

THE OHIO STATE UNIVERSITY

Office of
Government
Affairs



Strategic Plan
2012-2017



Table of Contents

Strategic Planning at The Ohio State University	3
Letter from the Senior Vice President	4
Overview of the Office of Government Affairs	5
Activities	6
Organizational Structure.....	8
Extended Team.....	10
Strategic Goals for the Office of Government Affairs	12
Supporting the University’s Core Goals	15
Strategic Scan	
External.....	17
Internal.....	18
Succeeding in Supporting the University’s Core Goals	20
Tracking Our Performance	22

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.





Dear University Colleagues:

The Office of Government Affairs (OGA) supports The Ohio State University through the pursuit of public policy outcomes that strategically benefit the University. OGA staff work to secure the resources needed to operate a top-tier research institution, and eliminate the policy and regulatory barriers to Ohio State's success. Our efforts are about more than just securing a line-item in the local, state and federal budgets—OGA obtains resources, fosters relationships and advances partnerships to support the University's core teaching, research and service mission.



The office's talented staff of federal, state and community policy experts regularly collaborate with Ohio State colleagues to better understand University interests and how those interests relate to government. Our policy experts and support staff provide the political context to University priorities, and offer counsel and support to specific advocacy efforts.

Historically, with respect to the state government, OGA focused primarily on the operating (especially the SSI and various line-items) and capital budgets, as well as issues dealing with legislative language. At the federal level, our priorities have been support for federally funded research and student financial aid. In today's political and fiscal climate, both in Ohio and Washington, D.C., the university's government affairs agenda must move beyond this narrow, though important, scope of activities.

Moving forward, Ohio State must recognize that even though the state operating and capital budgets will always be our major focus, they will not be great prospects for substantial growth in revenue. The competition for resources is fierce, especially with respect to primary and secondary education, Medicaid and nursing homes, local governments, mental health and the prison system. Moreover, higher education is perceived as having other sources of revenue, such as monetization of assets and private fundraising.

OGA's five-year strategic plan reflects this significant broadening of our scope of activities. How should Ohio State's government affairs activities evolve to ensure success given the political and fiscal climate? In short, we must examine untapped funding opportunities throughout the state and federal budgets, focus on our major federal legislative priorities, cultivate relationships between academic leaders and policymakers, embed OGA into the fabric of the university and be more proactive in sharing the successes of faculty and students with elected leaders.

Herbert B. Asher, Ph.D.
Senior Vice President
Office of Government Affairs



Overview of the Office of Government Affairs

The Office of Government Affairs (OGA) supports The Ohio State University through the pursuit of public policy outcomes that strategically benefit the University. To do so, the office's team of policy experts and support staff work to build and maintain productive relationships with public officials and their staff. We work regularly with members of Congress, the Governor's office, Mayor's office, Ohio General Assembly, Columbus City Council and other public agencies regarding legislative, regulatory and budget actions that affect Ohio State and the higher education community.

For example, within the past year, OGA staff at the federal level worked tirelessly to estimate and communicate the effects of cuts to federal spending through sequestration. Our state relations team coordinated transformational changes to how the state funds university operations and capital construction projects. Furthermore, OGA's community relations efforts resulted in City of Columbus capital construction funds for the relocation of Cannon Drive and continued oversight of Partners Achieving Community Transformation.

Federal Relations

As one of the premier public universities in the country, Ohio State has a broad federal relations agenda, and is a leader in advocacy for higher education and research issues before the White House, Congress and the federal agencies. The Washington, D.C., office facilitates the development, implementation and advocacy of the university's federal agenda.

State Relations

The State Relations team works closely with members of the Governor's Office, Ohio General Assembly and other state agencies regarding state policy that affects higher education. Our policy experts are considered a leading force of higher education advocacy in the State of Ohio, and are frequently called upon to lead initiatives of statewide importance.

Local Relations

Ohio State recognizes that the university is only as strong as its surrounding community. Therefore, OGA works closely with City of Columbus officials on economic and community development projects.



Activities of the Office of Government Affairs

Governmental Policy Agenda

OGA works to implement the university's governmental policy agenda, as development by the President, Provost and Board of Trustees.

- **Federal:** Each year, the University President seeks input from administrators, deans and directors as to the Ohio State community's federal policy needs—ranging from student financial aid and research programs to intellectual property protection to preserving tax deductions for charitable contributions. The OGA Federal Relations team develops advocacy plans and facilitates implementation of these priorities.
- **State:** Some of the university's state policy agenda is self-evident, as it relates to the operating and capital budgets. Proactive discussions at President's Cabinet and Senior Management Council meetings steer the agenda for regulatory policies. Of course, unanticipated issues arise, and collective discussions by Senior Management Council and other groups guide appropriate university responses and actions.
- **Local:** Most of the local policy agenda focuses on the quality of the Columbus campus neighborhood, including infrastructure, and university outreach and engagement in the City of Columbus and Central Ohio region. Depending on the policy initiative, different university organizations may get involved, but oversight for the local policy agenda often takes place at the Senior Management Council.

Fostering Relationships

OGA staff foster strong and lasting working relationships with university colleagues across all campuses, elected officials, higher education associations and other stakeholders in the public arena. For example, the Federal Relations team frequently hosts campus visitors in Washington, D.C., and facilitates meetings between university leaders and federal officials. The State Relations team periodically hosts legislators who represent districts in the Central Ohio region, and regularly connects university faculty, staff and students with elected officials. OGA's Local Relations team works to foster strong working relationships between the university community and City of Columbus officials.

Being “in Front” of Issues

OGA collaborates with Ohio State colleagues, government officials and key external constituencies to identify, anticipate, influence and manage public policy issues that affect the University. Our federal, state and local relations staff are routinely looped into important university discussions to provide the political context to priorities. We also work closely with a group of prominent state policy experts—called the Government Affairs Advisory Board—led by an Ohio State alumnus to keep a pulse on upcoming policy issues that might affect the university.



Communications and Engagement

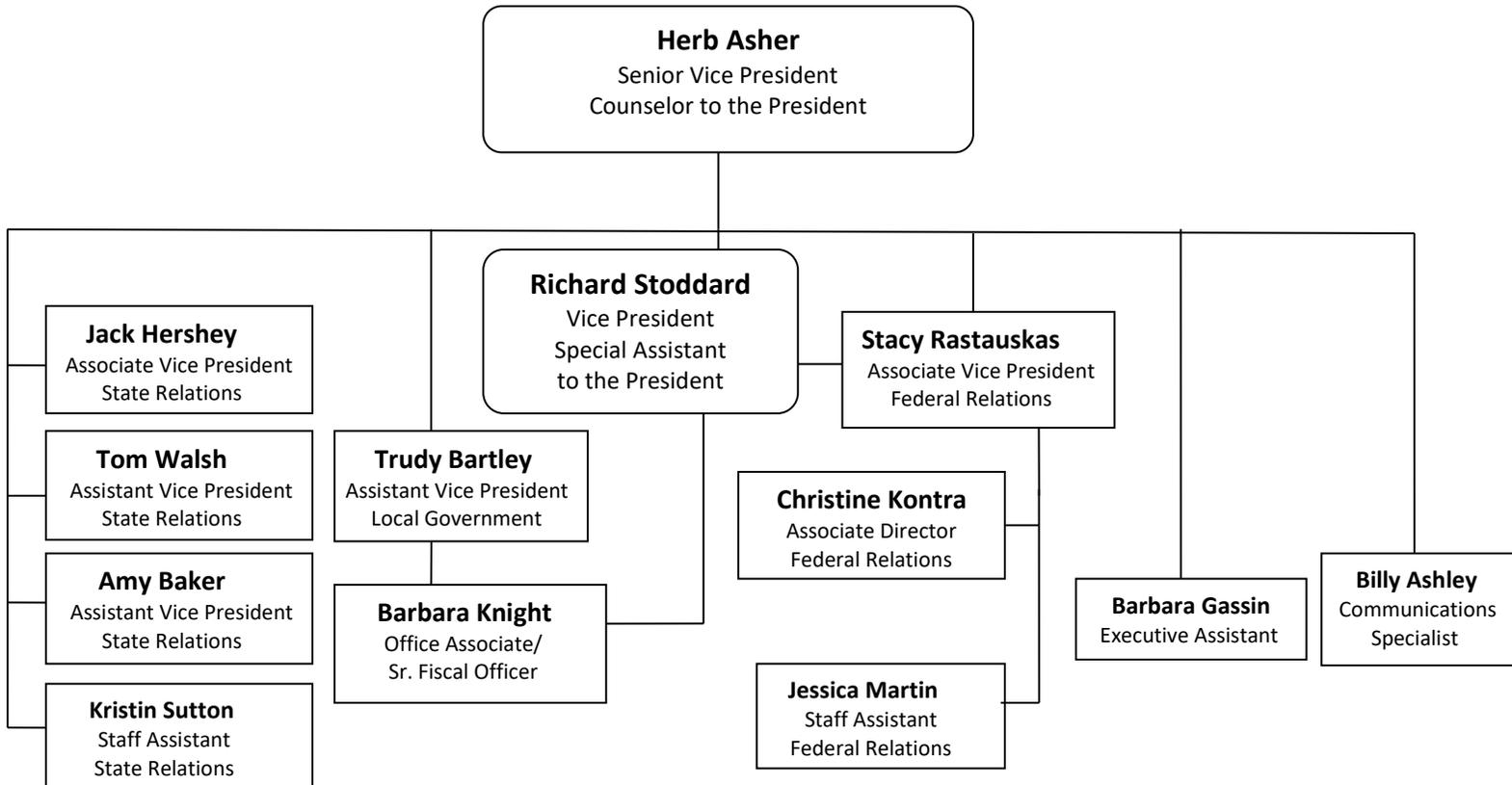
OGA delivers timely and relevant information about Ohio State to key public audiences, and informs internal and external constituencies about issues that affect the policy-making environment. Specifically, OGA delivers a weekly email newsletter, the Buckeye Brief, to all federal, state and local officials, as well as key staff and university leaders. The Buckeye Brief highlights three Ohio State stories each week in areas of unique interest to elected officials, including how Ohio State helps students succeed, its economic development efforts and innovative funding strategies. OGA also sends a weekly email newsletter, Week in Review, to university leaders to update them on important initiatives in government. Our staff also manages the university's annual state tour, which highlights Ohio State's impact in communities and counties throughout the state.

The Big Picture

OGA works to reinforce Ohio State's role as a leader in the wider public policy debate. We also ensure Ohio State is available to assist policy makers to improve the economic, education, social and health standards of the nation, state and community. At the federal level, we position the university president to take a leadership role in national higher education associations. Our state efforts often focus on providing leadership on policy strategies for the Inter-University Council of Ohio.



Structure of the Office of Government Affairs





Administration

Senior Vice President Herb Asher provides strategic leadership for the university's relationships with federal, state and local government officials.

Vice President Richard Stoddard works closely with the university president, senior leaders and national higher education associations regarding policies affecting Ohio State.

Executive Assistant Barbara Gassin provides administrative support to the Senior Vice President and the State Relations team.

Office Associate and Fiscal Officer Barbara Knight provides administrative support to Federal and Local Relations and manages the office's fiscal and human resources operations.

Communications Specialist Billy Ashley leads strategic communications efforts to strengthen the university's engagement with public officials.

Federal Relations

Associate Vice President Stacy Rastauskas provides leadership for the university's relationships with federal government officials, agencies and higher education associations.

Associate Director Christine Kontra works closely with Congress, federal officials, higher education associations and other stakeholders to communicate the university's priorities.

Staff Assistant Jessica Martin provides administrative support for the Federal Relations team and facilitates scheduling in Washington.

State Relations

Associate Vice President Jack Hershey provides leadership for the university's relationships with state government officials and staff.

Assistant Vice President Tom Walsh works closely with state government officials and staff on issues impacting the university.

Assistant Vice President Amy Baker works closely with state government officials and staff on issues impacting the university.

Staff Assistant Kristin Sutton provides support for the State Relations team, coordinates the university's Joint Legislative Ethics Committee reports and monitors state legislation.

Local Relations

Assistant Vice President Trudy Bartley manages the university's relationships with local government officials and staff, as well as economic and community development projects.



Extended Team: Operating as One University

In addition to OGA's in-house team of policy experts, Ohio State employs staff members to advocate for specific policy areas and engage significant audiences. OGA works closely with these staff members—called the Extended Team—for targeted advocacy efforts and information exchanges.

The Ohio State University Wexner Medical Center

The Ohio State University Wexner Medical Center is very active in state and federal health policy. The university's academic medical center also receives significant funding from the state budget, as well as state and federal agencies. Extended Team members include: **Associate Vice President for Health Sciences Jerry Friedman, Assistant Vice President of Government Affairs Jennifer Carlson, Director of Government Affairs Stephanie Milburn and Assistant Vice President for Community Health Colleen O'Brien.**

College of Food, Agricultural and Environmental Sciences

Ohio State's College of Food, Agricultural and Environmental Sciences, as the state's sole agriculture college, receives line-items in the state budget and works closely with the United States Department of Agriculture. Furthermore, the college impacts every state and federal legislative district via OSU Extension. **Director of Government Relations Gwen Wolford** represents the college on the Extended Team.

Office of Research

Ohio State's Office of Research is directly impacted by the decisions of state and federal research agencies. **Associate Vice President for Policy Dwayne Sattler** represents the office on the Extended Team.

Office of Energy and Environment

The Ohio State University is increasingly targeting research efforts at energy and environment—evidenced by the topic's selection as a Discovery Theme. University energy and environment experts are trusted resources for local, state and federal government leaders. **Associate Director Kate Bartter** represents these efforts on the Extended Team.

Office of University Communications

The Office of University Communications assists OGA by presenting timely updates on university initiatives and collaborating on communications plans for public officials. **Assistant Vice President for Media and Public Relations Gayle Saunders and Senior Director Gary Lewis** are members of the Extended Team.



The John Glenn School of Public Affairs

The John Glenn School of Public Affairs' Washington, D.C., team works closely with OGA's federal relations staff at the university's Washington office. **Professor and Director of Federal Relations Ken Kolson** and **Program Coordinator Joseph Sadek** are members of the Extended Team.

Ohio State Alumni Association

Ohio State Advocates are alumni and friends of the university who build relationships with legislators in their districts. The Alumni Association works with OGA to administer the program. **Director of Alumni Advocacy Sarah Dennis** and **Program Assistant Keely Black** serve on the Extended Team.

Office of Legal Affairs

In addition to the Extended Team, the Office of Government Affairs also meets regularly with the Office of Legal Affairs to review important university and government initiatives that require both legal and political expertise.



Strategic Goals of the Office of Government Affairs

Historically, on the state level, the Office of Government Affairs focused primarily on the operating (especially the SSI and various line-items) and capital budgets, as well as issues dealing with legislative language, while our federal efforts focused on earmarks and support for research and financial aid. We worked to anticipate, react to or proactively seek amendments in legislation that affect higher education. The office also cultivated public officials, solved constituent problems and facilitated the purchase of football tickets for public officials.

In today's political and fiscal climate, the university's governmental affairs agenda must augment its current priorities and move beyond this narrow, though important, scope of activities. It is important to note that the nature of OGA's relationship-building efforts makes it difficult to produce relevant and quantifiable targets for the office's strategic goals. Therefore, the following goals will focus on qualitative strategies OGA can pursue to advance the institution.

Maintain Efforts on Long-term Priorities

Though new strategies are needed as the university's relationship to government continues to evolve, OGA's foundational priorities remain unchanged. In the next five years, the Federal Relations team will continue to prioritize legislative, regulatory and budget issues affecting federal student financial aid, federally sponsored research and regulatory issues—the core issues for the university's federal relations operation. At the state level, staff in the next five years will continue to focus on the operating and capital budgets.

In order to maintain efforts on OGA's long-term priorities in 2012-2017, staff will:

- maximize federal, state and community resources for Ohio State through implementation of the university's annual governmental affairs agenda;
- utilize the collective knowledge of federal, state and local policy experts to create new opportunities for Ohio State; and
- support university initiatives by anticipating opportunities and challenges in the university's external, political environment.

Major Federal Legislative Priorities

In the next five years, OGA will focus on several major federal legislative priorities, including:

- **Federal Funding:** Robust funding for federal student aid and research programs is essential to the success of Ohio State students and faculty.
- **Higher Education Reauthorization:** Congress will reauthorize the Higher Education Act within the next five years. This important measure establishes federal policy for



financial aid, accreditation, campus crime reporting and international programs, among others. The reauthorization will focus on access, persistence and completion, student loan programs, consumer information, regulatory burden, accreditation and oversight, affordability and innovation. We will convene university stakeholders to develop and advocate for Ohio State and the higher education community's priorities.

- **Healthcare:** As home to an academic medical center, and a healthcare provider to 42,000 employees and many of our 60,000 students, the university is affected by federal health policy and, particularly, by implementation of the Affordable Care Act.
- **Research Policy:** Congress will continue to consider ways to increase transparency and accountability in federal research grants and contracts. Evaluation of compliance with reporting measures and the peer review system will be discussed in key legislative committees.
- **Tax:** Congress will address comprehensive tax and entitlement reform within the next five years. We will work to support tax policies that will improve student tax credits, preserve charitable giving incentives, protect employee benefits and maintain tax-exempt bond-financing.
- **Technology Transfer/Intellectual Property:** Congress will continue to consider legislation that address technology transfer in a variety of ways and changes the new patent law, the America Invents Act. Some policies will improve the ability of research to transfer to products in the marketplace, while others may hinder this process.
- **Immigration:** Ohio State has specific interests pertaining to immigration legislation, including: green card reforms, H-1B visa (temporary worker) provisions, nonimmigrant reforms/student visas, an expedited path to citizenship for undocumented youth (DREAM Act), electronic employment verification and prerequisites for legal status (English language and civics requirements).

Identify Non-traditional State Funding Resources

In the next five years, OGA needs to examine opportunities throughout the state budgets for untapped revenue sources, and not simply focus on the SSI and the traditional line-items. This will require our campus colleagues to know about nontraditional sources of state revenue and how they can become involved in the revenue-seeking process.

The challenge is this: Nontraditional funding sources are not explicitly directed toward Ohio State or higher education. The university must develop the contacts and make the links between these opportunities and our needs. We must have vice presidents, deans and faculty members take interest in these opportunities and assume leadership in taking advantage of them. Programmatic needs and priorities should dictate these initiatives with OGA playing a facilitation role.

Cultivate Relationships Between Policymakers and Academic Leaders

In the next five years, one of our foci at the university must be to cultivate relationships throughout the state. We have promising deans in this area, but many deans and other leaders in key policy areas are not as aggressive in developing funding opportunities in government. Sometimes, academic leaders want the Office of Government Affairs to drive the substantive



policy agenda when, instead, we should be assisting, facilitating and providing the political context to these priorities. And, sometimes, our deans and vice presidents are frustrated by the fiscal and legal hurdles associated with developing state government partners. These issues are certainly important, but OGA's goal in the next five years is to help academic leaders overcome these challenges when appropriate.

Establishing and maintaining strong relationships with policymakers and colleagues based on reciprocal interest and sharing of information is critical to implementing the university's federal agenda. The expansion of these contacts will support promotion of key university goals, including the Discovery Themes, advanced manufacturing and innovative higher education initiatives. Events in Washington, D.C., and on campus will support relationship building and maintenance. New events will be created to increase engagement and education on new focus areas and existing events, such as the annual Scarlet and Gray Congressional Breakfast, will be maintained and improved.

Strengthen Internal Partnerships

The Office of Government Affairs can no longer be a siloed support unit—it must be embedded in the fabric of the university. For example, Government Affairs should be working alongside deans and directors to further their governmental policy agendas, but not doing this responsibility for them. During the next five years, this example needs to be repeated over and over.

The notion of embedding our Government Affairs staff into other units goes beyond substantive academic units, and extends to the support offices, such as OGA's ongoing partnership with the Office of Talent, Culture and Human Resources. Administrative and academic units, senior leadership and student groups are all key partnerships to maintain and expand in order to communicate most effectively the needs of the university community to policymakers. In addition to informing campus units which may be impacted by legislation and regulations, we can highlight opportunities for faculty and students for fellowships, providing testimony and other opportunities to engage with government.

The key point is that with an embedded government affairs approach, we will act much more like One University that takes better advantage of the funding and programmatic opportunities in government.

Expand Communications and Engagement Activities

Moving forward, university leaders must be more proactive in sharing the successes and impact of faculty and students with elected leaders and all public officials. Government Affairs can do more to assist university leaders with this strategy. OGA has been active in sharing timely updates and successes with public officials through meetings, newsletters and social media, but this strategy should be embedded in the communications plans for all colleges and units. In the next five years, OGA will work with college and unit engagement officials to include bringing public officials to campus more often, so that these leaders appreciate Ohio State as Ohio's flagship university and as a nationally and internationally acclaimed teaching and research institution.



Supporting Ohio State's Core Goals

Teaching and Learning

In the next five years, the Office of Government Affairs will support the university's teaching and learning goal by fostering relationships that will generate additional resources and create a more supportive regulatory and political environment. In doing so, OGA recognizes the importance of the university's Discovery Themes, and will certainly give specific focus on fostering relationships that will support faculty and research dedicated to food production and security, health and wellness and energy and environment. Furthermore, Ohio State's ability to deliver quality, affordable higher education is enhanced through federal policies and regulations that enable, rather than hinder, innovative solutions to financing higher education and expanding student access. OGA will also support the student experiential learning experience by administering a state government internship program.

Research and Innovation

Government Affairs is uniquely aligned with the university's research and innovation goals, particularly at the federal relations level. In constrained federal budget environment, the university must demonstrate the return on research investments to sustain reliable and robust funding for federal research agencies. Reporting requirements that are not burdensome or duplicative and effective intellectual property policies that support technology transfer and knowledge sharing are also key issues to Ohio State. Furthermore, on the state level, OGA will continue to support the university's evolving relationship to the Ohio Third Frontier Commission, which identifies opportunities for innovative research to receive state funding. Lastly, OGA will support this institutional goal by proactively sharing the impact of research with public officials through existing and expanded communications and engagement tactics, including meetings, newsletters, social media and research facility tours.

Outreach and Engagement

The Office of Government Affairs will be particularly helpful in university outreach and engagement with elected officials and their staff. In the next five years, OGA will reach out to public officials so they continuously learn what Ohio State does and how the university contributes to city, state and national economic development. Engaging with policymakers through campus visits, testimony, providing expertise and forums for deliberation facilitates strong relationships and opportunities to participate in policy formulation. Specifically, OGA will reach public officials through existing communications and engagement efforts, such as timely updates, social media interaction and managing the university's annual state tour. Also, in the next five years, the office will augment these activities by increasing campus visits and increasing collaboration with internal colleagues to encourage outreach in their own plans.



Resources Stewardship

The Office of Government Affairs will support the university core goal of resources stewardship by fostering relationships that create a positive regulatory environment—working with Ohio State and political leaders to facilitate a governmental policy agenda that frees the university from restrictive regulation. At an office level, OGA will continue to closely examine all purchases for maximum cost-effectiveness, and will enhance internal capacity by partnering with policy experts outside of OGA (e.g. the Extended Team).



Environmental Scans

External

State Support for Higher Education

The competition for state resources is fierce, especially with respect to primary and secondary education, Medicaid and nursing homes, local governments, mental health and the prison system. Moreover, Ohio higher education is not viewed as experiencing a funding crisis or a performance crisis, and thus does not need special attention according to many people in state government. Furthermore, higher education is perceived as having other sources of revenue, such as monetization of assets and private fundraising. It is important to note that public officials currently will not allow tuition increases to be a major source of additional funding for higher education due to the political context surrounding the cost of higher education for Ohio students and families. Also of note, the state is systematically forgoing future revenue through income tax and other tax cuts done in the name of economic growth, but which will lower the amount of revenue available in future state budgets, certainly in the short and medium term.

By examining the growth of the state General Revenue Fund (GRF) between FY13 and FY14 (the second year of the last biennium and the first year of the current biennium), one will see an increase of 6.2 percent. But in this same time period, the SSI (the core of higher education funding) is going up by only 2.2 percent. Likewise, by examining biennium-to-biennium comparisons, one will see an increase of 11.1 percent in total GRF spending. But the biennium-to-biennium change in SSI funding is only 3.5 percent. In other words, higher education's share of the budget continues to decline.

GRF Funding				
	FY12	FY13	FY14	FY15
GRF-State	\$19,042,923,781	\$20,019,847,108	\$21,263,319,773	\$22,157,819,676
Biennium Total	\$39,062,770,889		\$43,421,139,449	
Change FY13 to FY14	\$1,243,472,665	6.2%		
Change FY12-13 to FY14-15	4,358,368,560	11.1%		

SSI Funding				
	FY12	FY13	FY14	FY15
SSI	\$1,735,274,323	\$1,751,225,497	\$1,789,699,580	\$1,818,225,497
Biennium Total	\$3,486,499,820		\$3,607,925,077	
Change FY13 to FY14	\$38,474,083	2.2%		
Change FY12-13 to FY14-15	\$121,425,257	3.5%		



This is not to say that Ohio officials are unsupportive of higher education. Especially in recent years, state officials have demonstrated their commitment to advancing our institutions by giving us the opportunity to collaborate on the operating and capital budgets. Moving forward, this shows that Ohio State must be more strategic in its search for public resources, and not expect significant revenue growth from constrained state budgets.

Deregulation

A broad goal of the Office of Government Affairs is to lessen the regulatory burden on Ohio State and prevent new burdens from being placed on the university. This takes many forms and will include many issues during the next five years, including human resources, faculty workload, pricing policies, investment management and secondary-to-postsecondary academic alignment. The external environment for deregulation is positive, but challenging. For example, Ohio State achieved major reforms in construction and we are also now able to self-insure. Yet, there are other areas where the university feels constrained and will be seeking relief and freedom, including greater flexibility in trustee appointments so that the Governor could appoint some trustees who are not from Ohio.

Surviving Sequestration, Shutdowns and Fiscal Cliffs

Extreme partisanship and government gridlock have directly impacted Ohio State's federal political environment. Rising federal deficits led to an extreme budget-cutting environment at the federal level. The 2011 Budget Control Act will result in decreased federal investments over the next 10 years through across-the-board cuts, known as sequestration. Together, the government shutdown and budget sequestration have created an uncertain environment for students who rely on federal financial aid, and restricted the ability of public institutions to attract and retain the best and brightest researchers. In the next five years, the Office of Government Affairs will engage with our federal policymakers to show the impact of these reductions and advocate reversing these harmful cuts to important federal student aid and research programs.

Internal

Office Structure

The Office of Government Affairs' internal capacity is well-positioned to support the office's strategic goals. The office is constantly monitoring the external environment as a means to evaluate the effectiveness of our internal structure. For example, within the past two years, additional staff was recruited in federal, state and community relations, as well as strategic communications, in reaction to the university's evolving relationship with government. As the role of government is ever-changing, OGA must anticipate university needs and allocate human resources accordingly. Furthermore, our internal capacity is enhanced through One University collaborations, such as biweekly meetings with the Extended Team and embedding OGA staff on the project teams of important initiatives.



University Partners

As previously mentioned, OGA's goals are routinely supported by university partners. At the federal level, OGA works frequently with the Office of Student Financial Aid, Research, Strategic Enrollment Management, the Wexner Medical Center, College of Arts and Sciences, Food, Agricultural, and Environmental Science and the College of Engineering, among others. Our State Relations team often serves on projects teams with the Wexner Medical Center, Office of Talent, Culture and Human Resources, Legal Affairs, College of Engineering, Glenn School, Education and Human Ecology, Administration and Planning, Academic Affairs, University Communications and Food, Agricultural and Environmental Sciences . Lastly, our Community Relations efforts routinely involve the Office of Administration and Planning, Outreach and Engagement and the Wexner Medical Center.

Building Awareness

Though our existing partnerships are strong, a lack of understanding among the university of OGA's purpose remains. We recognize this weakness, and, in the next five years, must commit to discovering how OGA can be of assistance in navigating government for all of our university colleagues.



Succeeding in Supporting the University's Core Goals

Teaching and Learning

In the next five years, the Office of Government Affairs will work to create fiscal and regulatory environments that enhance Ohio State's core teaching and learning goals.

- **Operating and capital budgets**—will continue to provide leadership in facilitating the university's operating and capital budget requests, which provide fiscal support to teaching and learning efforts.
- **Deregulation**—will work to avoid unnecessary state intrusion into academic decisions, such as faculty workload.
- **State Government Internship Program**—will create a State Government Internship program, which will enhance the experiential learning experience of undergraduate students.

Research and Innovation

In the next five years, the Office of Government Affairs will work to secure public support for Ohio State's research enterprise and share success stories with public officials.

- **Federally funded research**—will continue to work with faculty and administrators to identify and advocate for key programs, and work to protect education and research investments in a cost-cutting budget environment. We will proactively seek new opportunities specific to Ohio State priority research areas, including the Discovery themes of Health and Wellness, Energy and Environment and Food Production and Security.
- **Deregulation**—will work to avoid unnecessary state and federal regulation for Ohio State research enterprises, including the commercialization of university research. We will work to support policies that preserve the peer-review system and decrease burdensome requirements while increasing transparency in research grants and contracts.
- **Ohio Third Frontier**—will continue to support the university's relationship to the Ohio Third Frontier Commission as it evolves to maximize opportunities for state funding.
- **Communicating successes**—will continue to use the Buckeye Brief email newsletter, campus tours and the university's state tour to promote Ohio State research to public officials and key staff.

Outreach and Engagement

In the next five years, the Office of Government Affairs will support the university's outreach and engagement goals by facilitating relationships with local, state and federal officials.



- **Partners Achieving Community Transformation**—will continue to provide oversight and work closely with this Ohio State affiliated entity dedicated to development in the Near East Side.
- **Community relations**—will continue to partner with university colleagues and public officials on economic and community development projects, such as Weinland Park.
- **Communications**—will continue to share timely updates with public officials, including the weekly Buckeye Brief email newsletter and proactive messages sharing important university announcements.
- **Policy experts**—will work to facilitate linkages between decision makers and Ohio State policy experts. Ohio State can do a better job of sharing expertise with local, state and federal decision makers.
- **State tour**—will continue to promote the university's annual state tours to demonstrate Ohio State's impact in communities and counties throughout the state.
- **Campus tours**—will focus outreach efforts on increasing campus visits by public officials.

Resources Stewardship

In the next five years, the Office of Government Affairs will enhance resources stewardship by working to create an external environment that is free from restrictive fiscal and regulatory policies.

- **Deregulation**—will work with colleagues to identify those state and federal regulatory policies that impose unnecessary financial burden on the university.
- **Cost-effectiveness**—will continue to examine all office operations for maximum cost-effectiveness.



Tracking Our Progress

Given the nature of the Office of Government Affairs’ foundational purpose—to support the university by advocating for beneficial public policy—, it is not easy to set performance metrics that are both useful and quantifiable. In some areas, such as state capital and operating budgets and student financial aid, success could mean an increase in dollars, but that is not easily attributable to OGA’s sole efforts. Likewise, success in regulation could relate to the number of state provisions we modify, but those often rise unexpectedly and cannot be monitored by a performance scorecard. Alternatively, some metrics that would demonstrate OGA’s successes are not easily quantifiable, such as the rate at which the state looks to Ohio State to solve its most pressing policy issues.

For the sake of the university’s strategic planning process, OGA lists below partially satisfactory performance metrics that do not quite contain the right mix of usefulness and quantitative measures, but will help guide the office’s efforts in the next five years.

Teaching and Learning

Create fiscal and regulatory environments that enhance Ohio State’s core teaching and learning goals.

Focus Area	2012 Base	2013	2014	2015	2016	2017 Target	Progress
Increase the amount of state funding awarded to Ohio State in the state’s operating and capital budgets.							
Increase over five years to amount of state funding awarded to Ohio State in addition to the SSI and capital budgets.							
Increase over five years the number of students who apply for the State Government Internship Program.							



Research and Innovation

Secure public support for Ohio State’s research enterprise and share success stories with public officials. While we are in a budget-cutting environment at the federal level, there is still institutional value in monitoring Ohio State’s receipt of federal research funds—if not for total amount, then for share of our overall research revenue and benchmarking with other institutions.

Focus Area	2012 Base	2013	2014	2015	2016	2017 Target	Progress
Increase over five years the amount of federal and state funding awarded to Ohio State research.							
Increase over five years the numbers of visits by public officials to research labs.							
Maintain or increase the number of research-oriented stories in OGA’s external publications.							

Outreach and Engagement

Support the university’s outreach and engagement goals by facilitating relationships with local, state and federal officials.

Focus Area	2012 Base	2013	2014	2015	2016	2017 Target	Progress
Over five years, reach out to 100% of the SMC, vice presidents, deans and directors to discuss how OGA can help them navigate government and develop external relationships.							



Increase over five years the open rate and click throughs of email newsletters.							
Increase over five years the number of public officials who visit campus to engage with students, faculty and staff.							
Increase over five years the number of local, state and federal officials who attend off-campus events, such as the state tour.							

Resources Stewardship

Foster an external environment that is free from restrictive fiscal and regulatory policies and ensure maximum cost-effectiveness in office operations.

Focus Area	2012 Base	2013	2014	2015	2016	2017 Target	Progress
Increase annually over five years the amount of cost-savings due to efficient management of operating expenses, strategic scheduling of travel and competitive review of major purchases.							