



THE OHIO STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES

College of Arts and Sciences

Strategic Plan

2023 – 2027



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INTRODUCTORY LETTER FROM THE DEAN

Dear members of the College of Arts and Sciences community,

I am pleased to share the Strategic Plan for the College of Arts and Sciences. The plan will focus our work and guide our investment for the next four academic years. With your help, the college will come to exemplify what the liberal arts can mean at a twenty-first century land-grant university, distinguishing us from our peers and putting us at the center of national conversations about the promise of higher education.

The College of Arts and Sciences, in its current form since 2010, is at the academic heart of the university. Our faculty collaborate with colleagues from every other college—for example, on research that advances our understanding of climate change, the social determinants of health, and the ethical implications of artificial intelligence, and on creative work that enriches our lives, challenges our assumptions, and helps us to imagine alternative futures. We teach almost every undergraduate and are home to roughly 20,000 students pursuing undergraduate or graduate degrees. And the reputation of our departments and programs, including several ranked in the top 20 nationally, contributes substantially to the overall reputation of the university.

The college serves the State of Ohio on each of our campuses, helping to meet the needs of our urban and rural communities and preparing today's and tomorrow's workforces. We are committed to the university's mission of "education for citizenship" and to productive partnerships across the State. We train students to think critically; communicate effectively; and navigate linguistic, cultural, and disciplinary boundaries. Graduates leave with the competencies and the flexibility to thrive and to lead in varied and rapidly evolving workplaces.

The college has a global reach. We teach more than 30 world languages, offer dozens of global education programs led by ASC faculty, and engage in research and creative work on every continent of the globe.

The college is a diverse and inclusive community. We are proud of the varied backgrounds of our faculty, staff, and students, and transformed by the insights those differences bring to our classrooms, laboratories, and performance spaces. And we are committed to being a welcoming, sustaining, and healthy place to learn and to work.

The strategic plan will build on our successes. We will strengthen the faculty in core disciplines and support the growth of established and emerging fields that create opportunities for research and creative distinction. We will expand significantly and formally recognize the engagement work undertaken by our academic units. We will multiply extraordinary experiences for students, in and outside the classroom, and ensure all have access to them. We will create new opportunities for professional development for the staff who enable every aspect of the college's mission. Finally, we will steward our resources wisely and pursue new sources of revenue that will enable the college to thrive.

This strategic plan is fully aligned with the provost's Academic Plan. It is also informed by conversations with faculty, staff, students, and alumni that took place over the past twelve months. Those occurred in forums with the college's chairs and directors; visits to many of our 38 academic units; meetings with advisory boards and committees; and town halls for faculty, staff, and graduate students. A draft plan was shared with the college community in Spring 2023. The final plan has been reviewed and revised by the members of the Dean's Council: the divisional deans, associate deans, and senior directors who will have primary responsibility for achieving its goals.

Beginning this fall, we will develop and share annual implementation plans that set concrete goals for the academic year ahead. The strategic plan will and should be a living document that responds to new opportunities and challenges. I am excited about the path it lays out for us and look forward to the collaborations that will move us forward.

Warmly,



David Horn
Dean

July 2023

COLLEGE PROFILE

Top 3 certificates with highest enrollments^Δ

^Δfor the last year (AU22)

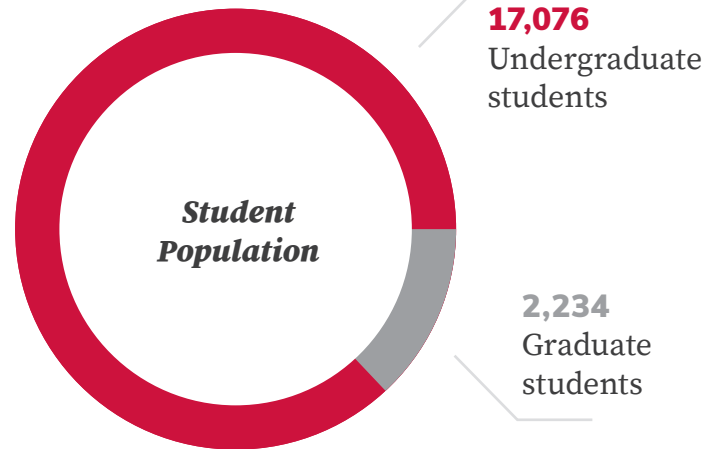
1. Diversity, Equity and Inclusion
2. Health Communication
3. Translation and Interpretation

35 Departments

3 Schools

26 Centers

- 87** Undergraduate majors
- 58** Graduate majors
- 136** Undergraduate and graduate minors
- 18** Undergraduate and graduate certificates



10+

interdisciplinary undergraduate and graduate majors/programs

WITH an average yearly enrollment of

1,250 students*

*for the last 5 years



215,000 ASC ALUMNI (FY22)

Faculty Awards

Up to 2021: **79** individual ASC affiliated faculty have been recognized with prestigious awards
Among them are:

During 2021: **68** ASC affiliated faculty received **79** awards and recognitions from national and international organizations/societies

17 American Academy of Arts and Sciences

8 National Academy of Sciences

30 National Endowment for the Humanities

\$372M ENDOWMENT

31 Endowed professorships

24 Endowed chairs

\$65.1M ^{FY22} Fundraising Total

\$100.7M ^{FY23} Research Expenditures

STRATEGIC PLAN (2023–2027)

I. OUR MISSION

To fuel world-changing research and creative work.
To prepare passionate learners, critical thinkers, and global citizens.
To engage, serve, and champion our diverse communities.

II. OUR VALUES

The college embraces and seeks to implement the university's shared values initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and mutual respect, and to promoting justice.

III. OUR AMBITION

The college seeks to achieve national and international distinction for its departments, schools, and interdisciplinary research centers; to live into the university's land-grant mission and its motto of "education for citizenship"; to ensure the academic and personal success of all our students; and to support the well-being and professional growth of our faculty and staff.

IV. THE ACADEMIC PLAN

The strategic plan for the college is aligned with the six goals of the university's academic plan.

In relation to each of the university's goals, the plan details objectives that are meant to guide college investment of both financial and human resources over the next four years.

For each objective, we identify the means upon which the college will rely, as well as the leaders (chairs and directors and members of the Dean's Council) who will have primary responsibility for implementing them. Ultimately, it is the dean of the college who will be held accountable for progress.

Finally, we identify the ways in which we will measure our success. In addition to setting specific numerical targets, we will rely on qualitative data to determine whether we are making progress to create the kinds of cultures, practices, and experiences that instantiate our values; make possible distinctive kinds of research, creative work, and engagement; serve the needs of our students; and advance the college and university missions.

Academic Plan Goal 1: Enhance Faculty Eminence

The college will revitalize the academic core of the university by increasing the size and diversity of its tenure-track faculty; by supporting faculty at every stage of their professional development; and by strengthening support for research and creative work, teaching, and engagement.

Objective A. Recruit exceptional faculty to advance the college mission in research and creative work, teaching, and engagement. We will focus practices and resources to:

- Strengthen programs with established and emerging reputations for national and international distinction in research and creative work, teaching, and engagement
- Foster interdisciplinary collaborations to meet twenty-first century local and global challenges
- Align academic unit tenure-track faculty size with capacities for enrollment growth and research distinction
- Ensure units have a balance of tenure-track faculty throughout all ranks
- Ensure continuity of operations in the face of pending retirements

Means (and responsible leaders):

- › Annual college-wide tenure-track faculty hiring plans that evaluate unit-level needs, as well as the needs of interdisciplinary research and area studies centers, in relation to college strategic goals (Chairs and Directors, Divisional Deans)
- › Cluster hiring to build critical masses of faculty and to accelerate interdisciplinary initiatives (Chairs and Directors, Divisional Deans)
- › Ongoing improvements to operations to free resources to support faculty hiring (Chief Administrative Officer)
- › Faculty training to ensure diverse applicant pools in faculty searches (Associate Dean for Diversity, Equity, Inclusion, and Justice; Associate Dean for Faculty Affairs)
- › Fundraising to create additional endowed positions and designated professorships at the unit and college level, including positions for assistant and associate professors (Chief Development and Alumni Relations Officer)

Measuring our success:

- › 1,000 tenure-track faculty on Columbus campus by the end of FY27
- › Average of 4 commitments for endowed professorships and chairs per fiscal year (a net increase of 20 by the end of FY27)
- › 6 college-level designated professorships for assistant or associate professors by the end of FY27

Objective B. Create a culture of faculty retention across the college and on each campus. We will focus practices and resources to:

- Ensure inclusive, healthy, and intellectually satisfying work environments for all faculty
- Address equity gaps and salary compression on an ongoing basis
- Proactively recognize and reward outstanding faculty achievement
- Foster faculty professional development

Means:

- › Periodic faculty salary reviews to address equity and compression and recognize and reward outstanding performance (Divisional Deans, Chief Administrative Officer)
- › Criteria for promotion, tenure, and merit salary increases at the college and unit levels that recognize more fully the variability of faculty careers across units and campuses and through time (Chairs and Directors, Divisional Deans, Associate Dean for Faculty Affairs)
- › Extension of C/T/P faculty provisions to additional departments to recognize and retain outstanding associated faculty
- › Coordination of nominations of faculty for prestigious internal and external awards; support for membership in relevant organizations (Associate Dean for Faculty Affairs)
- › Effective mentoring programs at both the college and unit levels, including programs focused on the needs of historically underrepresented groups (Chairs and Directors; Associate Dean for Faculty Affairs; Associate Dean for Diversity, Equity, Inclusion, and Justice)
- › Professional development and leadership training in coordination with the university (Associate Dean for Faculty Affairs)
- › Leadership succession plans for departments and schools (Chairs and Directors, Divisional Deans)
- › Celebrations of transitions to emeritus status (Chairs and Directors, Divisional Deans)

Measuring our success:

- › 98% annual retention rate (not counting retirements) of tenure-track faculty
- › Annual progress toward reducing equity gaps identified by AAU and peer institution comparisons
- › Increase in internal and external awards and prizes and national academy memberships

Objective C. Expand support for faculty research and creative work.
We will focus practices and resources to:

- Enable faculty in all divisions to compete effectively for external funding and fellowships
- Provide state-of-the-art spaces, infrastructure, and instruments that enable innovative research and creative work
- In collaboration with university offices, reduce bureaucratic obstacles to research and creative work
- Facilitate commercialization of faculty research and creative work
- Build corporate partnerships and relations with foundations that support scholarly activity

Means:

- › Expansion of college research staff and support for grant writing (Associate Dean for Research and Creative Inquiry; Chief Administrative Officer)
- › Seed grant programs across all divisions, including support for engaged research and commercialization efforts (Divisional Deans, Associate Dean for Engagement)
- › Periodic reviews of funding and expectations for interdisciplinary research centers (Divisional Deans, Associate Dean for Research and Creative Inquiry)
- › College reserves fund to partner with FOD on deferred maintenance of buildings and core facilities (Associate Dean for Space and Infrastructure, Chief Administrative Officer)
- › Annual fund to maintain and update instrumentation and infrastructure (Associate Dean for Research and Creative Inquiry, Chief Administrative Officer, Associate Dean for Space and Infrastructure)

Measuring our success:

- › 25% increase in research expenditures and fellowships by the end of FY27
- › 25% increase in number of faculty doing engaged research
- › 25% increase in number of faculty with an invention disclosure or patent by the end of FY27



Academic Plan Goal 2: Accelerate Student Success

The college will recruit diverse students from across the State of Ohio, the nation, and the world; ensure that the students we admit are positioned to succeed academically and personally while at the university; and prepare them for futures as engaged global citizens and lifelong learners.

Objective A. Develop and implement a college-wide undergraduate recruitment plan. We will focus practices and resources to:

- Align recruitment strategies with capacities for growth in specific majors and minors
- Target students in geographical areas less threatened by declines in the size of college-aged populations
- Make pathways for campus change and transfer students more legible and navigable
- Increase the number of Ohio students from all backgrounds considering arts and sciences degrees
- Foster continued involvement of academic units in recruitment and yield efforts

Means:

- › College recruiting presence across the United States and internationally (Associate Dean for Undergraduate Education)
- › Recruitment communications campaign that incorporates new media (Senior Director of Marketing and Communications, Associate Dean for Undergraduate Education)
- › Redeployment of existing endowment-supported scholarship resources to aid with recruitment (Chairs and Directors, Associate Dean for Undergraduate Education, Chief Development and Alumni Relations Officer)
- › New scholarship coordinator for Office of Undergraduate Recruitment (Associate Dean for Undergraduate Education)
- › Fundraising focus on recruitment scholarships, including for out-of-state and international students (Chief Development and Alumni Relations Officer, Chairs and Directors)
- › Partnerships with regional campuses and Columbus State Community College to build early connections to Columbus departments (Associate Dean for Undergraduate Education, Associate Dean for Engagement)
- › Early online access to majors available only in Columbus for students at regional campuses (Chairs and Directors, Associate Dean for Undergraduate Education)
- › Pre-college programs with public schools across Ohio to expose students to Arts and Sciences faculty and majors (Associate Dean for Undergraduate Education, Associate Dean for Engagement, Chief Development and Alumni Relations Officer)
- › Logistical and financial support for academic units engaging with prospective undergraduate students (Associate Dean for Undergraduate Education)

Measuring our success:

- › Annual increases in first-year student cohort size of 100 students, with goal of 3,500 by the end of FY27
- › 150% increase in available recruitment scholarship funds by the end of FY27
- › 25% increase in number of international students by the end of FY27

Objective B. Create a culture of undergraduate education that supports academic success, enhances well-being, and improves retention. We will focus practices and resources to:

- Provide personalized guidance over the course of students' academic careers
- Ensure healthy communities and a sense of belonging in each of our majors
- Provide enhanced academic support for undergraduate students, with a particular focus on first year, campus change, and transfer students
- Transform pedagogy to improve student success
- Create opportunities for students from all backgrounds to participate in high-impact practices (HIPs)

Means:

- › Restructuring of undergraduate advising to improve capacity and align with national standards (Associate Dean for Undergraduate Education, Chief Administrative Officer)
- › Expansion of pre-arrival programs for first-generation students, students from historically underrepresented groups, and international students (Associate Dean for Undergraduate Education; Associate Dean for Diversity, Equity, Inclusion, and Justice)
- › Implementation of a grant to transform practices of pedagogy and assessment in gateway STEM courses (Chairs and Directors; Divisional Dean of Natural and Mathematical Sciences; Associate Dean for Diversity, Equity, Inclusion, and Justice; Associate Dean for Undergraduate Education)
- › Technology-enhanced pedagogy to support student access and success (Associate Dean for Undergraduate Education)
- › Holistic and contextualized evaluations of teaching, including rigorous peer assessments (Chairs and Directors, Associate Dean for Faculty Affairs)
- › Continuation of pilot to cap class sizes at 19 in world languages and Writing and Information Literacy courses (Divisional Dean of Arts and Humanities)
- › Financial support for students who might otherwise be unable to participate in HIPs (Associate Dean for Undergraduate Education, Chief Development and Alumni Relations Officer)

- › Additional embedded counselors to support student mental health (Associate Dean for Undergraduate Education)
- › Expanded funding to support students facing financial emergencies (Chief Development and Alumni Relations Officer)

Measuring our success:

- › 95% college retention rate of first-year undergraduates by the end of FY25
- › 5% annual growth in number of ASC students participating in at least one signature HIP (global education, service learning, internship, research/creative experience) before graduating
- › \$50 million in new funding for need- and merit-based undergraduate scholarships by the end of FY27

Objective C. Engage in ongoing curricular innovation to anticipate the needs of our students and of the communities we serve. We will focus practices and resources to:

- Create new interdisciplinary certificates and degree programs to explore emerging areas of faculty and student interest
- Work with community and corporate partners to identify opportunities for curricular development that supports existing and emerging workforce needs
- Increase college capacity for students pursuing new general education requirements
- Multiply opportunities for students to interact in meaningful ways with tenure-track faculty
- Provide opportunities for students to learn about entrepreneurship and commercialization
- Enable students to combine undergraduate and master’s degrees from one or more colleges—for example, BA/MPA, BA/MSW, and BS/MPH

Means:

- › Seed funding to support new interdisciplinary curricular collaborations (Divisional Deans)
- › Ongoing aggressive development of the new general education curriculum, including seed funding for high-impact theme courses (Chairs and Directors, Associate Dean for Undergraduate Education)

- › Implementation of new honors curriculum (Associate Dean for Undergraduate Education)
- › Pilot of intensive GE Foundations honors pathway in Arts and Humanities (Divisional Dean of Arts and Humanities, Associate Dean for Undergraduate Education)
- › Expansion of college participation in freshman seminars (Associate Dean for Undergraduate Education)
- › Selective expansion of summer offerings (Associate Dean for Undergraduate Education)
- › Curricular design support for 3+2 and 4+1 programs (Associate Dean for Undergraduate Education, Dean of Graduate Studies)

Measuring our success:

- › 2.5% increase in credit hours by end of FY27
- › New undergraduate majors with capacity for 400 students by end of FY27
- › 3+2 and 4+1 programs with capacity for 500 students by the end of FY27

Objective D. Recruit, retain, and train exceptional and diverse graduate students who will advance the missions of the college in research and creative work, teaching, and engagement. We will focus practices and resources to:

- Create healthy and inclusive environments that support graduate student success
- Improve the competitiveness of funding for ASC graduate students
- Prepare graduate students for both academic and nonacademic careers
- Embed professional development opportunities in all units
- Expand opportunities for interdisciplinary collaboration and credentials
- Meet the needs of new graduate student populations seeking online degrees
- Provide opportunities for graduate students to learn about entrepreneurship and commercialization

Means:

- › Expanded bridge programs to create graduate pathways for students from historically underrepresented groups (Chairs and Directors; Dean of Graduate Education; Associate Dean for Diversity, Equity, Inclusion, and Justice)
- › Programs to build community within and across graduate programs (Chairs and Directors; Dean of Graduate Education; Associate Dean for Diversity, Equity inclusion, and Justice)
- › Graduate compensation that is competitive with public peer institutions when considering cost of living (Dean of Graduate Education, Chief Administrative Officer)
- › Endowed fellowships to support doctoral and terminal master's students (Chief Development and Alumni Relations Officer)
- › Strategic adjustments to the size of graduate programs (Chairs and Directors, Divisional Deans)
- › Funding for additional postdoctoral and post-MFA scholars (Divisional Deans, Chief Development and Alumni Relations Officer)
- › Additional career success resources (one advisor per division) to support graduate students (Dean of Graduate Education)
- › Distinctive online master's programs to attract professionals and reach underserved populations (Chairs and Directors, Divisional Deans, Associate Dean for Undergraduate Education)

Measuring our success:

- › Graduate student retention and time to degree
- › Placement of graduate students inside and outside academia
- › Number of postdoctoral and post-MFA opportunities
- › 15 new endowments to enhance graduate student stipends by end of FY27
- › Enrollment of 100 new students in online master's programs by the end of FY27



Academic Plan Goal 3: Enhance Impact through External Engagement

The college aspires to be a model of a twenty-first century public institution that serves the people of the state, the nation, and global communities with humility and a collaborative ethos.

Objective A. Build an infrastructure for engagement that enables, recognizes, and rewards engagement. We will focus practices and resources to:

- Enable engagement across all our departments, schools, and centers
- Ensure that engagement work is recognized and rewarded
- Build sustained relationships with engagement partners
- Connect undergraduate and graduate students to engagement partners
- Build “signature” engagement programs

Means:

- › Revisions to college mission statement that affirm the centrality of engagement to our collective work

- › Revisions to college and academic unit governance documents that specify the role of engagement in promotion and tenure and merit raise criteria (Chairs and Directors, Associate Dean for Faculty Affairs, Associate Dean for Engagement)
- › Standing college committee for engagement (Associate Dean for Engagement)
- › Seed grants for engagement work (Associate Dean for Engagement)
- › Website that maps engagement work across the college (Associate Dean for Engagement, Senior Director of Marketing and Communications)
- › Partnerships with the Center for Career and Professional Success (Associate Dean for Engagement, Associate Dean for Undergraduate Education)

Measuring our success:

- › Engagement presence in 75% of Ohio’s counties by the end of FY27
- › Three signature ASC engagement programs launched by the end of FY24
- › Faculty work consistent with the engagement missions of academic units is recognized and rewarded in annual reviews, merit salary increases, and the promotion and tenure process
- › 50 undergraduate internships with engagement partners by the end of FY27

Objective B. Collaborate with the Office of Academic Affairs, the Wexner Center for the Arts, the Barnett Center, and other partners to develop an engagement mission for the arts. We will focus practices and resources to:

- Establish a national reputation for innovative arts engagement
- Coordinate the work of multiple departments and centers
- Partner with local and state arts organizations to build mutually beneficial collaborations
- Provide unique opportunities for our students

Means:

- › Partnerships with Vice Provost for the Arts (Divisional Dean of Arts and Humanities, Associate Dean for Engagement)

- › Expanded funding to support students in unpaid or underpaid arts internships (Chief Development and Alumni Relations Officer)
- › Seed funding to support pursuit of external grants (Divisional Dean of Arts and Humanities, Associate Dean for Engagement)

Measuring our success:

- › \$100K in annual funding for arts internships by end of FY27
- › 50% increase in external grants for arts engagement work by end of FY27

Objective C. Build partnerships and recruitment pipelines with K-12 institutions across Ohio. We will focus practices and resources to:

- Provide professional development opportunities for K-12 teachers, administrators, and school board members
- Support teachers in the classroom, particularly in under-resourced fields
- Develop engagement opportunities for K-12 students
- Help Ohio students from all backgrounds to imagine futures that build on a liberal arts education

Means:

- › Partnerships with Columbus City Schools and other school districts across Ohio (Associate Dean for Engagement)
- › Training for College Credit Plus teachers (Chairs and Directors)
- › Online and in-person continuing education and professional development seminars (Chairs and Directors)
- › Classroom visits (virtual and real) from arts and sciences faculty to Ohio schools (Chairs and Directors)
- › Summer camps and online programming to prepare students for the transition to college (Associate Dean for Engagement, Chairs and Directors)

Measuring our success:

- › Engagement partnerships in 9 Ohio school districts by the end of FY27
- › 30% increase in number of students from underserved school districts admitted to ASC programs by the end of FY27



Academic Plan Goal 4: Strengthen Talent, Culture, and Inclusive Excellence

The college, its academic units, and its administrative offices will embrace the university's shared values; be models of healthy cultures and inclusive practices; recruit and retain diverse staff; and support the professional development needs of all members of our college community.

Objective A. Build cultures of inclusion, mutual respect, and wellbeing across our departments, schools, centers, and administrative units. We will focus practices and resources to:

- Align college and unit values, principles, and behaviors with the university's shared values initiative
- Build supportive communities for faculty, staff, and students
- Hold leaders accountable for cultural transformation

Means:

- › Revisions to unit governance documents that incorporate in concrete ways the university's shared values, including mechanisms for recognizing and rewarding work in diversity, equity, inclusion, and justice (Associate Dean for Faculty Affairs; Associate Dean for Diversity, Equity, Inclusion, and Justice)

- › New standing college committee on diversity, equity, inclusion, and justice (Associate Dean for Diversity, Equity, Inclusion, and Justice)
- › Assessment of results of future university climate surveys to identify and address cultural challenges across the college (Associate Dean for Diversity, Equity, Inclusion, and Justice; Divisional Deans; Chairs and Directors; Chief Administrative Officer)
- › Programming for new faculty, staff, and students that builds healthy communities and a sense of belonging (Associate Dean for Faculty Affairs; Associate Dean for Undergraduate Education; Associate Dean for Diversity, Equity, Inclusion, and Justice; Chief Administrative Officer)
- › Annual reviews of unit and college leaders that assess progress in promoting cultures of inclusion and mutual respect (Divisional Deans, Chief Administrative Officer)

Measuring our success:

- › Revision of college governance documents to incorporate university shared values by end of FY23
- › Revision of academic unit governance documents to incorporate university shared values by end of FY24
- › Demonstrated progress on quantitative and qualitative survey metrics by end of FY27

Objective B. Create a culture of staff inclusion, recognition, and retention across our academic units and administrative centers. We will focus practices and resources to:

- Address chronic staff shortages and imbalances
- Improve staff salary equity and reduce compression
- Provide expanded opportunities for advancement and professional development
- Ensure flexible work arrangements are used equitably to recruit and retain staff

Means:

- › Strategic staff hiring plan to support the growth in tenure-track faculty; expanded activity in research, creative work, and engagement; and new student success initiatives (Chief Administrative Officer, Divisional Deans, Chairs and Directors)
- › Annual reviews of staff position descriptions to verify accuracy and alignment with Career Roadmap mapping (Chief Administrative Officer)
- › Periodic reviews and proactive adjustments to staff salaries to address equity and compression (Chief Administrative Officer)
- › College-wide staffing models that add a level of staff leaders to oversee multiple units, provide mentoring to new staff, and create opportunities for personal and professional growth (Chief Administrative Officer, Divisional Deans, Chairs and Directors)
- › Inclusive excellence training to ensure diverse applicant pools in staff searches (Associate Dean for Diversity, Equity inclusion, and Justice; Chief Administrative Officer)
- › Permanent flexible work policy (Chief Administrative Officer)
- › Bonus program to recognize and reward extraordinary staff accomplishments and efforts (Chief Administrative Officer)
- › Regular communications to keep staff informed and engaged (Chief Administrative Officer, Senior Director of Marketing and Communications)

Measuring our success:

- › 90% annual staff retention rate
- › Percentage of staff at or near median of compensation bands increased by 50% by end of FY27
- › 2 pilots of new college-wide staffing models by end of FY24; 10 by end of FY27
- › Staff exit surveys



Academic Plan Goal 5: Improve Technological Innovation

The college and its units will, in coordination with university offices, model innovative and sustainable solutions to meet the evolving technological needs of our faculty, staff, and students. We will use technology to accelerate and re-imagine research and creative work, intensify meaningful interactions between faculty and students, extend teaching to new audiences, and make possible new forms of engagement.

Objective A. Build a technology infrastructure and culture of support that has the capacity, operational resilience, and adaptability to advance our teaching, research, and engagement missions. We will focus practices and resources to:

- Meet the evolving computing and broader technology needs of our faculty, staff, and students
- Align technology requirements for students with well-articulated classroom, laboratory, and studio expectations
- Balance centralized and decentralized services in technology support and distance education program development
- Extend the reach of academic units and college programs to new audiences and partners

- Support innovative teaching tools for both in-person and online classes
- Invest in technology for public-facing digital projects

Means:

- › College-wide technology life-cycle management program (Senior Director of Information Technology)
- › Period scans of technology needs across our academic and support units (Senior Director of Information Technology, Associate Dean for Research and Creative Inquiry, Associate Dean for Undergraduate Education, Chief Administrative Officer)
- › College standing committees on technology and distance education (Senior Director of Information Technology, Associate Dean for Undergraduate Education)
- › Student computing standard recommendations that enable platform-agnostic pedagogy across disciplines and departments (Senior Director of Information Technology, Associate Dean for Undergraduate Education)
- › Expansion of courses and modules on Scarlet Canvas to generate new revenue, engage alumni and friends of the college, facilitate partnerships, and support student recruitment (Associate Dean for Undergraduate Education, Associate Dean for Engagement, Chief Development and Alumni Relations Officer, Chairs and Directors)

Measuring our success:

- › Annual review of service desk metrics with target to decrease the number of break/fix support requests and improve average response times
- › All academic and support units have base level of technology that meets current computing standards
- › 25 revenue-generating Scarlet Canvas courses across divisions by the end of FY27
- › 3,000 Scarlet Canvas engagements annually by the end of FY27



Academic Plan Goal 6: Achieve Operational Excellence

The college is committed to responsible stewardship of its resources, to innovative uses of space that align with strategic priorities, and to reducing its impact on the environment.

Objective A. Steward state and philanthropic resources responsibly, redirecting them when possible to advance strategic priorities. We will focus practices and resources to:

- Plan responsibly for budgetary challenges and opportunities using the best available data
- Use endowment proceeds to meet the most pressing needs of faculty, staff, and students
- Ensure transparency for donors and members of the college community
- Manage costs

Means:

- › Rolling 5-year budget forecasts that include snapshots of previous annual forecasts and reconciliations (Chief Administrative Officer)
- › Partnerships with advancement stewardship staff and academic units to monitor and, where necessary, redirect spending in endowment accounts (Chairs and Directors, Chief Development and Alumni Relations Officer, Chief Administrative Officer)
- › Regular budgetary updates for chairs and directors (Divisional Deans, Chief Administrative Officer)
- › Periodic reviews of budget allocations to academic and administrative units (Divisional Deans, Chief Administrative Officer)

Measuring our success:

- › Reduction of unspent endowment balances in student support funds to 10% of annually available funds by end of FY24
- › Increased predictability of budget forecasts

Objective B. Ensure that our classrooms, laboratories, studios, and instruments support the mission of the college as well as the sustainability goals of the university. We will focus practices and resources to:

- Improve the conditions of core facilities and instrumentation
- Align allocations and configurations of space with new university design standards, patterns of flexible work, and core values
- Reduce duplication and inefficiencies
- Reduce our carbon footprint

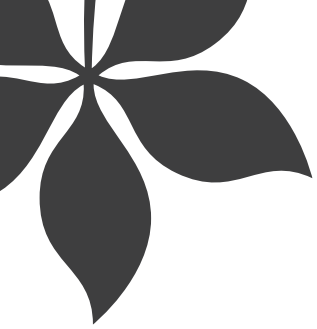
Means:

- › College-wide master plan for space and infrastructure (Associate Dean for Space and Infrastructure, Divisional Deans, Associate Dean for Research and Creative Inquiry, Chief Administrative Officer)
- › Reserve fund for deferred maintenance and new building (Chief Administrative Officer)

- › College policies on office and equipment use that align with flexible work policies and sustainable practices (Associate Dean for Space and Infrastructure)
- › Standing college committee on space, infrastructure, and sustainability (Associate Dean for Space and Infrastructure)

Measuring our success:

- › 50% reduction in outstanding (FY23) deferred maintenance balances across the college as reflected in the FCI by end of FY27
- › 75% reduction in productivity losses caused by deferred maintenance by end of FY27
- › 25% reduction in carbon footprint by end of FY27



**THE OHIO STATE
UNIVERSITY**

COLLEGE OF ARTS
AND SCIENCES

artsandsciences.osu.edu

