



The Max M. Fisher College of Business

CHAMPIONS OF CHANGE

TRANSFORMING BUSINESS EDUCATION FOR TOMORROW'S LEADERS



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

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Note from the Dean

Dear Friends,

In my second term as dean of the Max M. Fisher College of Business, I am grateful and excited for the opportunity that the years ahead present for Fisher. More than anything, the coming years will be characterized by change — a changing landscape in business; a changing environment in higher education; and constant changes in technology. At Fisher, we intend to embrace change, lean into this transformation and enter an era where change is championed by our entire college community.



This strategic plan, covering the next 5 years starting with Autumn 2021, charts a course for thriving in times of change and uncertainty. I am grateful to be part of a college community that takes the development and implementation of the strategic plan seriously and expects greatness from each other.

In developing this strategic plan, the college leadership team engaged in a planning retreat, sought guidance from university leaders, and facilitated a months-long inclusive consultative process to elicit views from across the college community. This process took the form of open-invitation working sessions, separate working meetings with specific college constituent groups, and an open call for feedback from members of the Fisher community who may have been unable to attend the working sessions. This process yielded participation from hundreds of members of the Fisher community and, ultimately, a diverse set of perspectives embedded in the finalized plan.

With this backdrop, not only am I confident that we have formed a strategic plan that is consistent with my own vision for the college, but also one that reflects the shared vision of the Fisher community. Indeed, this plan outlines numerous initiatives that require the entire Fisher family of faculty and staff to work together. I look forward to this collaboration and partnership among us all as we implement the plan and carry Fisher to new heights.

I recognize it will require many steps to move us forward in further embracing change — as it should given our size (one of the largest business schools in the U.S.), the plan's complexity and its multiple goals. Yet, some initiatives stand out:

- In response to market demand, we aim to make our highly ranked undergraduate program even bigger and better.
- We will radically alter our portfolio of graduate programs, taking advantage of the massive disruption underway in that segment of business education.
- In all programs, undergraduate and graduate, there will be more online teaching and investment in IT capabilities as we move into a post-COVID-19 world.
- There will be more curricular content enhancements driven by growth of functional-area research, more experiential education with real-world projects and internships, attention to emergent technologies (AI, machine learning, blockchain, fintech, etc.) and development of interpersonal skills focused on leadership, entrepreneurship, social responsibility and a global mindset.
- Complementing our outstanding programs and teaching, we will grow our research powerhouse with significantly more faculty, more endowed professorships and chairs, and competitive support, including a stronger doctoral program.

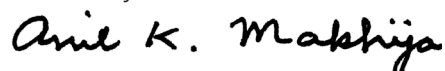
- As our faculty and programs expand, we aim to grow our staff to meet emerging needs and seek expanded physical space in the form of a new building (across from Gerlach Hall). These areas of growth will enhance our students' experience, the development of their applied and practical skills, as well as the delivery of co-curricular activities.
- We will expand our outreach in multiple ways, through our Centers of Excellence, our Dean's Advisory Council, focused marketing and communications efforts, including distribution of our research in media, greater employment outcomes for our students in Ohio, across the U.S. and the world, and service activities for our college community.
- Whether they are student-facing, or they support our efforts in teaching and research, marketing and communications, IT, fiscal, HR, advancement and donor relations or facilities management, our staff are incredibly talented and dedicated. Deservedly, we will ensure that our staff receive competitive rewards and work conditions. Moreover, working with the Staff Advisory Committee (SAC), we will invest in our staff through a staff development program.
- To enable all of this, we will purposefully grow a diverse, inclusive and empowering culture with initiatives that raise awareness, develop the right processes and are resourced to elevate our commitment to diversity, equity and inclusion. Our campaign, "We Are Fisher," will be a constant and visible reminder of our commitment to these values.
- Finally, we will undertake better governance by implementing initiatives that improve transparency, monitoring and accountability.

The pursuit of significant and visible impact on our primary stakeholders — students, academic thought leaders, businesses and communities — will transform Fisher College of Business from an excellent to an eminent business school. We continue to aspire to join the ranks of the Top 5 public business education institutions, and given our multidimensional objectives, how Fisher compares to the competition should also be assessed in multiple comprehensive ways. Various program rankings (e.g., *U.S. News & World Report*) are indicators of the quality of our offerings to our students, though rankings have their limitations. Similarly, there are research rankings (e.g., UT-Dallas) regarding productivity in top-tier journals. Current program and research rankings suggest that that our aspirational goal is realistic. Our largest program, the Bachelor of Science, Business Administration, is ranked 7th among publics. Our largest graduate program, the Working Professional MBA, is ranked 5th among publics. Some of our academic departments are already ranked in the top 5 publics for top-tier research by organizations and publications. Impact of research, however, can be measured in other ways (e.g., citations, and subjectively, influence on business). Reputation can also be assessed through media visibility and other measures of broader outreach. In sum, the intent is to continue the rise of Fisher's standing among the very best public business schools and to measure this progress using a mix of quantitative and qualitative assessments.

In the pursuit of purposeful change and outstanding impact, we commit ourselves to a set of core values, which empowers us: to lead with integrity and create principled leaders; to practice empathy and appreciate all perspectives; to embrace diversity and benefit from our differences; and to build an inclusive community that values social responsibility as part of our special land grant mission, so that we may nurture creativity, innovation, and ultimately, eminence.

I look forward to joining with you on the exciting journey ahead!

Sincerely,



Anil K. Makhija

Dean and John W. Berry, Sr. Chair in Business

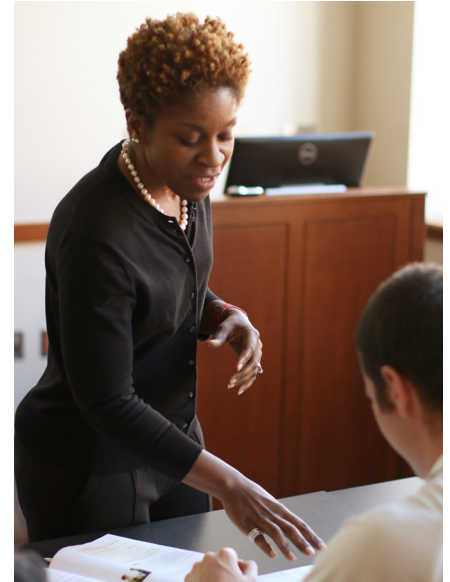
Max M. Fisher College of Business

Champions of Change

At The Ohio State University, being a champion — one who rises above challenges to reach new heights of success — is an expectation, not an aspiration. It is this mentality that drives the Fisher College of Business community as we face a rapidly changing landscape within business education. We will not shy away from the challenges but rather lean into them to recognize and capitalize on opportunities to:

- Expand the reach of our educational programs,
- Increase the impact of our research on the world around us,
- Build a cohesive and diverse community,
- Become an integral part of a global marketplace while retaining the centrality of Ohio,
- Allocate time and resources in ways that equip us to deliver on our priorities.

In this strategic plan: we summarize the landscape that surrounds business education at Fisher; identify the values, mission and vision that undergird all that we do; delineate six key strategic priorities upon which we will focus over the next five years; and specify the precise initiatives that emanate from those shared values and strategic priorities. While this is a living document subject to adaptation as environments change, it also represents a commitment by the Fisher community to live by our values and to strive to be champions amidst a changing environment.



Strategic Scan of a Changing Environment

Fisher College of Business finds itself at a rather remarkable point in its history, noteworthy for what the college has attained and for the challenges before it.

STRENGTHS IN CURRENT POSITION

Supporting Student Success. Fisher takes pride in the quality of instruction across our campus. Consistent efforts from our staff and faculty to support students outside of the classroom have built a strong community, resulting in notable student success in their careers and as members of their communities after graduation.



Strong Degree Programs. The undergraduate program continues to see high demand, with approximately 7,300 enrolled students in Autumn 2020 and plans in place to increase this number in the coming years. The new online Option for the Working Professional MBA (WPMBA) program, the Specialized Master in Business-Analytics (SMB-A) program, and the expansion of other specialized master's programs have supported enrollment in graduate programs amidst a challenging external marketplace.

Research Excellence. By nearly any metric, the research performance of the college has been exceptional and continues to grow. Some departments are within top-10 status with respect to research productivity, with several others placed within the top 20 nationwide. This performance has been buttressed by a strong research culture, robust new tenure-track hires and continued valuable support from teaching-track faculty.



People. The people of Fisher — the skilled and dedicated staff and faculty, our network of loyal alumni, our incredible students, and a supportive network of business partners — are the lifeblood of all that we do. We are fortunate to have a wealth of knowledge and inspiration in our diverse community.

Steady Positive Financial Status. After a period of significant financial challenges over the past decade, the college's current finances are in a more robust state, though going through challenges arising out of the pandemic. This strong footing provides assurances in the midst of rapid changes and budget pressures accelerated by the COVID-19 pandemic and permits us to stay focused on the road ahead. The college also holds reserves that allow it to make strategic investments in judiciously selected areas and provide an important cushion as the rapidly changing landscape of business education is sure to continue to present financial challenges in the coming years.



CHALLENGES AND OPPORTUNITIES

Our solid foundation puts Fisher in a position of facing a rush of challenges that are now taking shape and will present themselves in full force over the coming years.

Disruption in Graduate Business Education. With declining enrollments in traditional full-time MBA programs and an expansion of short programs, micro-degrees and certificate programs, graduate business education is currently in a state of substantial disruption across the nation. This disruption provides an opportunity for Fisher to exert proactive leadership rather than defensively react to the ongoing changes.

Continuous Change in the Undergraduate Program. While the undergraduate program is noteworthy for simultaneously achieving scale and success, the program faces an environment of notable change in undergraduate education, both within the university and more widely. In addition to re-examining curriculum offerings in the face of change, there may also be an opportunity to capitalize on our strengths and expand the size of the undergraduate program. This, however, would require investment in several areas, including staff, faculty and new facilities.

Research Culture. Retaining, growing and supporting a strong research talent base has become challenging in the face of severe competition. Since top talent cares seriously about the research culture in the college, the challenges transcend financial aspects.

Diversity, Equity and Inclusion. Fisher has long been committed to diversity, equity and inclusion, and indicators of progress are apparent. The college continues to make strides in increasing the diversity of our faculty and staff, particularly along the lines of gender diversity. However, challenges remain, including those associated with student diversity. We are fortunate to serve a diverse community in Ohio and across the world, and it behooves us not just to value diversity, equity and inclusion, but to be a clear leader in those areas.



College Culture. While the Fisher culture has many positive elements, including faculty and staff who view their work as part of a calling to improve the lives of our students and to fulfill our research and outreach missions, most of us recognize more needs to be done to elevate our community’s shared values and continue to enhance our culture. To do so, we need to improve group cohesion, expand engagement, and make clear to every member of the community that their work and expertise are valued.

Technology-enabled Change. It is no bold statement to note that business education is increasingly being delivered at a distance and supported by technology. It is also clear that we are behind many of our peers — and even our own university — on this dimension. The quick pivot to online learning after the onset of the COVID-19 pandemic awakened us to our capabilities to deliver distance education as well as the drastic changes required to do so effectively. Developing robust distance education offerings represents a real opportunity for the college, wherein we can also leverage our geographical proximity to key areas within Ohio to deliver programs to students where they live and work.

Intentional and Coordinated Outreach. There are many areas of significant outreach across the college, and our research mission supports their importance. As we expand our reach, we need to better measure and reward impact. Very often we use what we might call “activity-based” metrics of impact, which are a first step, but additional ways of demonstrating impact can move Fisher to the next level. To that end, the college’s centers, institutes and initiatives are key voices of outreach. There is a pressing need to ensure that academic, programmatic and outreach functions of these entities, in conjunction with their financing models, are clarified so that they can flourish and expand their impact.

Financial Accountability. Though the current overall state of the college’s finances is sound, there are new financial challenges. Some programs, centers, institutes and initiatives are facing financial difficulties which, until resolved, place new pressures on college finances. A clearer identification of spending priorities and transparent budget models at the unit and program level can aid in proper resource allocation.



Values, Mission and Vision

What Guides Us. In striving for excellence, the Fisher community commits to adhering to the following core values:

- Lead with INTEGRITY — we educate and create principled leaders and commit to creating a community where our actions and behaviors are consistent, honest and transparent
- Practice EMPATHY — we treat everyone with dignity and strive in our interactions to understand other points of view
- Embrace DIVERSITY — we recognize the value of diversity in shaping ideas, and we welcome and embrace individuals with different experiences, backgrounds and perspectives
- Build an inclusive COMMUNITY — we share in the responsibility of creating a community in which every member feels respected, supported, valued and encouraged to fully participate
- Promote SOCIAL RESPONSIBILITY — we stay informed of issues that impact our local and global communities and endeavor to serve in relevant ways to address them
- Pursue excellence and nurture CREATIVITY — we set the highest standards and aim to do our very best by resolving to stay curious and seek out innovation and lifelong learning

What We Do. The mission of Fisher College of Business is:

To create and disseminate ideas, encourage scholarly thinking and develop principled leaders who serve with impact around the world.

What We Strive to Be. In pursuit of our mission, and guided by our values, the vision of the Fisher community is:

To be a preeminent business school that creates transformational ideas and leaders who make the world a better place.



Strategic Priorities for Ohio State

At Fisher College of Business, we pride ourselves on our unique contributions and focus on business education, but we take even more pride in being part of a broader university community. Everything we do is part of the overall vision of The Ohio State University. With that in mind, our specific strategic goals are shaped by our values as well by the university's vision and the five pillars that comprise its Time and Change strategic plan:

Teaching and Learning. Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

Access, Affordability and Excellence. Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.

Research and Creative Expression. Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields – driving significant advances for critical societal challenges.

Academic Health Care. The Ohio State University Wexner Medical Center will continue to ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.

Operational Excellence and Resource Stewardship. Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.



Fisher's strengths and opportunities, grounded by our values and mission and those of The Ohio State University, guide next steps to achieve our vision. We define those next steps in terms of strategic priorities and initiatives.

STRATEGIC PRIORITIES

Given our internal and external environment and our core values and mission, the primary priorities for the college for 2021-2026 are:

- 1. Increase agility and proactivity of programs and operations.** The rapidly changing environment of business education and technology transformation demand agility to achieve our goals.
- 2. Expand the impact of our research to academic and practitioner communities:** In order to maximize the impact of our research successes, we seek to expand how we disseminate research results, including an emphasis on collaboration, both within and across disciplines.
- 3. Advance the primacy and visibility of diversity and inclusion.** Making diversity and inclusion a central part of all we do permits us to be champions in this arena, fundamentally change the culture of the college and notably impact the global communities we serve.
- 4. Promote student and alumni engagement to ensure academic excellence.** The scale of our operations and size of our alumni network necessitate intentional efforts to make the Fisher experience a personal one. It is incumbent on us to build a strong and cohesive community built around our unifying land-grant mission.
- 5. Expand our outreach to the broader community.** Across campus, within the U.S. and around the globe, Fisher has opportunities to leverage our strengths to build partnerships and serve various constituents. Both our local and global imprints should be prominent and unmistakable.
- 6. Improve accountability and consistency of processes and decisions.** Our culture drives everything we do, and the need to ensure our actions directly align with our priorities requires an intentional structure that undergirds daily decisions.

STRATEGIC INITIATIVES

There are many different areas we can pursue to refine current practices, scale back struggling areas or expand into new territory. The specific initiatives or action plans we undertake in the next five years are not limited to the following. However, to live up to our priorities, values and core strengths, we commit to pursuing the following specific initiatives. To organize the initiatives, we note both the Fisher strategic priorities and Time and Change pillars to which they relate. And, to ensure accountability, we note the leadership team leads and present some key performance indicators (KPI) that should be tracked to determine the extent to which we have achieved our objectives. For each initiative, an action plan and performance scorecard will be put in place to add further accountability.

Strategic Priority 1: Increase agility and proactivity of programs and operations

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Thriving from disruption: current graduate programs	Teaching and Learning	Assoc. Dean for Graduate Programs, Department Chairs, Program Directors, Exec. Dir. of Grad Programs and Office of Career Management	PLAN: To enhance and grow/right-size current graduate programs.
			TIMELINE: Complete redesign and right-sizing of Full-Time MBA (2021-2022); grow in-person Working Professional MBA (2021-2026); redesign and grow Master of Human Resource Management and Specialized Master of Business-Analytics (Autumn 2022); and review and re-strategize Master of Accounting and Specialized Master in Finance (2021-2024).
			KPI: Competitiveness of curriculum; rankings; domestic and international enrollments in online/hybrid/distance; faculty teaching in different modes; diversity; SEI ratings; employment outcomes; and fund sources/uses.
Thriving from disruption: new graduate programs	Teaching and Learning	Assoc. Dean for Graduate Programs, Department Chairs, Program Directors, Exec. Dir. of Graduate Programs and Office of Career Management	PLAN: Create five new online graduate programs across the five academic departments in the college drawing on strengths collaboratively.
			TIMELINE: Offer online version of Working Professional MBA (Spring 2022). Within next five years, develop four more online programs.
			KPI: Competitiveness of curriculum; rankings; domestic and international enrollments; diversity; SEI ratings; employment outcomes; and fund sources/uses.
Further enhance our highly ranked undergraduate program	Teaching and Learning	Assoc. Dean for Undergraduate Programs, Department Chairs, Exec. Dir. of Undergrad Programs and Office of Career Management	PLAN: Further improve curriculum and co-curricular offerings on four dimensions: (1) stronger functional coursework, (2) richer experiential programming, (3) enhanced development of leadership (Fisher Leadership Initiative & Undergraduate Leadership and Engagement Office), and entrepreneurial & innovation skills (Keenan Center and Center for Innovation Strategies), as well as a global mindset (Office of Global Business), and (4) more opportunities for community service. Incorporate design that permits smooth transition into one of our master's programs.
			TIMELINE: Completion and passage of redesigned curriculum for implementation starting Autumn 2023.
			KPI: Student assurance of learning and satisfaction measures; subsequent impact on rankings; domestic and international enrollments; diversity; SEI ratings; employment outcomes; and fund sources/uses.
Develop a portfolio of graduate micro-master/certificate (or badges) programs	Teaching and Learning	Assoc. Deans for Undergraduate and Graduate Programs, Department Chairs, Assoc. Dean for Exec. Educ. and Centers	PLAN: Create five new online, credit-bearing micro/certificate programs (or badges) across the five academic departments drawing on strengths collaboratively and aimed at Fisher and Ohio State students as well as executive audiences. Design these programs as gateways to master's programs. Non-degree Executive Education (EE) already is working on IT Strategy Program and a Digital Leadership Program. Some of these programs can be designed to meet needs of undergraduate students, particularly fourth-year students.
			TIMELINE: Three-year staggered rollout of new programs (2022-2024).
			KPI: Competitiveness of curriculum; rankings; domestic and international enrollments; diversity; SEI ratings; employment outcomes; enrollments in master's programs; fund sources/uses.

Strategic Priority 1: Increase agility and proactivity of programs and operations

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Expand offerings for experiential learning and interpersonal skills development	Teaching and Learning	Assoc. Deans for Undergraduate and Graduate Programs, Department Chairs, Exec. Dirs. of Undergraduate and Graduate Programs, Career Management, leadership, entrepreneurship, Office of Global Business	PLAN: Grow internships, Industry Immersion courses, enrollments of Dean's Leadership Academy, use of BUILD leadership instrument, entrepreneurship projects, Global Applied Projects, Global Business Expeditions, etc. This can be an important part of the program enhancements above.
			TIMELINE: Formulate cohesive plans for graduate and undergraduate programs (Spring 2022).
			KPI: As appropriate for the different activities.
Support for superior teaching	Teaching and Learning	Assoc. Deans for Undergraduate and Graduate Programs, Members of Teaching Group, Appointees by Dean	PLAN: Working with the group that supported teaching when COVID-19 hit, develop a workshop series for teaching enhancement. Examine and implement incentives for teaching enhancements.
			TIMELINE: Start workshop series in Autumn 2021. Proposal for teaching enhancement (Autumn 2022).
			KPI: Faculty sharing best practices; faculty attendance.
Proactively join campus-wide implementation of new undergraduate general education	Teaching and Learning	Assoc. Dean for Undergraduate Programs and Exc. Dir. of Undergraduate Programs	PLAN: Develop a proposal to offer theme courses within the new gen ed university curriculum.
			TIMELINE: Fisher can explore theme courses on basics of business, personal financial management, leadership, entrepreneurship, global business, or a combination of these areas. New gen ed implementation is expected to start in Autumn 2023.
			KPI: University approval of proposal; Fisher and non-Fisher enrollments; diversity; SEIs; fund sources/uses.
Meet corporate needs with life-long learning opportunities, including cross-campus collaborations	Teaching and Learning, and Academic Health Care	Assoc. Dean for Exec. Educ., Centers and Department Chairs	PLAN: Study and market non-degree programs that address emergent business needs. Keep EMBA and MBOE refreshed. Involve faculty more widely, with cross-campus faculty (including from health sciences).
			TIMELINE: Formulate strategic plan with targets for non-degree EE by Spring 2022. Curriculum refresh for MBOE and EMBA will be ongoing. Marketing plan by Spring 2022.
			KPI: New products; companies; enrollments; SEIs; faculty engagement; and margins.
Incorporate emerging technologies	Teaching and Learning	Assoc. Deans for Undergraduate and Graduate Programs and Department Chairs	PLAN: In graduate and undergraduate curricula, work with department chairs to appropriately incorporate coursework on new technologies such as blockchain, machine learning, AI, analytics, fintech, etc. This is in addition to the normal enhancements that follow research in different disciplines. This can also be incorporated in program enhancements.
			TIMELINE: Ongoing, with annual report on progress. The coursework can help form micro/certificate programs or new minors by appropriate packaging.
			KPI: Inventory of in-person and online coursework on emerging technologies; domestic and international enrollments; inventory of engaged faculty; SEIs; and EE offerings.

Strategic Priority 2: Expand the impact of research to both academic and practitioner communities

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Support research rigor	Research & Creative Expression	Research Committee and Assoc. Dean for Faculty & Research	PLAN: Provide appropriate incentives to enhance research productivity and impact via a judicious summer research funding policy. Use small grants to support PhD students and junior faculty, in particular.
			TIMELINE: Review journal list for summer research funding (Spring 2022); and the criterion for research funding.
			KPI: Top-tier publications count and research rankings; faculty citation counts; high-quality publications in disciplinary and inter-disciplinary journals.
Grow stars	Research & Creative Expression	Dean and Assoc. Dean for Faculty & Research	PLAN: Establish five new professorships/chairs.
			TIMELINE: By Autumn 2023, appoint at least five new professorships/chairs through internal or external appointments.
			KPI: Retention and growth of faculty with outstanding performance; comparisons with competitor schools.
Enhance doctoral program	Research & Creative Expression	PhD. committees and Assoc. Dean for Faculty & Research	PLAN: Examine the size, support, academic offerings and effectiveness of the doctoral programs, an integral part of the research mission of the college.
			TIMELINE: The PhD faculty committees to examine and report (Spring 2022).
			KPI: Quality of placements; diversity; comparisons with competition; faculty engagement; time to graduation.
Impact practice through visible research	Research & Creative Expression	Research Committee, Mktg. & Comm., and the Assoc. Dean for Faculty & Research	PLAN: Showcase faculty research dramatically more through <i>Forefront</i> . Highlight impact on business practice. Develop annual research report for wide distribution to academia and practice.
			TIMELINE: Research Committee, supported by Marketing and Communications, to develop plans by Autumn 2021 for enhancing visibility of Fisher faculty research in media. First research annual report by Spring 2022.
			KPI: Media mentions; coverage by prominent media; recognition by practitioners.
Governance to promote research	Research & Creative Expression	Department Chairs and the Assoc. Dean for Faculty & Research	PLAN: Annual reviews, summer research funding, pattern of administration (POA) and appointments, promotion, and tenure (APT) documents to pursue excellence by emphasizing productivity and impact.
			TIMELINE: In Spring 2021, the APT and POA documents will be updated to seek approval from OAA. Other governance documents (e.g., summer research funding, endowed chair appointments and reappointments) will be updated as needed.
			KPI: OAA and faculty approvals.
Create research powerhouse	Research & Creative Expression	Dean and Associate Dean for Faculty & Research	PLAN: Increase tenure-track faculty size; increase impactful research; encourage disciplinary and interdisciplinary research (including with health sciences, referring to a pillar in the university strategic plan).
			TIMELINE: In addition to replacements, new lines will be added to promote critical research fields and to serve teaching needs. Of course, this investment for the long-term must be accompanied by appropriate financial planning (e.g., instructional fee and differential tuition generated over the next several years).
			KPI: Research in top journals; citations; teaching coverage.

Strategic Priority 3: Advance the primacy and visibility of diversity, equity and inclusion

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Grow DEI awareness	Access, Affordability & Excellence	Assist. Dean & Chief Diversity Officer and Mktg. & Comm.	PLAN: Adopt multiple mechanisms to maintain and grow awareness of DEI issues and our commitment to it.
			TIMELINE: Continue Fisher Annual Diversity Awards program; continue webinar series (started in 2020); in addition to existing college committee, grow alumni advisory committee and create undergraduate and graduate student committees (2021); require implicit bias training for entire faculty and staff (by 2022); roll out DEI branding campaigns (“Hate Has No Business Here,” in process and “We Are Fisher” by Autumn 2021); develop and rollout recognition award for DEI role model (first awardee recognized in Spring 2021); continue book club for DEI discussions (a book per semester, ongoing). Develop DEI student course (by Autumn 2022); and launch Fisher Inclusion Champions Program (beta group formed in Spring 2021; launch in Spring 2022).
			KPI: Post-event evaluations, corporate and community engagement; number of attendees, content of webinars; activity level of advisory committees, focus groups, and follow-up on feedback; percentage of faculty and staff with implicit bias training; number of book club participants, activity in book club; SEI reports; number of participants in Fisher Inclusion Champions Program.
Expand processes in support of DEI	Access, Affordability & Excellence	Assist. Dean & Chief Diversity Officer	PLAN: Strengthen efforts in the recruitment, retention, and success of underserved students at Fisher; Ensure DEI in recruitment and compensation of faculty and staff.
			TIMELINE: Add two additional staff to the Office of Diversity and Inclusion Student Services and Corporate and Community Outreach (ODISSCCO) (by Spring 2022); in addition to existing diversity advocates that currently serve on faculty search committees, add diversity advocates to staff search committees (Spring 2021); examine compensation with respect to DEI and make recommendations (by Autumn 2021).
			KPI: Track number of URM high school students engaged in pre-collegiate programming; track recruitment engagement, acceptance rates, and enrollment numbers of underserved student populations; track course success rates, student retention rates, student engagement rates, graduation rates, and student outcomes of underserved student populations; track diversity data for faculty and staff, comparing it to university and Ohio figures; develop plans for dealing with compensation gaps, if needed.
Prioritize DEI in advancement	Access, Affordability & Excellence	Dean and Chief Diversity Officer	PLAN: Prioritize DEI for scholarships and programming.
			TIMELINE: Increase budget that supports DEI efforts across college (beginning Autumn 2021) with \$1.5 million of budget increase directed toward additional scholarship support for URM students in both undergraduate and graduate programs.
			KPI: Track diversity data for students, comparing it to university and Ohio figures; track scholarship and programming dollars, comparing with peer business schools.

Strategic Priority 3: Advance the primacy and visibility of diversity, equity, and inclusion

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Expand and coordinate DEI efforts	Access, Affordability & Excellence	Assist. Dean & Chief Diversity Officer	PLAN: Expand and coordinate DEI staff efforts across the college.
			TIMELINE: Develop an organizational structure and implement college practices that strengthen ODISCCO’s collaborative work with college partners and coordinate DEI staff efforts across Fisher (Spring 2022).
			KPI: Number of FTEs; reporting lines; activities and coordination
Expand DEI footprint in local community	Access, Affordability & Excellence	Assist. Dean & Chief Diversity Officer	PLAN: Expand DEI initiatives within local community.
			TIMELINE: Launch Six Sigma Yellow belt certificate program for members of Columbus’s Linden community (Spring 2022); significantly grow purchasing dollars spent on services and products from URM and women suppliers by 2025; significantly grow the number of URM organizations and businesses that are served by Fisher students in their local social impact efforts by 2025. Join ASCEND Consortium and offer programming to minority owned businesses, as well as meet multiple DEI targets set as member of consortium.
			KPI: Number of participants, Columbus corporate and community support and engagement; dollars spent; number of URM organizations served.

Strategic Priority 4: Promote student and alumni engagement to ensure academic excellence

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Enhance funding support for student-faculty interactions	Teaching and Learning, Access and Affordability, and Excellence	Dean and Chief Development & Alumni Relations Officer	PLAN: Continue efforts to revise the undergraduate tuition/ program fee structure, while also ensuring affordability by expanding financial aid commitment. Support additional faculty hiring and improve undergraduate student-faculty ratio in pursuit of excellence in student experience.
			TIMELINE: Work with university President, Provost, Government Affairs, Office of Business and Finance and Office of Legal Affairs to make a case before the Governor, legislators and Board of Regents (2021 and onwards). Assuming approval, the full impact of higher program fees/differential tuition (and consequent faculty hiring) will take four years as new classes are recruited.
			KPI: Updated presentation, support from President, Provost, Government Affairs and Office of Business and Finance.
Student growth & corresponding growth of faculty, staff and a new building	Opex and Resource Stewardship	Dean, Chief Development & Alumni Relations Officer and Dir. of Facilities	PLAN: To accommodate a larger faculty, more classrooms for growing the student body, space for extra-curricular student activities, an auditorium for events, and space for centers, a new building will be constructed. Besides multi-purpose, the building may be shared with another unit.
			TIMELINE: Approval, fundraising and construction will require about four years (2025).
			KPI: Approval of program fees/differential tuition proposal (with likely agreed upon larger student enrollment); growth of faculty and students; identification of donor prospects; collaboration with joint-use partnering unit.
Foster greater alumni engagement		Dean and Chief Development & Alumni Relations Officer	PLAN: Grow and make active our dozen-plus Fisher Global Councils (alumni clubs that also include non-Ohio State members) to promote lifelong learning and support the college as mentors, speakers and donors.
			TIMELINE: Develop a template of services and communications provided by Fisher and expectations from Global Councils (Autumn 2021), grow Global Councils by five each year.
			KPI: Number of active Global Councils; number of active alumni with activities in support of Fisher; alumni as donors, and alumni active on alumni advisory board; Global Councils served by Fisher with visits/speakers; attendance at alumni awards and Winter College; communications sent by the college.
Establish a robust and overarching student life office	Opex and Resource Stewardship	Dean, Assoc. Dean for Staff, HR & Culture and Chief Development & Alumni Relations Officer	PLAN: To create custom-designed space for extra-curricular activities such as student organizations, as well as support of experiential, interpersonal skill development and community-service activities.
			TIMELINE: While we can secure some space in current facilities by reallocations (Autumn 2022), optimal space is likely only in a new building (2024).
			KPI: Student participation rates in extra-curricular activities; square footage provided for Student Life Office; number of staff FTEs employed in Student Life Office activities.
More actively engage members of dean's advisory council (DAC)		Dean, Mktg. & Comm. and Chief Development & Alumni Relations Officer	PLAN: Engage the DAC in routinely advising the Dean, participating in student mentoring and fundraising. Form an Executive Committee for advice and support for proactive connections to alumni, business and community.
			TIMELINE: Form subcommittees of the DAC to pursue greater engagement and to help develop expectations from members.
			KPI: Number of members actively engaged; students engaged; active subcommittees; support in fundraising.

Strategic Priority 5: Expand our outreach to the broader community

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Using centers to interface with practice	Opex and Resource Stewardship	Assoc. Dean for Exec. Educ., Centers and Center Leads	PLAN: Centers will serve as a major mechanism for outreach, particularly to the corporate sector. All centers, including Executive Education (EE), will formulate three-year strategic plans.
			TIMELINE: Annual presentation at faculty/staff meeting starting in FY 2021.
			KPI: Fit of activities with strategic plans; outreach engagement metrics as established for each center/institute/initiative; enrollments in EE offerings; fund sources/uses and fund balances; extent of faculty engagement; exploitation of complementarities among the centers.
Community service		Dean, Undergraduate Leadership & Engagement Office and Mktg. & Comm.	PLAN: Fisher will continue development of projects/programs that serve our local, Ohio and global communities. Examples include Fisher Impact Day (labor and donation to local nonprofits), BRIGHT EMBA (developing leaders for challenged Ohio schools) and OEIP (preparing and placing interns at small Ohio firms to help with exports). Will also serve the community through the Blackwell, as it did by providing housing to Student Life during the pandemic.
			TIMELINE: Fisher Impact Day (culminating on Veterans Day every fall), new BRIGHT cohort starting Autumn 2021, and OEIP internships every summer.
			KPI: Number of students engaged in community service; other appropriate indicators according to the project/program.
High profile event to promote cross-campus collaboration of Fisher		Dean, Mktg. & Comm. and Chief Development & Alumni Relations Officer	PLAN: The BIZ+X Series will be an annual event in which a keynote speaker will emphasize the role and importance of another (seemingly unrelated) discipline for business (e.g., history or philosophy). Cross-campus colleagues, alumni, faculty, staff and students will be invited.
			TIMELINE: The inaugural event could be targeted for Autumn 2021.
			KPI: Attendance and feedback from Fisher and cross-campus attendees.
Global engagement of students		Assoc. Dean for Exec Educ., Centers and Office of Global Business	PLAN: Grow the international experiences of our students, including internships, field trips, exchange programs, Global Applied Projects, Global Business Expeditions, etc. Engage faculty and staff in these international experiences.
			TIMELINE: Pre-COVID, the number of students with international experiences crossed 700 annually, which leaves scope for considerable growth. Such a growth plan should be prepared (by Spring 2022).
			KPI: Number of students and countries; type of experience; international partners; assessment, cost of experience, cost to student, donor funds and available support.
Better communicate and serve the community		Dean, Mktg. & Comm. and Office of Career Management	PLAN: Distribute widely an annual report, electronically and in print, to corporate and nonprofit organizations highlighting projects, internships and recruitment opportunities. The report will also serve to keep alumni better informed about Fisher and the program opportunities it offers. Our campaign, “We are Fisher!” will be a reminder of our strength and progress as a college.
			TIMELINE: Produced annually.
			KPI: Circulation figures for print copies; downloads for online version; production cost.

Strategic Priority 6: Improve accountability and consistency of processes and decisions

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Develop and implement accountable budgetary process tied to priorities for each unit/program	Opex and Resource Stewardship	Senior Fiscal Officer and Assoc. Dean for Staff, HR & Culture	PLAN: Every sizable unit/program to have a budget and an accountable individual.
			TIMELINE: Starting 2022, working with the SFO and reflecting priorities, budgets will be approved each spring for the following year. A trial run will begin in Spring 2021.
			KPI: Annual budget variance comparisons for each unit/program will be made available to the college executive committee.
Embed a system of transparency and monitoring	Opex and Resource Stewardship	Dean, Senior Fiscal Officer, and appropriate others	PLAN: Establish a set of regular disclosures for the Executive Committee.
			TIMELINE: Starting Autumn 2021, over every academic year provide the following reports to the Executive Committee: (1) Sources and Uses Financial Statement, (2) Enrollments, Rankings and Scholarships in Programs, (3) Diversity of Students, Faculty and Staff, (4) Employment Outcomes, (5) Centers' Report, including non-degree Executive Education, (6) Research Report, (7) Media and Communications Report, and a (8) Culture Report.
			KPI: As appropriate for each report.
All centers, including non-degree executive education center, to formulate three-year strategic plans	Opex and Resource Stewardship	Assoc. Dean for Exec. Educ. and Centers	PLAN: Exploiting complementarities, develop plans with annual targets.
			TIMELINE: Annual presentation at faculty/staff meeting starting in FY 2022.
			KPI: Fit of activities with strategic plan; outreach engagement metrics as established for each center/institute/initiative; enrollments in executive education offerings; fund sources/uses and fund balances.
Establish and implement a culture transformation plan	Opex and Resource Stewardship	Assoc. Dean for Staff, HR & Culture	PLAN: Completion and adoption of plan by task force.
			TIMELINE: Plan adopted prior to Autumn 2021 following task force proposal and college-wide feedback.
			KPI: Feedback from department chairs, Staff Advisory Council and senior staff (2021 and later); focus groups and surveys (2022 and thereafter).
Revisit unit and academic departments org charts and allocation of human resources	Opex and Resource Stewardship	Dean, Assoc. Dean for Staff, HR & Culture, Assoc. Dean for Faculty & Research, and HR Bus. Partner	PLAN: Review allocation and efficient use of human resources according to college priorities.
			TIMELINE: Completion of unit org charts (Spring 2022), completion of academic department strategic plans (Autumn 2022), college-wide allocation of incremental faculty and staff slots (Spring 2023).
			KPI: Efficiency measures; cross-unit workload examination as appropriate; comparisons with competitive schools; number of faculty lines allocated to priority/demand areas; comparisons of department composition with competitors.
Promote staff development	Opex and Resource Stewardship	Assoc. Dean for Staff, HR & Culture, SAC, and HR Bus. Partner	PLAN: Working with the Staff Advisory Committee and those involved in the past, form a staff development workshop series. Review and restructure performance management process to prioritize constructive feedback and career development.
			TIMELINE: Workshop series to start in Spring 2022. Revised performance management process to begin Autumn 2022.
			KPI: Attendance and feedback from workshops and other activities.

Strategic Priority 6: Improve accountability and consistency of processes and decisions

Initiative	Time and Change Pillar	Team Lead	Action Plan and Key Performance Indicators (KPI)
Strengthen technological support throughout the college	Opex and Resource Stewardship	IT and Assoc. Dean for Staff, HR & Culture	<p>PLAN: More technological services will be provided to students, faculty and staff, since post-COVID-19 more coursework and programs are expected to be delivered online. Besides IT, more instructional design support will be needed. Also, some in-person, pre-COVID-19 work will go online. Website redesign will be continued to enhance digital presence and elevate Fisher's new online offerings.</p>
			<p>TIMELINE: Continued enhancements of our IT software and hardware (ongoing), and assessment of additional staffing needs beginning in 2022.</p>
			<p>KPI: Number of courses offered hybrid in the next three years; changes in enrollment numbers for program offerings such as WPMBA, MBOE, EMBA that benefit from these hybrid formats.</p>

We Are Fisher

The Ohio State University Max M. Fisher College of Business provides tomorrow's business leaders with the foundation needed to succeed in business today. Fisher students experience an academically rigorous learning environment, led by world-class faculty, which fosters their development as principled leaders who possess an entrepreneurial spirit, global awareness and a commitment to social responsibility. Organizations from around the globe thrive under the leadership of Fisher alumni, who positively impact their communities and the world.



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