



OFFICE OF  
*UNDERGRADUATE EDUCATION*



## **Strategic Plan**

*The Office of Undergraduate Education*

The Ohio State University

2012-2017

# Strategic Planning at The Ohio State University

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

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

### VISION

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

### MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

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

### VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

### CORE GOALS

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

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

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

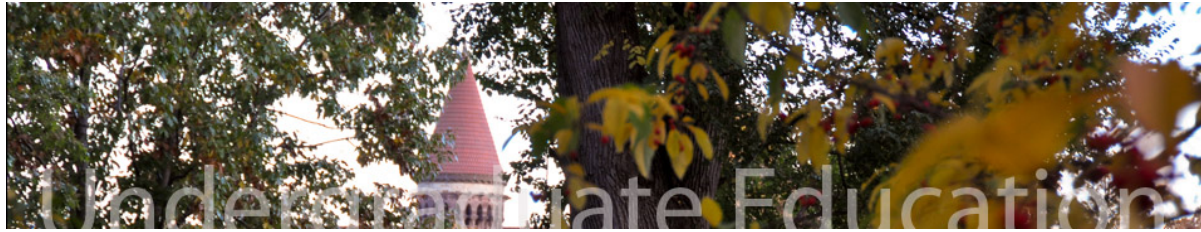
**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

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



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## **Letter from the Vice Provost**

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The Office of Undergraduate Education (UE) at The Ohio State University reports to the Office of Academic Affairs, and assumes the responsibility of guiding the development and success of all undergraduate academic experiences at the University. This includes participating in the review and assessment of the quality, rigor and availability of undergraduate majors and minor programs; enhancing the effectiveness and structure of the general education curriculum; and ensuring access to vibrant interdisciplinary programs.

UE provides general support to all undergraduate programs and students, and has the responsibility for and supervision of academic support units to enhance the overall experience of the diverse areas of the undergraduate student population. The support units include Extended and Distance Education, University Honors and Scholars (including the Collegium and the Undergraduate Fellowship Office), the Undergraduate Research Office, Military and Veteran Services, the Service Learning Initiative, Tri-Service Reserve Officers' Training Corps (ROTC), Student Athlete Support Services Office, and the University Exploration Program. UE also collaborates with the Office of Student Life and the First Year Experience Program (in the Office of Enrollment Services) to enhance the intellectual experiences of undergraduate students through co-curricular activities.

In addition to the unit directors and program staff in the affiliated units, the Office of Undergraduate Education consists of a professional staff that is committed to the goals of the Office and the University. This staff is charged

with the general oversight of University-wide academic advising, appeals related to academic misconduct, the development of training and technology resources for academic advising, community-based research and outreach, and leading the implementation of initiatives and ensuring compliance in accordance with Ohio Board of Regents, the State of Ohio, and the federal government, relating to accreditation, degree completion, and access.

From the perspective of this office, our core mission is to collaborate with other University units to provide an eminent education for all of the undergraduate students at Ohio State, whether they attend classes on the Columbus campus, the smaller campuses, or online. We are committed to the academic experiences of these students and pledge to work with colleges, smaller campuses, and support units to provide the highest quality curricular and co-curricular programs, in keeping with our land-grant mission. We will encourage intellectual pursuits and help students develop an intellectual curiosity that will lead to continuous learning throughout life. We also will work closely with other campus units to provide safe and healthy environments that stimulate respect, civil discourse, and honesty and integrity. Our ultimate goal is to graduate students who will be ethical leaders who can work in teams as well as individually, and who have the ability to solve difficult problems, thrive within their communities, and communicate effectively with and respect people of diverse backgrounds.

The priorities for Undergraduate Education include:

- Enhancement of the overall University-wide undergraduate experience, with a particular focus on the first- and second-year experiences;
- Expansion of student participation in “high impact practices”, such as undergraduate research, service learning, study abroad, internships and co-ops, capstone courses, and learning communities;
- Provide leadership for well-defined learning objectives and learning outcomes assessment;
- Work with faculty leaders to investigate and implement effective methods for student evaluation of instruction;

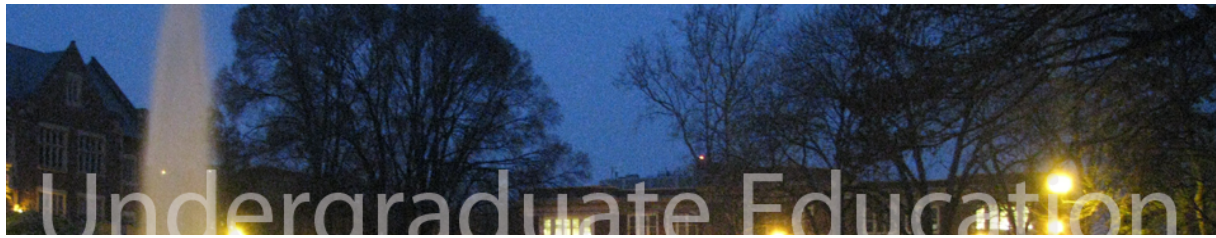
- Provide leadership in the integration of emerging technology in the advising process, resulting in timelier appointments, higher quality student-advisor interactions and greater consistency across colleges;
- Provide leadership to realize statewide aspirations for degree completion, dual enrollment, and student attainment; and
- Work with relevant units to promote and coordinate increasing opportunities for e-learning and distance education.

Our strategic plan represents a unified vision that will support and provide an excellent, challenging, and enriching environment for all undergraduate students at The Ohio State University while taking part in the University's journey from "excellence to eminence".

Sincerely,

A handwritten signature in black ink that reads "Wayne E. Carlson". The signature is written in a cursive style with a long, sweeping underline.

Dr. Wayne Carlson  
Vice Provost of Undergraduate Studies and Dean of Undergraduate Education  
The Office of Undergraduate Education



## **Office of Undergraduate Education Overview**

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### **Strategic Vision of the Office of Undergraduate Education**

The Office of Undergraduate Education strives to provide an enriching experience for all undergraduate students that contributes to the recognition of The Ohio State University as one of the preeminent institutions of higher education in the country; we will cultivate an environment that places the academic needs and goals of students at the highest priority; we want to be recognized for our commitment to respect and inclusivity for all students, staff and internal and external constituents.

### **Strategic Mission of the Office of Undergraduate Education**

In alignment with the University goals, the Office of Undergraduate Education will promote the academic success of undergraduate students across all OSU colleges and campuses. We will work collaboratively to support educational experiences that are meaningful, rigorous, engaging, and transformational, while maintaining a respect for the diversity, individuality, and cultural identity of all students.

### **Shared Values of the Office of Undergraduate Education**

The Office of Undergraduate Education is committed to the core values of

- Excellence and innovation
- Collaboration
- Community service
- Teamwork
- Inclusion and respect for diversity
- Integrity and personal accountability
- Openness and trust

The Ohio State University is a leader in the academic community in the quality of its teaching and learning endeavors related to undergraduate education. There are a myriad of programs across the University that uphold this very important component of the student experience at Ohio State. The Office of Undergraduate Education (UE) serves the needs of undergraduate students across all academic colleges at Ohio State, with responsibility and influence that spans support, enrichment and administration. UE is the formal administrative unit within the Office of Academic Affairs that is charged with providing the general oversight and coordination of the programs and initiatives that directly or indirectly support the undergraduate teaching and learning experience. Reporting units include:

- Extended and Distance Education
- Honors and Scholars Center (including the Collegium and the Undergraduate Fellowship Office)
- Undergraduate Research Office
- Veteran and Military Student Services
- Service Learning Initiative
- Tri-Service Reserve Officers' Training Corps (including Air Force, Navy/Marines, and Army)
- Student Athlete Support Services Office
- University Exploration Program

Personnel affiliated with the office work closely with the colleges and departments, and with the faculty and staff in the academic units to create stimulating environments inside the classroom that support learning. Similarly, they connect with constituents outside of the University to provide avenues for learning beyond the boundaries of the classroom.

UE provides the necessary advocacy and leadership to accomplish our primary goal of putting "Students First," as well as the organizational structure and direction for the programs that participate in this effort. This includes general oversight of academic advising and the development of technology-based advising resources and tools; support and programs for our veteran and military students, as well as ROTC cadets and midshipmen from the four military services; coordination of academic programs and resources that



support student athletes; academic counseling and advising support for exploring, undecided and re-deciding students, new first-year students, transfer students and campus-change students; programs designed to encourage, support and coordinate undergraduate research activities; recruitment for and coordination of honors programs, and living-learning experiences for high-performing students; financial and program coordination of undergraduate and post-graduate fellowships; defining and supporting service-learning experiences for students; coordination and oversight of relevant areas related to extended education, including third-party contractual outreach, conference management services, OSU's Program 60, and serving as the enrollment unit for non-degree seeking students needing undergraduate credit course work.

In addition, the UE office collaborates with other campus units to provide special academic programs for students, such as international education opportunities, first year experience programs, and student government and leadership opportunities; maintain levels of academic integrity across the disciplines; coordinate and increase opportunities for e-learning and distance learning; expand assessment of educational learning outcomes; coordinate statewide programs focused on retention, access, and attainment; promote and assure quality and consistency of academic programs; foster an inclusive and diverse community of students and learners that reflects a multicultural educational environment – a community that values, respects and engages diverse perspectives and talent, and; encourage all members of the OSU undergraduate community to fully participate in their education and reach their full potential.

The Dean of Undergraduate Education works with College Deans and other University leaders to create the superior integrated undergraduate academic experience that is possible within a research university. The Vice Provost and Dean is the principal spokesperson on issues and programs that sustain undergraduate education, to students, faculty, external interest groups, the media, families and other on-campus and off-campus constituencies.

The Office of Undergraduate Education is comprised of 8 units, each with a director and leadership team, and approximately 150 employees, including five within the Dean's office.

Points of pride:

- We currently provide support for 2,030 students who are veterans, active military, or their dependents. 910 of these students receive benefits under the Post-9/11 GI Bill;
- We currently provide academic support and advising services for over 1,000 scholarship or walk-on student athletes, across 36 sports;
- Our Exploration (EXP) program last year enrolled 1,550 students in the EXP survey course, conducted over 9,100 advising sessions, and assisted 1,600 students during University orientation. EXP students have a retention and graduation rate that is consistent with other University units;
- About 40% of the incoming freshman class each year consists of students in the Honors & Scholars Program.
- We currently provide support for over 5,000 Honors students and 4,000 Scholars students across all colleges and majors.
- Over 600 students participated in the Denman Undergraduate Research Forum, organized by Honors and Scholars and the Undergraduate Research Office;
- The Tri-Service ROTC enrolled nearly 450 cadets and midshipmen, and commissioned nearly 80 officers; the average GPA for the services was 3.15;
- The Office of Extended Education's Program 60 was recognized as a finalist for the 2012 Charles B. Jenkins Legacy Award sponsored by Employment for Seniors;
- Last year, nearly 25,000 Ohio State students gave 756,130 hours in service to the community – earning the University a spot on the 2012 President's Higher Education Community Service Honor Roll with Distinction;
- Last year, Ohio State had its first Truman Scholar since 2007 and second Churchill Scholar in two years (OSU has only had three in its history). Similarly, we had the first Pickering Foreign Affairs graduate Fellow. In

addition Ohio State had 13 undergraduates who were selected for the Critical Language Scholarship, the most of any university in the country.

- SASSO organized and hosted Drive-In Conferences to engage professionals in discussions on current issues impacting our student-athletes. This annual event hosts representatives from over ten area institutions, and is a comprehensive effort to share experiences and knowledge with fellow educators.
- The unit has provided key leadership in collaborating with feeder institutions such as the Metro School and Columbus State Community College to keep students on track with degree completion.
- Several offices have piloted the use of mobile tablets (iPads) by staff and/or students in alignment with the University's Digital First Initiative.



As part of the continuous review of the University strategic planning approach in 2012, the following four core goals were adopted by the University Executive Leadership Committee:

**Teaching and Learning** - to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty 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 to the solutions of the world's most pressing problems.

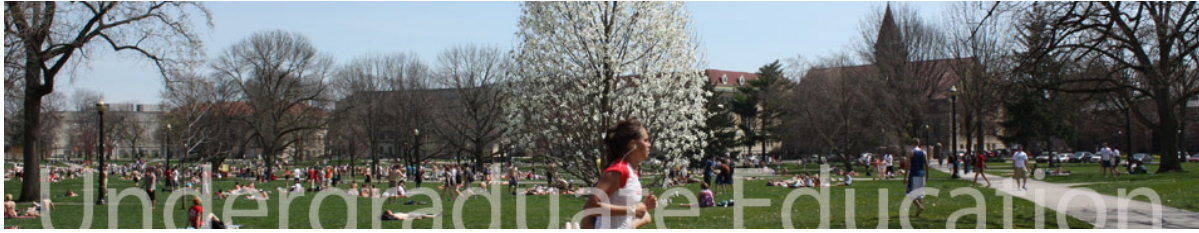
**Outreach and Engagement** - to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

**Resource Stewardship** - to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

The Office of Undergraduate Education subscribes completely to these four goals, and all of our strategic focus areas are aligned with efforts to achieve these goals. The following chart shows the distinctive services provided by UE and its reporting units that support the University's four goals:

Teaching & Learning      Research & Innovation      Outreach & Engagement      Resources Stewardship

Coordination of University-wide advising services and resources	X			X
ROTC and military and veterans services	X		X	X
Advising of undecided, re-deciding, transfer, and campus change students	X		X	
Academic support of student-athletes	X	X		X
Oversight of The University Honors and Scholars Program and The Ohio State Scholars Program learning communities	X	X	X	
Coordinate student activities related to undergraduate research	X	X	X	
Service-related activities that are affiliated with academic programs	X	X	X	
Coordination of and development of distance education services, courses and programs	X	X	X	
Recruitment of and mentoring of high-performing students, focused on post-graduate fellowships and scholarships	X	X	X	
Coordination of efforts with Colleges, other campuses, support units, and external constituents	X	X	X	X



## Strategic Scan

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In the formulation of this strategic plan, we recognize several external and internal conditions that will impact the realization of our goals and objectives:

### The External Environment

- The student demographic is changing in a dramatic way. Students are entering the University better prepared for the academic challenges that face them, and at the same time, they are in need of engaging educational enrichment.
  - As this student demographic changes, our approach to interacting with them must evolve, as well. We must stay abreast of current research and trends at Ohio State and across the nation to find innovative ways to work with students, keeping in mind their developmental levels and needs.
- It is widely accepted that student engagement supports student success. What are known as “high-impact practices,” including study abroad, internships, service learning and community-based learning, undergraduate research, learning communities, collaborative learning, capstone experiences, and other experiential learning approaches, all contribute greatly to this student engagement. Today’s students expect that they will have access to these experiential opportunities.
- The economic climate in the State of Ohio and the nation are limiting the resources available to expand and continue the innovative programs that contribute to the undergraduate student experience.

- Student learning styles vary dramatically across our student population, and emerging technologies need to be harnessed to meet the individual needs of students.
- The University is increasingly seen as the “economic engine” of the State of Ohio, and our undergraduate students need to expand their participation as active members of research and development activities that will provide the requisite skills to help run this engine.
- The employment situation for our graduating students remains uncertain, and requires us to look to innovative approaches to prepare our students for a rewarding real-world experience after they leave the University.
- The global community is growing “smaller” in the sense that our students must prepare themselves to live in an economy that takes collaboration beyond the boundaries of our nation.
- Requirements of the State are impacting the nature of our incoming students and necessitating new approaches to better serve them. For example, the laudable goals related to attainment are encouraging students to do more college-level course completion while still in high school, giving rise to a potential pathway to early degree completion.
- The evolving impact of alternatives to residential campus teaching and learning, such as online education options, will have an impact on the way we teach and the services that our undergraduate students require.
- Drawdowns in the deployment of military personnel have an impact on several UE units.
  - The demand for military officers is decreasing, thus the number of ROTC students is also decreasing.
  - At the same time, we are seeing a rapid increase in the number of students with military experiences entering the University. These students often have a different set of support needs, specifically those related to financial aid, advising, and counseling.

## The Internal Environment

- The change from quarters to semesters presents both challenges and opportunities for undergraduate students at Ohio State. We must work closely with all of our constituent groups and campus partners to create a seamless transition while continuing to improve educational opportunities for all of our students.
- The University is implementing a strategic enrollment plan that specifically impacts our University Exploration unit due to an increase in the number of transfer students admitted to the university.
  - University Exploration has secured funding for an advising line to work specifically with transfer students to ease their transition, but these increasing numbers will place added demands upon the unit's resources.
- The University is implementing a strategic enrollment plan that specifically impacts our Honors and Scholars unit due to the change in the composition and number of honors and scholars students admitted to the university. Specifically, the plan calls for the overall decrease in the number of incoming Honors students to 1000 per year and an associated increase in the number of incoming Scholars students to maintain an incoming Honors & Scholars class that is about 40% of the total.
- The support units in Undergraduate Education are widely dispersed across the University campus. Each unit is constrained with respect to the growth that will be required to achieve the long-term goals of the University.
- Several colleges have changed enrollment criteria for students who wish to move from undecided to one of their majors, requiring advisors to keep track of shifting requirements and to advise students appropriately.
- As enrollment management criteria strengthen, we find that we are seeing more college dismissed/re-deciding students in our Exploration unit. As the



colleges refer students to Exploration while they determine admission status, it is increasing the demands on an already over-extended office.

## **Recent Successes in Undergraduate Education**

- Launching of the Office of Military and Veterans Services.
  - Brought GI-Bill processing functions (formerly done in Ohio State's Office of Human Resources) under the UE umbrella;
  - Helped develop programs that resulted in a designation as a Military-Friendly School;
  - Reviewed and streamlined veteran military transfer credit policies;
  - Convened and conducted student-veteran specific orientations;
  - Designed and conducted a teaching conference that focused on serving student-veterans in their academic pursuits;
  - Worked with the Department of Defense to provide OSU participation with a new DOD-MOU, a Tuition Assistance mandate, and a recent Executive Order that defines new university responsibilities to veterans.
- Conversion from Quarters to Semesters.
  - The planning process transitions to one of implementation;
  - Facilitated key policy and procedure changes at all levels of the University.
- Reorganization of the Office of Continuing Education (now the Office of Extended and Distance Education).
  - Successfully transitioned the Career Counseling effort to the Office of Alumni Affairs;
  - Redesigned the policies for third-party contracts and communicated them to college fiscal personnel;
  - Redefined the suite of services and rate structures to align with the University's mission;
  - Redesigned the unit's website, discontinued various not-for-credit offerings and certificate programs, and refocused the online learning portion of the office to the rising Office of Distance Education;

- Revamped and streamlined accounting structures;
- Transitioned fiscal and human resources processing to the Enrollment Services and Undergraduate Education fiscal office and the OAA service center.
- Providing or enhancing technology support for student academic advising.
  - Developed an online advising system, called *AdvisingConnect* (jointly developed by the Office of UE and the Arts and Sciences Technology Support team, in consultation with the OCIO). This robust system provides enhanced functionality, transforming the academic advising life cycle;
  - Designed and developed the Transitional Academic Planning tool, for use by students and advisors during the semesters conversion and beyond. This tool gives students greater control over progress toward degree completion;
  - Worked with USG and Student Life to develop and market the *MySwitch* online resource, which has been very effective for communicating semester change information to students;
  - Developed a website, <http://advising.osu.edu>, for advisors, students and faculty. This website is a one-stop resource for a wealth of academic advising information.
- Completed the reorganization of Honors and Scholars.
  - Launched clear expectations for Honors & Scholars students with the Center G.O.A.L.S. (Global awareness, Original inquiry, Academic engagement, Leadership development, and Service engagement);
  - Established the Undergraduate Fellowship Office;
  - Developed a single student application for Honors and Scholars programs;
  - Partnered with the College of Engineering to create the new Humanitarian Engineering Scholars program;
  - Initiated the Scholars Seminar to better serve the academic needs of Scholars students;
  - Implemented the Eminence Scholarship and created the associated program;

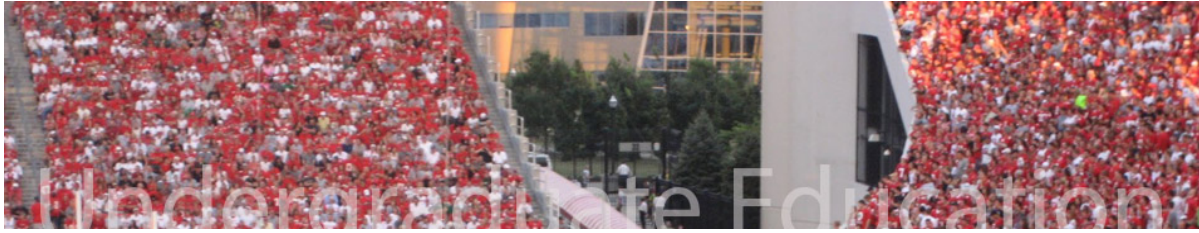
- Piloted the new Honors Residential Experience and Programming effort.
- Facilitated increased participation in undergraduate research.
  - Expanded the number of students taking part in summer institute and research forums.
  - Changed university rules to include a research thesis option for all eligible students.
  - Published the university-wide Journal of Undergraduate Research
  - Expanded the Community Based Research Program.

### **Areas Needing Improvement**

- Broaden internal and external communications.
- Develop a newsletter.
- Restructure and expand the UE website.
- Communicate with key stakeholders on a consistent basis.
- Improve Performance Management System.
- Provide more opportunities for professional development for UE staff.
- Create more transparency within and among UE units. This transparency should extend to the position level. Formalize cross-training opportunities and documentation of roles within the organization.
- Continue to create more opportunities for collaboration among the units in pursuits such as programming, projects, and key initiatives.

In establishing UE's strategic focus areas for the next five years, the opportunities (and challenges) that evolve from the above conditions lead us to define several key strategies. These include:

1. **Ensure and Enhance Student Success** – evaluation of the various components of the student academic experience and identification of ways to make the pathways to a Baccalaureate degree more transparent and seamless;
2. **Provide Enriching Educational Programs for All Students** – implementation of the most enriching educational experiences while engaging the student in his or her academic journey through experiential learning opportunities;
3. **Learning Technologies and Online Experiences** - integration of the emerging information and learning opportunities made available by advanced media, computing and online technologies;
4. **Ensure the Quality of Undergraduate Academic Programs** – expansion of the understanding and integration of learning- outcome-based assessment and related curricular improvement.



## **Succeeding in Our Strategic Focus Areas**

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The following strategic focus areas and related implementation initiatives are necessary to succeed with our goals described in the Strategic Scan section of this plan. These strategies are organized with the University's core goals of Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

### **Teaching and Learning**

#### **Provide an environment for enhancing academic success for all Ohio State undergraduate students**

- Enhance the visibility and stature of University Exploration as a transitional home for students who present without a declared major, are re-deciding on a major, or who transfer to OSU but do not qualify to enter the program they intend to pursue.
- Develop uniform advising policies and practices to ensure that students experience seamless progress toward degree in and between all colleges.
  - Serve as the benchmark for other Ohio and peer institutions.
- Establish formal dual-credit policies and high-quality programming, working with colleges and high schools to partner in these opportunities.
- Identify and develop strategies to better serve students entering Ohio State with large amounts of credit that may impact time-to-degree/graduation rates.

- Through mentoring and outreach, provide intrusive advising that contributes to student success.
- Provide expanded opportunities for ongoing education and awareness about academic integrity and the consequences of academic misconduct.
- Revise freshman survey courses, as needed, to include information and access to resources that can impact student academic experiences in a positive way.

**Provide challenging and enriching experiences for high-ability students.**

- Work toward a more cohesive and consistent central umbrella Honors Office with the coordination of all college honors programs.
- Evaluate the effectiveness and relevance of all scholars programs, and expand/evolve to embrace current areas of interest and academic focus.
- Expand mentoring and services for Ohio State students to compete for prestigious external scholarships and fellowships.

**Provide high quality, professional advising and advising-based services for all undergraduate students.**

- Increase the recognition of the importance of professional advisors across all undergraduate colleges, and provide adequate numbers and resources necessary to provide academic advising and interventions to enhance student success and persistence, particularly in the freshman and sophomore years.
- Provide enhanced career-ladder opportunities for professional advising staff that will help to promote the profession and to elevate the visibility of advising on campus.

- Develop and deploy an assessment instrument that can be used to evaluate the effectiveness of advising across all disciplines on campus.
- Create meaningful, nuanced, and timely interventions for at-risk students built upon a foundation of strong advisor-advisee relationships.
- Expand the use of advising technology as appropriate.
  - Expand the use of mobile technology to increase advising efficiency.
  - Provide digital, online versions of survey course and other related advising materials.
  - Expand the use of an online version of the Academic Success Planning workshop.

**Promote internationalization of the curriculum and increase participation in study abroad**

- Collaborate with Colleges and other units, such as the Multicultural Center and the Office of International Affairs, to increase awareness of and access to curricular offerings with embedded international experiences.
- Work with colleges and departments to expand the use of technology for project work and other interactions with students at partner institutions abroad.

**Work with Colleges and other units, such as the Office of Learning Technologies and the Digital Union, to employ newly advanced and emerging technologies in the teaching and learning process**

- Strive to keep classroom technologies current to support state-of-the-art instruction.
- Expand the use of student analytic tools to improve academic information available to students, faculty, and departments.

- Expand the use of online and e-learning approaches to course delivery and student interaction.
- Develop Web-based and interactive academic advising technologies.

**Provide leadership and coordination for the assessment of undergraduate student learning outcomes**

- Incorporate learning assessment planning into the curriculum development and revision process for the purpose of developing sustainable assessment practices.
- Work with appropriate faculty groups to address assessment issues, with a particular focus on General Education.
- Integrate assessment of student learning outcomes in UE programs and services as appropriate.

**Develop and enhance innovative student programs**

- Expand UE involvement with the implementation of programming in the 2<sup>nd</sup> year transformational experience initiative.
  - By connecting students with faculty
  - By connecting students with research opportunities
  - By engaging high ability students in Honors & Scholars
  - By providing Service-Learning opportunities
- Develop and nurture a strong collaboration between Undergraduate Education and Student Life to support a holistic approach to new student programming.
- Provide services to help student-athletes progress academically while managing ambitious training and competition schedules.
- Maintain robust programs for students engaged with and anticipating careers in one of the military services.



- Collaborate with academic programs as appropriate to enhance student success rates in pre-major courses.
- Interface with the Colleges to offer suitable May session academic programming.
- Create a culture of scholarship across campus to support students in their efforts to compete successfully for national and international scholarships and fellowships, including funding for post-graduate study.
- Further develop existing collaborative relationships with university units that provide opportunities for student service and engagement.

## Research and Innovation

### **Increase student, faculty, and sponsor awareness of undergraduate research**

- Undergraduate research activities will be more widely reported to the community through expanded public relations vehicles
- An undergraduate research blog will be created and maintained as a platform for students to talk about their research activities and contributions.
- Social media and the URO website will be evaluated and expanded to provide more “on-time” reporting of student activities and contributions

### **Increase involvement in and engagement with undergraduate research activities**

- Expand URO’s undergraduate research initiatives and leverage resources available through the colleges to engage more students in faculty-mentored inquiry and discovery, and more students who complete a thesis and graduate “with research distinction.”
- Continue to grow the Denman Undergraduate Research Forum to provide expanded opportunities for demonstration and celebration of students’ achievement in scholarly research, team-based project work, and artistic exhibition and performance.
- Develop funding streams to assist with costs associated with research, presentation, and publication of student work, including:
  - Summer Research Fellowships
  - Sustained viability of Denman Research Forum
  - Summer Undergraduate Research Institute

**Expand research on issues and innovative approaches related to undergraduate education**

- Deepen collaborative relationships with CIC partner institutions for shared problem solving and best practices.
- Initiate national conversations about challenges and solutions for issues facing Undergraduate Education.
- Form and use undergraduate student focus groups to identify issues and suggest solutions.

## Outreach and Engagement

### **Prepare students for citizenship and civic engagement and provide an outlet for qualified students to investigate innovative fields and directions of service-related study**

- Increase the number of courses in all Colleges with approved service-learning S-designation.
- Develop and expand partnerships with community groups that support student service, while remaining committed to accepted academic learning objectives.
- Provide access to appropriate academic-related internships
- Expand the number of development grants for service-learning courses and programs.
- Provide educational experiences that will allow students to consider the role that graduate education could play in their learning and careers.
- Provide curricular and co-curricular opportunities that will enable students to understand and succeed in a multicultural and global community.

## Resources Stewardship

### Financial Sustainability

**Improve the overall business procedures by which UE operates, to promote a more efficient, productive environment, to develop overall trust of the University that our knowledge and processes are policy-compliant and provide quality customer service to promote a positive atmosphere in all UE-customer interactions**

- Continue our efforts toward reducing purchasing policy exceptions.
- Continue to review operational processes to align with Central Services approach
- Clearly strive to understand visitor needs and expectations while consistently responding in a prompt, courteous, and proficient manner.
- Simplify business office procedures using emerging technology.
- Review all initiatives and programs and discontinue anything that is no longer in line with University processes

### Physical Environment and infrastructure

**Increase environmentally-conscious and sustainable practices**

- Identify workflow and archiving processes that will result in a decrease in the amount of paper and other resources needed and retained.
- Distribute most meeting and informational materials by email, shared storage, or other electronic delivery means
- Make purchasing decisions with environmental considerations in mind
- Attempt to produce less waste in consultation with the “zero waste” model

## People

### **Enhance our human resource processes to build a healthy, high-performance culture that encourages and enables eminence.**

- Continue to develop, enhance, and deploy the ESUE Performance Management Tool across all UE units
- Guarantee that all employees will have a completed annual review submitted before AMCP recommendations are determined.
- Continue working with unit directors to employ “culture change” philosophies and approaches.
- Focus attention on the areas of talent, culture, leadership development, and change.

## Workplace Culture

### **Continue to focus on efforts that result in outstanding levels of service (across all areas of our operation) to students, families and other constituents of UE.**

- Encourage staff to attend workshops and training focused upon the highest levels of customer service
- Recognize and reward staff for consistent, outstanding customer service
- Look for ways to measure customer satisfaction

### **Foster and promote an environment that supports recruitment and retention of diverse faculty and staff**

- Recruit and retain the best staff and promote their external recognition
- Offer educational events that celebrate diversity and build community
- Assure that all units in Undergraduate Education reflect the University values regarding cultural differences and diversity



## **Strategic Focus Areas at a Glance**

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### **Teaching and Learning**

- Provide an environment for enhancing academic success for all Ohio State undergraduate students
- Provide challenging and enriching experiences for high-ability students.
- Provide high quality, professional advising and advising-based services for all undergraduate students.
- Promote internationalization of the curriculum and increase participation in study abroad
- Work with Colleges and other units, such as the Office of Learning Technologies and the Digital Union to employ newly advanced and emerging technologies in the teaching and learning process
- Provide leadership and coordination for the assessment of undergraduate student learning outcomes
- Develop and enhance innovative student programs

### **Research and Innovation**

- Increase student, faculty, and sponsor awareness of undergraduate research
- Increase involvement in and engagement with undergraduate research activities
- Expand research on issues and innovative approaches related to undergraduate education

## **Outreach and Engagement**

- Prepare students for citizenship and civic engagement and provide an outlet for qualified students to investigate innovative fields and directions of service-related study

## **Resources Stewardship**

### Financial Sustainability

- Improve the overall business procedures in which UE operates to promote a more efficient, productive environment, to develop overall trust of the University that our knowledge and processes are policy-compliant and provide quality customer service to promote a positive atmosphere in all UE-customer interactions

### Physical Environment and infrastructure

- Increase environmentally-conscious and sustainable practices

### People

- Enhance our human resource processes to build a healthy, high performance culture that encourages and enables eminence.

### Workplace Culture

- Continue to focus on efforts that result in outstanding levels of service (across all areas of our operation) to students, families and other constituents of UE.
- Foster and promote an environment that supports recruitment and retention of diverse faculty and staff





## Tracking Our Performance

Tracking Our Performance		
Teaching & Learning		
Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.		
Focus Area	Implementation Step	Progress
Provide an environment for enhancing academic success for all Ohio State undergraduate students	Enhance the visibility and stature of University Exploration as a transitional home for students who present without a declared major, are re-deciding on a major, or who transfer to OSU but do not qualify to enter the program they intend to pursue	
	Develop uniform advising policies and practices to ensure that students experience seamless progress toward degree in and between all colleges	
	Establish formal dual-credit policies and high-quality programming for all undergraduate students.	
	Identify and develop strategies to better serve students entering Ohio State with large amounts of credit that may impact time-to-degree/graduation rates	
	Through mentoring and outreach, provide intrusive advising that contributes to student success	
	Provide expanded opportunities for ongoing education and awareness about academic integrity and the consequences of academic misconduct	
	Revise freshman survey courses to include information and access to resources that can impact student academic experiences in a positive way	
Provide challenging and enriching experiences for high-ability students	Work toward a more cohesive and consistent central umbrella Honors Office with the coordination of all college honors programs	
	Evaluate the effectiveness and relevance of all scholars programs and expand/evolve to embrace current areas of interest and academic focus	

	Expand mentoring and services for Ohio State students to compete for prestigious external scholarships and fellowships	
Provide high quality, professional advising and advising-based services for all undergraduate students	Increase the recognition of the importance of professional advisors across all undergraduate colleges, and provide adequate numbers and resources necessary to provide academic advising and interventions to enhance student success and persistence, particularly in the freshman and sophomore years	
	Provide enhanced career-ladder opportunities for professional advising staff that will help to promote the profession and to elevate the visibility of advising on campus	
	Develop and deploy an assessment instrument that can be used to evaluate the effectiveness of advising across all disciplines on campus	
	Create meaningful, nuanced, and timely interventions for at-risk students built upon a foundation of strong advisor-advisee relationships	
	Expand the use of advising technology as appropriate	
Promote internationalization of the curriculum and increase participation in study abroad	Collaborate with Colleges and other units, such as the Multicultural Center and the Office of International Affairs, to increase awareness of and access to curricular offerings with embedded international experiences	
	Work with colleges and departments to expand the use of technology for project work and other interactions with students at partner institutions abroad	
Work with Colleges and other units, such as the Office of Learning Technologies and the Digital Union, to employ newly advanced and emerging technologies in the teaching and learning process	Strive to keep classroom technologies current to support state-of-the-art instruction	
	Expand the use of student analytic tools to improve academic information available to students, faculty, and departments	
	Expand the use of online and e-learning approaches to course delivery and student interaction	
	Develop Web-based and interactive academic advising technologies	
Provide leadership and coordination for the assessment of undergraduate student learning outcomes	Incorporate learning assessment planning into the curriculum development and revision process for the purpose of developing sustainable assessment practices	
	Work with appropriate faculty groups to address assessment issues, with a particular focus on General Education.	

	Integrate assessment of student learning outcomes in UE programs and services as appropriate	
Develop and enhance innovative student programs	Expand UE involvement with the implementation of programming in the 2nd year transformational experience initiative	
	Develop and nurture a strong collaboration between Undergraduate Education and Student Life to support a holistic approach to new student programming	
	Provide services to help student-athletes progress academically while managing ambitious training and competition schedules	
	Maintain robust programs for students engaged with and anticipating careers in one of the military services	
	Collaborate with academic programs as appropriate to enhance student success rates in pre-major courses	
	Interface with the Colleges to offer suitable May session academic programming	
	Create a culture of scholarship across campus to support students in their efforts to compete successfully for national and international scholarships and fellowships, including funding for post-graduate study	

## Tracking Our Performance

### Research and Innovation

Create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems.

Focus Area	Implementation Step	Progress
Increase student, faculty, and sponsor awareness of undergraduate research	Undergraduate research activities will be more widely reported to the community through expanded public relations vehicles	
	An undergraduate research blog will be created and maintained as a platform for students to talk about their research activities and contributions	
	Social media and the URO website will be evaluated and expanded to provide more "on-time" reporting of student activities and contributions	
Increase involvement in and engagement with undergraduate research activities	Expand URO's undergraduate research initiatives and leverage resources available through the colleges to engage more students in faculty-mentored inquiry and discovery, and more students who complete a thesis and graduate "with research distinction."	
	Continue to grow the Denman Undergraduate Research Forum to provide expanded opportunities for demonstration and celebration of students' achievement in scholarly research, team-based project work, and artistic exhibition and performance	
	Develop funding streams to assist with costs associated with research, presentation, and publication of student work, including: <ul style="list-style-type: none"> <li>• Summer Research Fellowships</li> <li>• Sustained viability of Denman Research Forum</li> <li>• Summer Undergraduate Research Institute</li> </ul>	
Expand research on issues and innovative approaches related to undergraduate education	Deepen collaborative relationships with CIC partner institutions for shared problem solving and best practices	
	Initiate national conversations about challenges and solutions for issues facing Undergraduate Education	
	Form and use undergraduate student focus groups to identify issues and suggest solutions	

## Tracking Our Performance

### Outreach and Engagement

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

Focus Area	Implementation Step	Progress
Prepare students for citizenship and civic engagement and provide an outlet for qualified students to investigate innovative fields and directions of service-related study	Increase the number of courses in all Colleges with approved service-learning S-designation	
	Develop and expand partnerships with community groups that support student service, while remaining committed to accepted academic learning objectives	
	Provide access to appropriate academic-related internships	
	Expand the number of development grants for service-learning courses and programs	
	Provide educational experiences that will allow students to consider the role that graduate education could play in their learning and careers	
	Provide curricular and co-curricular opportunities that will enable students to understand and succeed in a multicultural and global community	

## Tracking Our Performance

### Resource Stewardship

Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness

Focus Area	Implementation Step	Progress
<b>Financial Sustainability</b>		
Improve the overall business procedures by which UE operates, to promote a more efficient, productive environment, to develop overall trust of the University that our knowledge and processes are policy-compliant and provide quality customer service to promote a positive atmosphere in all UE-customer interactions	Continue our efforts toward reducing purchasing policy exceptions	
	Continue to review operational processes to align with Central Services approach	
	Clearly strive to understand visitor needs and expectations while consistently responding in a prompt, courteous, and proficient manner	
	Simplify business office procedures using emerging technology	
	Review all initiatives and programs and discontinue anything that is no longer in line with University processes	
<b>Physical Environment and Infrastructure</b>		
Increase environmentally-conscious and sustainable practices	Identify workflow and archiving processes that will result in a decrease in the amount of paper and other resources needed and retained.	
	Distribute most meeting and informational materials by email, shared storage, or other electronic delivery means	
	Make purchasing decisions with environmental considerations in mind	
	Attempt to produce less waste in consultation with the “zero waste” model	
<b>People</b>		

Enhance our human resource processes to build a healthy, high- performance culture that encourages and enables eminence	Continue to develop, enhance, and deploy the ESUE Performance Management Tool across all UE units	
	Guarantee that all employees will have a completed annual review submitted before AMCP recommendations are determined	
	Continue working with unit directors to employ “culture change” philosophies and approaches	
	Focus attention on the areas of talent, culture, leadership development, and change	
<b>Workplace Culture</b>		
Continue to focus on efforts that result in outstanding levels of service (across all areas of our operation) to students, families and other constituents of UE	Encourage staff to attend workshops and training focused upon the highest levels of customer service	
	Recognize and reward staff for consistent, outstanding customer service	
	Look for ways to measure customer satisfaction	
Foster and promote an environment that supports recruitment and retention of diverse faculty and staff	Recruit and retain the best staff and promote their external recognition	
	Offer educational events that celebrate diversity and build community	
	Assure that all units in Undergraduate Education reflect the University values regarding cultural differences and diversity	