funding

KEY STEPS
- Access Opportunities
- Focus Areas
- Implement
- Review and Refine

5-YEAR O&E VISION
To establish a 21st century model of outreach and engagement that leverages a "One University" approach to address the challenges of local, national, and global significance.

Implementing Our Focus Areas
Focus Areas

Capacity Building

As an engaged 21st century institution, The Ohio State University must ensure its people, programs and organizations have the requisite abilities to fulfill its land-grant university commitment to outreach and engagement.

Capacity Building supports programs that increase existing or develop new knowledge, skills, and abilities among faculty and staff; make organizations more flexible and adaptable to change; support development of sound organizational structures, policies, and procedures; and empower college and unit outreach and engagement programs to succeed.

<table>
<thead>
<tr>
<th>Capacity Building</th>
<th>Goal 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage a portfolio of programs that increases faculty, staff, student and organizational competencies and inspires outreach and engagement through teaching, research, and service.</td>
<td></td>
</tr>
</tbody>
</table>

Capacity Building Areas:

The Office of Outreach and Engagements builds capacity in two ways: 1) Professional Development opportunities and 2) Grant funding.

Professional Development supports:

- **Teaching and Learning** by developing and sustaining competencies among faculty and staff that create a broader “community of practice” approach focused on outreach and engagement
- **Research and Discovery** by fostering interdisciplinary collaborations and translational opportunities to external entities
- **Outreach and Engagement** by creating a synergy among faculty and staff that develops greater propensity for interdisciplinary and external collaboration
- **Resource Stewardship** by increasing core competencies of employees at no cost to participating units

Professional Development Outreach and Engagement Programs

**Roads Scholars Tour** is a two-day traveling seminar for recently hired and tenured faculty members to educate them on the impact Ohio State has in communities and throughout the state of Ohio.
FY2012-13 Action Plan: Establish an Advisory Committee to assess Roads Scholars’ Tour linkages to academic core and Discovery Themes and provide input for program effectiveness and future direction

The Outreach and Engagement Profession Development Staff Workshop, jointly sponsored with the national Engagement Scholarship Consortium and Ohio State’s University Staff Advisory Committee, is for mid-career professional staff to build core competencies in outreach and engagement.

FY2012-13 Action Plan: Coordinate and conduct pilot workshop and then assess workshop’s effectiveness; modify/expand workshop annually to meet emerging university need(s)

Grant Funding supports:

- **Teaching and Learning** by providing funding resources that enhance experiential learning and service opportunities for faculty, staff and student
- **Research and Innovation** by providing funding opportunities that support “body of knowledge” development to enhance teaching, research and service prominence
- **Outreach and Engagement** by providing funding opportunities resources that increase faculty opportunities for interdisciplinary and external collaboration

Grant Funding Programs

**Engagement Impact Grants** provide funds to support innovative outreach and engagement scholarship that connects academic excellence with societal needs and develops partnerships between interdisciplinary university teams and the community.

FY2012-13 Action Plan: Coordinate with OSU Cares and Service Learning to consolidate grant opportunities; assess outcomes to ensure grant funding outcomes support academic core including advancement of Discovery Themes

**Coordination and Facilitation**

Embedding outreach and engagement across the breadth and scope of the university requires a greater propensity for internal organizations to develop a mindset of “interdisciplinary-first” when seeking ways of applying institutional knowledge to address challenges of local, regional, national, and international significance.

**Coordination and Facilitation** supports programs and initiatives that build effective and strong partnerships among organizations with shared interests, forges collaboration across the university that increases unity-of-effort focused on common objectives, and generates efficient use of resources by eliminating duplication of effort.
Coordination and Facilitation
Goal 2017
Manage a diverse portfolio of resources for faculty, staff, students and organizations that facilitates a One University, “collaboration first” application of scholarship to community engagement.

Coordination and Facilitation Areas:

Coordination and Facilitation supports:

- **Teaching and Learning** by increasing interdisciplinary awareness of outreach efforts and generating greater opportunities for synergy of effort. There is a documented relationship between civic engagement and student success. As the STEP program is refined, the office will provide linkages to external entities as appropriate.

- **Research and Innovation** by highlighting that engagement is scholarly and should be at the core of the key institutional priorities, including promotion and tenure documents.

- **Outreach and Engagement** by promoting opportunities for faculty and students to link with community partners and apply academic and research efforts externally.

- **Resource Stewardship** by eliminating duplication of efforts and promoting more efficient use of resources.

1. **Coordinating Programs and Activities**

**Working Groups (Place, Issue, Program)** facilitate interdisciplinary collaboration across colleges and units and support development of solutions in response to community needs.

**FY2012-13 Action Plan:** Establish goals, process and procedures for working groups; implement initial working groups; assess links between internal assets and external needs.

**University Sponsorships Coordination**

**FY2012-13 Action Plan:** Work with the President’s Office and Senior Management Council to establish goals, processes and procedures, and a database.

**Summer Youth Work and College Readiness** is a program with interactive workshops, seminars and activities for select Columbus high school juniors and seniors to increase critical thinking, college application preparation and job-search skills.

**FY2012-13 Action Plan:** Evaluate current program to determine gaps in support; expand program to increase number of participants; assess current structure and refine to support broader university outreach and engagement goals.
Rosa Parks Day Tribute is an annual educational event commemorating the life and activism of a civil rights pioneer and facilitating engagement among several local and state-wide community partners.

**FY2012-13 Action Plan:** Coordinate with COTA and other community partners on the annual event; assess to ensure outcomes support academic core

2. Coordinated Database Development:

A Outreach Program Database will provide a consolidated site for programs, projects and resources to facilitate better coordination across university outreach and engagement activities.

**FY2012-13 Action Plan:** Coordinate across university units to assess current localized databases, processes and resources; facilitate the development of a university-wide database

**Communication and Advocacy**

Creating a culture of engaged scholarship requires promoting the broad spectrum of teaching, research and service in as many venues and media as possible.

**Communication and Advocacy** supports promotion of faculty, student, and staff involvement in outreach and engagement, generates broader awareness for a One University culture of engaged scholarship, and recognizes excellence in achievement for individuals and programs dedicated to external service.

**Communication and Advocacy Goal 2017**

Promote a One University culture of engaged scholarship where outreach and engagement is valued as an essential component of the academic core.

**Communication and Advocacy Areas:**

1. **Awards and Recognition** support:

   - **Teaching and Learning** by providing recognition for and promoting faculty and student experiential and service learning outreach initiatives
   - **Research and Innovation** by affirming community-based scholarship as a valued component of the Academy
   - **Outreach and Engagement** by providing an incentive for faculty and students to seek increased teaching, service and research opportunities that advances Ohio State’s position as an “Engaged” university
Awards and Recognition Programs

**Patterson Lecture** is an annual event that honors former trustee Jim Patterson and focuses on 21st century challenges faced by land-grant institutions. The program acknowledges the service award and grant recipients.

**FY2012-13 Action Plan:** Link the lecture more directly to university discovery themes and national trends in outreach and engagement.

**Outreach and Engagement Recognition Awards** is a program that recognizes the top overall outreach and engagement activities across the university.

**FY2012-13 Action Plan:** Coordinate and consolidate awards program with Offices of International Affairs and Service Learning; link recognition to academic core and Discovery Themes; refine program to meet broader university outreach objectives.

**Outreach and Engagement Forum** is an inaugural poster presentation event to recognize college and unit outreach and engagement projects, promote project capabilities, and explore collaborative opportunities.

**FY2012-13 Action Plan:** Develop inaugural program, including format and processes; conduct post-event assessment to measure effectiveness and better align to support university outreach and engagement goals.

2. **Marketing and Publicity** supports:

   • **Outreach and Engagement** by generating awareness of faculty, staff, and student outreach and creating increased opportunities for collaboration and partnership

**Marketing and Publicity Programs**

**Story Pipeline** is a support service that solicits and disseminates existing outreach and engagement stories from colleges and units to promote university-wide activities of engaged scholarship.

**Publicity and Marketing Strategy** is a support program implementing use of multiple communication and marketing media outlets to promote university-wide activities devoted to engaged scholarship.

**FY2012-13 Action Plan:** Develop program objectives, processes, and procedures; review, develop and launch new Outreach and Engagement website; conduct initial assessment and refine program to align with university outreach goals.

3. **Faculty Leadership on Direction of Outreach and Engagement** supports:

   • **Teaching and Learning** by providing recognition for and promoting faculty and student experiential and service learning outreach initiatives

   • **Research and Innovation** by affirming community-based scholarship as a valued component of the Academy
• **Outreach and Engagement** by providing an incentive for faculty and students to seek increased teaching, service and research opportunities that advances Ohio State’s position as an “Engaged” university.

**Faculty Leadership Opportunities**

Special Assignments and Faculty Fellow appointments provide an opportunity for direct faculty involvement on the future direction of the Office of Outreach and Engagement including the establishment of an Academy of Engagement Scholars.

**FY2012-13 Action Plan:** Develop objectives, processes, and procedures; review, coordinate with Office of Academic Affairs

**Tracking Our Performance**

As part of the a restructuring process, the Office has developed focus areas and associated outcome-based measures that complement the outreach and engagement strategic goals of academic units across the university.

See attached scorecards.
## Tracking Performance

### Teaching & Learning Scorecard

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

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity Building</strong></td>
<td># of people with teaching responsibilities who participate in O&amp;E workshops</td>
<td>0</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Professional Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capacity Building</strong></td>
<td># of grant awards to projects with a learning/outreach and engagement component</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Engagement Impact Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Coordination and Facilitation</strong></td>
<td>Establish potential program/areas for collaboration including the Service Learning Initiative and STEP</td>
<td>1</td>
<td>2 programs</td>
<td>5 programs</td>
</tr>
<tr>
<td>Working Groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication and Advocacy</strong></td>
<td># of outreach and engagement projects with a teaching component recognized with O&amp;E awards</td>
<td>0</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Awards and Recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communications and Advocacy</strong></td>
<td># of outreach and engagement stories that have a teaching component advanced beyond the unit/college level</td>
<td>2</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Marketing and Publicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outreach and Engagement

Establish mutually beneficial partnerships with the citizens of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013 Target</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Professional Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads Scholars Tour</td>
<td># of participants who give a top rating for increased awareness of Ohio State's statewide reach</td>
<td>Not measured</td>
<td>60%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads Scholars Tour</td>
<td># of participants who indicate making 10 or more new contacts while on the Tour</td>
<td>Not measured</td>
<td>50%</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Workshop</td>
<td>Number of targeted professional development workshops offered (number of participants)</td>
<td>0</td>
<td>1 workshop with 45 staff</td>
<td>4 workshops with 25 staff each</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Meeting Participation</td>
<td># of faculty and staff presenting papers and participating on panels and forums at Engagement Scholarship Consortium</td>
<td>0</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grant Funding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement Impact Grants</td>
<td>Amount of money leveraged for Outreach and Engagement projects</td>
<td>$200K</td>
<td>$300K</td>
<td>$500K</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Funding</td>
<td>Rate of return for grant dollars invested</td>
<td>14:1</td>
<td>15:1</td>
<td>20:1</td>
</tr>
</tbody>
</table>
## Outreach and Engagement

Establish mutually beneficial partnerships with the citizens of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Coordination and Facilitation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Groups (Place-based)</td>
<td>Number of working groups formed</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Working Groups (Program/Issue-based)</td>
<td>Number of working groups formed</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Coordination and Facilitation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Sponsorships</td>
<td>Annual review of database and management structure by senior leadership</td>
<td>Annual Review</td>
<td>Annual Review</td>
<td>Annual Review</td>
</tr>
<tr>
<td><strong>Coordination and Facilitation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Youth Work &amp; College Readiness</td>
<td># students completing program with 80% attendance rate</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td># students demonstrating increase in knowledge of at least 3 career areas</td>
<td>80%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Coordination and Facilitation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rosa Parks Day Tribute</td>
<td># formal MOUs with community partners</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Database Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach Program Database</td>
<td># updated interdisciplinary outreach programs maintained on web database</td>
<td>0</td>
<td>50</td>
<td>80</td>
</tr>
</tbody>
</table>
## Outreach and Engagement

Establish mutually beneficial partnerships with the citizens of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication and Advocacy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Awards and Recognition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patterson Lecture</td>
<td>Increase in the level of awareness of the Ohio State land-grant mission. Survey options: Strongly Disagree – Disagree-Neutral-Agree-Strongly Agree</td>
<td>Not measured</td>
<td>70% Agree or Strongly Agree</td>
<td>80% Agree or Strongly Agree</td>
</tr>
<tr>
<td>Patterson Lecture</td>
<td>Increase in the level of awareness of the Ohio State land-grant mission. Survey options: Strongly Disagree – Disagree-Neutral-Agree-Strongly Agree</td>
<td>Not measured</td>
<td>70% Agree or Strongly Agree</td>
<td>80% Agree or Strongly Agree</td>
</tr>
<tr>
<td><strong>Awards and Recognition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach Service Awards</td>
<td>Number of applicants</td>
<td>0</td>
<td>72</td>
<td>100</td>
</tr>
<tr>
<td>Outreach Service Awards</td>
<td>Placement of Ohio State outreach projects submitted for regional and national outreach and engagement awards (e.g. Kellogg, Magrath)</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Outreach and Engagement Forum</td>
<td># of contacts/collaborations made by participants and spectators of the Forum. Survey options: 1-5, 6-10, 11-up</td>
<td>Concept Development</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Story Pipeline</td>
<td>Number of Outreach &amp; Engagement stories (annually) advanced forward to other publications</td>
<td>4</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Publicity and Marketing Strategy</td>
<td>Number of interactions through Social Media – Facebook/Twitter</td>
<td>TBD</td>
<td>2X</td>
<td>3X</td>
</tr>
</tbody>
</table>
## Outreach and Engagement

Establish mutually beneficial partnerships with the citizens of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication and Advocacy</strong></td>
<td># of opportunities for faculty to serve as fellows or conduct a special assignment in the Office of O&amp;E</td>
<td>0</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Faculty Groups</td>
<td>Creation of an Academy of Engagement Scholars</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>