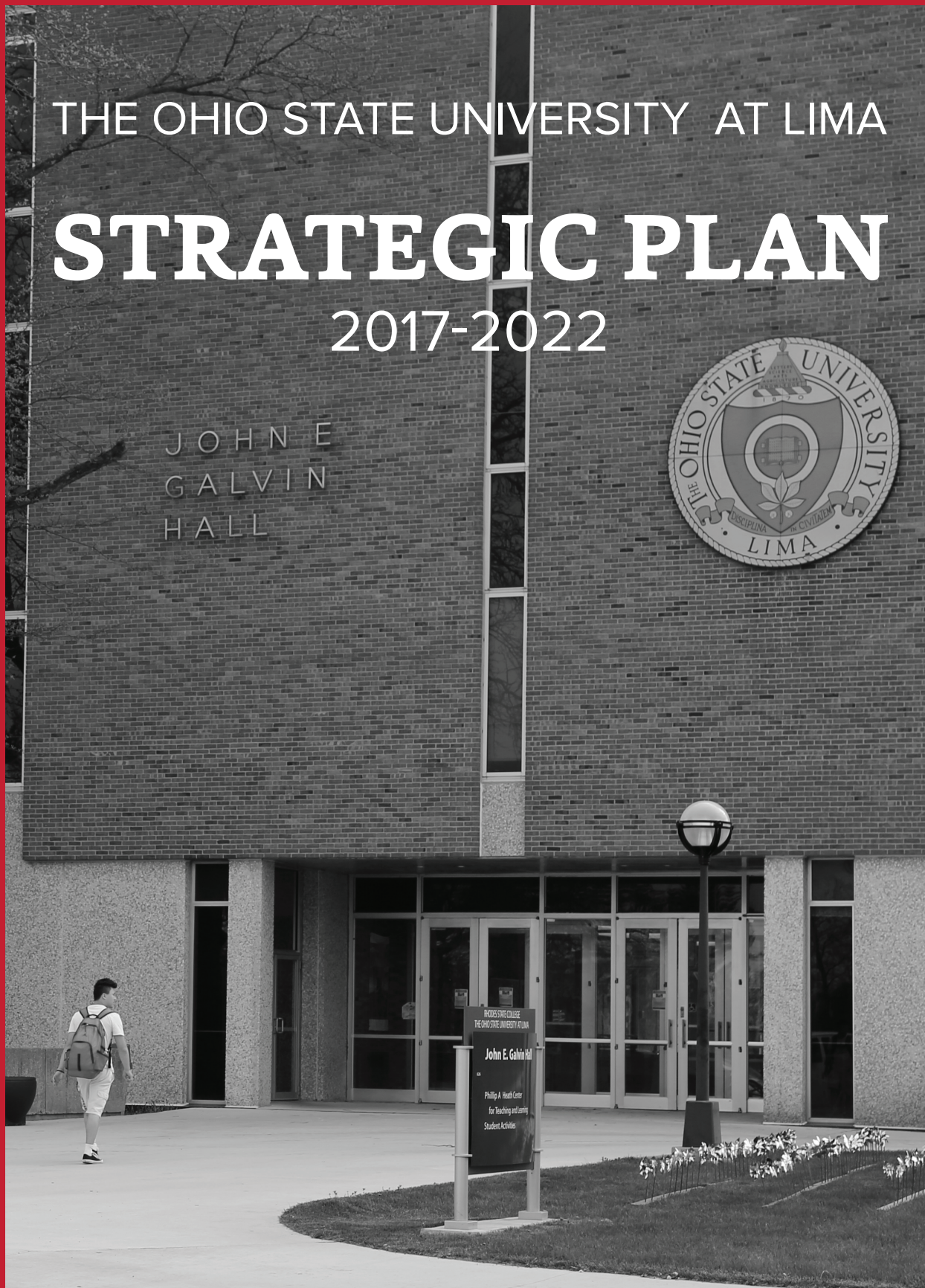


THE OHIO STATE UNIVERSITY AT LIMA

# STRATEGIC PLAN

2017-2022

JOHN E  
GALVIN  
HALL



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# STRATEGIC PLANNING OF 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, staff, 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 mission/vision, values and core goals.

## Mission/Vision

As a 21st-century public, research, land-grant institution, The Ohio State University at Lima 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 our diversity is an essential component 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 at Lima we value:

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

## LETTER FROM THE DEAN

The Ohio State University at Lima is proud to be active and invested in the continued mission to effect positive innovation at the University. Our open door to Ohio high school graduates helps perpetuate the land grant vision established nearly 150 years ago. With an eye toward purposeful transformation, we will build upon and extend the 60 plus years of education at Ohio State Lima well into this century and beyond.

This document reflects the collective aspirations of Lima faculty, staff and students allied with the precepts of Ohio State's strategic plan: *Time and Change – Enable, Empower and Inspire*. We look forward to fulfilling the goals contained herein. In coming years, we will enable students from our region, our state, our country, and throughout the world to have access to our talented faculty and staff in the bucolic setting of west central Ohio. We know that many students might choose Ohio State Lima as a stepping stone to the Columbus campus, but they will do so having face-to-face encounters with our expert and internationally recognized teachers and scholars.

The benefits that will come from a diverse campus population, including rural, urban and international components, will enrich the experiences and help enlighten the perspectives of our students for generations to come. It will empower them to be productive, informed citizens of Ohio and the world.

We invite you to learn more about Ohio State Lima's strategic plan and discover our aspirations to inspire our most important constituents – our students.

Sincerely,

A handwritten signature in black ink that reads "Joe Brandesky". The signature is written in a cursive, flowing style.

Joseph Brandesky, PhD  
Interim Dean and Director  
The Martha W. Farmer Endowed Professor of Theatre  
The Ohio State University at Lima

## LIMA CAMPUS OVERVIEW

*Small campus. Big possibilities.*

The Ohio State University at Lima is one of the four regional campuses of The Ohio State University. The campus sits on 565 acres in west central Ohio. Ohio State Lima offered its first classes in 1960. Students came to this campus from the small farming communities and larger cities of west central Ohio to fulfill their desire for higher education. Since then, tens of thousands from the 10-county region surrounding Lima have walked through the campus doors to take advantage of the breadth and reputation of an Ohio State education. This campus takes great pride in its contribution to Ohio State's land grant mission by providing open access to all Ohio high school graduates. The unique spirit of the campus is fueled by student-centered activities and an innovative variety of opportunities, including an Honors Program, a Generation One learning community for first-generation students, a variety of intramural and competitive athletic opportunities, a thriving arts sector of theatre, music, and the fine arts, as well as STEM-based hands-on learning.

Ohio State Lima builds the future of western Ohio by developing productive citizens and providing access to the resources and strength of the state's top university. The 1,018 students currently enrolled on this campus receive instruction from 33 tenure line faculty and 24 associated faculty members in classes with an average size of 18. Students enrolled on the Lima campus are able to complete any one of 11 bachelor degrees including: Biology, Business Management, Child and Youth Studies, Early Childhood Education, English, Health Sciences, History, Middle Childhood Education, Psychology, Social Work and Theatre. The campus also offers an Associate of Arts degree, 11 minors, seven pre-professional tracks and four degree-completion programs. In addition to the academic programming offerings, Ohio State Lima and its staff offer students a full range of support services including advising, financial aid, student life, disability support services, and counseling.

## **MISSION**

We exist to strengthen and serve communities by providing access to a world-class, affordable education.

## **VISION**

Ohio State Lima will be west central Ohio's exemplary university campus, educating individuals to transform society by improving communities and organizations.

## **VALUES**

Shared values are the commitments made by the Ohio State community regarding how work will be conducted. Our values at Ohio State Lima include:

1. Honesty and Integrity
2. Student Success
3. Diversity in People and Ideas
4. Respect for Our Community and Mission
5. Transparency and Openness
6. Service to Our Community

# Succeeding with our pillars' support



## TEACHING AND LEARNING

### What is our aspiration?

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

### Why is this important?

Teaching and learning are cornerstones of our mission and critical to student success. Ohio State Lima strives to promote an effective learning experience to our students, facilitated by talented faculty ready to adopt the best approaches to teaching and learning and by a diverse student body ready to embrace their preparation as global citizens.

### What are our concrete goals?

1. Staff critical courses with students' success in mind
2. Foster excellence among our teachers
3. Support learning outside the classrooms
4. Make data-driven decisions about teaching and learning

### What specific targets are we setting for ourselves?

1. Staff critical courses with students' success in mind
  - Place our most effective teachers from each department in demanding courses and curricula serving as prerequisite to several others
2. Foster excellence among our teachers
  - Engage at least 75 percent of our teachers to adopt effective practices in teaching and learning
3. Support learning outside the classrooms
  - Strengthen the learning communities' foothold
4. Make data-driven decisions about teaching and learning
  - Use advanced analytics to understand the impact of teaching effectiveness on student outcomes



10 tenure line faculty have earned the **Alumni Award for Distinguished Teaching**. Two lecturers have earned the **Provost's Award for Distinguished Teaching by a Lecturer**, including the inaugural year.



**STEM Steps** is a faculty-led enrichment program for high school sophomore and junior girls designed to encourage and stimulate an interest in science through hands-on activities in STEM fields and exposure to other females in the science fields. Due to community demand, the program will expand to two days in 2018.

## What types of initiatives will help us achieve our goals?

1. Staff critical courses with students' success in mind
  - Identify curricula serving as prerequisite to several others and courses with which students have had more difficulties
  - Identify the most effective teachers in each department
  - Identify effective practices to align the most effective teachers with the critical courses to students' success
2. Foster excellence among our teachers
  - Identify professional development opportunities in teaching and learning and make them available to our faculty
  - Incentivize faculty engagement in these opportunities
3. Support learning outside the classrooms
  - Maintain support for learning communities, in which students can engage and challenge each other toward academic success and personal growth
4. Make data-driven decisions about teaching and learning
  - Identify and analyze metrics on student success outcomes to strengthen student success programs
  - Gather and analyze data systematically to aid the planning to strengthen the academic programming offerings



Dr. Mark Kleffner will serve a second year in the University Institute for Teaching and Learning's Faculty FIT: Foundation, Impact, Transformation program. Dr. Kleffner was chosen as a mentor during a selective application process and will be mentoring a multidisciplinary cohort of faculty new to Ohio State.





# ACCESS, AFFORDABILITY AND EXCELLENCE

## What is our aspiration?

To be an inclusive and accessible Ohio State campus known for its unsurpassed combination of excellence and affordability in higher education in northwest Ohio.

## Why is this important?

As a land-grant campus, inclusive access and excellent and affordable education are at the core of our mission.

## What are our concrete goals?

1. Improve first-year student retention and four- and five-year (within Ohio State) graduation rates
2. Reduce gaps in performance among student subpopulations (e.g., first-generation, non-traditional, underrepresented groups)
3. Explore opportunities to support students further

## What specific targets are we setting for ourselves?

1. Improve first-year student retention and four- and five-year graduation rates
  - Improve overall first-year retention rate to 71 percent
  - Improve four- and five-year (within Ohio State) graduation rates to 25 percent and 40 percent, respectively
2. Reduce gaps in performance among student subpopulations (e.g., first-generation, non-traditional, underrepresented groups)
  - Minimize retention and graduation rate differences to no more than five percentage points among student subpopulations
3. Explore opportunities to support students further
  - Increase scholarship support for study abroad opportunities
  - Identify ways to accommodate future students from outside Ohio



Six international study tours to the Czech Republic have been led by Ohio State Lima faculty since 2005. A seventh tour will take place in 2017. Nearly four dozen Ohio State Lima students have participated in one of these global experiences.

## What types of initiatives will help us achieve our goals?

1. Improve first-year student retention and four- and five-year graduation rates
  - Identify and implement effective strategies of student engagement
  - Increase student-faculty interactions outside the classroom
  - Expand student-support services
2. Reduce gaps in performance among student subpopulations (e.g., first-generation, non-traditional, underrepresented groups)
  - Identify and implement effective strategies to recruit first-generation, non-traditional and underrepresented students
  - Expand the reach and visibility of learning communities for student subpopulations
3. Explore opportunities to support students further
  - Plan and implement a scholarship campaign to create funds to support our students in participating in enriching study abroad opportunities
  - Identify how to meet the campus needs of all potential future students and engage partners to discuss those plans



# RESEARCH AND CREATIVE EXPRESSION

## What is our aspiration?

To create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and creative expression and toward the solutions of the world's most pressing problems.

## Why is this important?

The Lima campus serves as a bridge linking the west central Ohio community with the high-impact research and creative programs for which the faculty of The Ohio State University are renowned.

## What are our concrete goals?

1. Recruit and retain talented faculty in high-demand disciplines
2. Increase the resources available to support faculty research and creative expression
3. Develop mechanisms to highlight, disseminate and publicize Lima faculty research and creative expression
4. Develop a campus culture in which undergraduate research is a high priority and highly valued

## What specific targets are we setting for ourselves?

1. Recruit and retain talented faculty in high-demand disciplines who are committed to helping the campus achieve its goals related to the recruitment and retention of a diverse student body
  - Retain a faculty ready to mentor a diverse student body
  - Target potential faculty hires who would reflect the university's commitment to diversity and inclusion
2. Increase the resources available to support faculty research
  - Identify potential for mutually beneficial collaborations between local industry, government, or non-profit organizations and faculty scholarship in research or creative expression
  - Increase partnerships with resources and expertise in Columbus or other regional campuses
3. Develop mechanisms to highlight, disseminate and publicize Lima faculty research
  - Increase access to presentations by local, national and international scholars



Every year, Lima campus faculty members mentor undergraduate students in programs such as Biology, Chemistry, Engineering, English, Health Sciences, History and Psychology. In addition to presenting their findings at Lima's annual Undergraduate Research Forum and at the Denman Forum, undergraduate student researchers have been published in national and international journals and presented at scholarly conferences across the country and disciplines. An undergraduate research project on the prevalence of food insecurity among students at Ohio State Lima mentored by faculty members in Health and Rehabilitation and Mathematics led to a campus Food Pantry.

- Increase visibility of research and creative expression on campus and in the community
4. Develop a campus culture in which undergraduate research is a high priority
    - Increase the percentage of the student body graduating with research distinction
    - Expand the Undergraduate Research Forum by increasing the number of students and the number of faculty mentors
    - Increase participation in the annual Denman Undergraduate Research Forum in Columbus

#### What types of initiatives will help us achieve our goals?

1. Recruit and retain talented faculty in high-demand disciplines who are committed to helping the campus achieve its goals related to the recruitment and retention of a diverse student body
  - Communicate the strength and value of our local academic community in partnership with our expansive university resources
  - Ensure that new faculty begin their careers well-positioned for success to guide students to succeed
  - Increase current faculty participation in professional development opportunities to aid the recruitment and retention of a diverse student body
2. Increase the resources available to support faculty research
  - Increase funding for research and creative expression on campus via research endowments and/or local industry partnerships
  - Update facilities and add labs on campus
  - Increase access to Ohio State labs in Columbus to include sharing space and partnering with interdisciplinary research groups
  - Provide faculty orientation and workshops focused on research support and procedures
  - Deliver regular IRB, laboratory safety and other training to the campus
  - Collaborate with faculty at neighboring institutions
3. Develop mechanisms to highlight, disseminate and publicize Lima faculty research
  - Use technology to live stream scholarly presentations and events
  - Facilitate student attendance in university showcases/events
  - Recognize associated faculty engaged in research and creative expression
4. Develop a campus culture in which undergraduate research is a high priority
  - Support faculty who mentor students
  - Celebrate the achievements of our undergraduates who participate in research and creative expression



Doug Sutton-Ramspeck is the author of six collections of poetry and one collection of short stories. He is the winner of 2016 G.S. Sharat Chandra Prize for Short Fiction, the 2013 Michael Waters Poetry Prize and the 2007 John Ciardi Prize for Poetry. Doug is a regular mentor of students and has overseen the creation of *Asterism*, an undergraduate online literary journal that serves as a yearly showcase of poetry, fiction, and art by Ohio State Lima students and undergraduates from across the country and beyond.



The Theatre for Young Audiences program has brought live theatre to more than 40,000 school-aged children in west central Ohio and Europe over its 21-year history. Theatre faculty perform two plays each year. Dr. Maria Ignatieva presented one of her adaptations for children, first performed in Lima, at a conference in Croatia.



# OPERATIONAL EXCELLENCE & RESOURCE STEWARDSHIP

## What is our aspiration?

To become a regional campus recognized for financial sustainability, exceptional management of human and physical resources, and operational efficiency and effectiveness.

## Why is this important?

Financial sustainability, exceptional management of human and physical resources and operational efficiency and effectiveness are pillars to the success of the Lima campus because it will extend and promote a safe and functional workplace.

## What are our concrete goals?

1. Promote and advance diversity and inclusion
2. Continue to enhance the workplace culture
3. Explore and leverage partnerships to increase operational efficiency
4. Enhance the physical environment and infrastructure of campus

## What specific targets are we setting for ourselves?

1. Promote and advance diversity and inclusion
  - Implement key strategies to recruit, hire and retain faculty and staff who are ready to contribute to our workplace diversity and/or foster inclusion of diverse experiences
2. Continue to enhance the workplace culture
  - Increase the percentage of employees attending and contributing to workplace-enhancement activities
3. Explore and leverage partnerships to increase operational efficiency
  - Establish and/or enrich partnerships with departments and programs on the Columbus campus
  - Continue to build on the growing relationship with Ohio State Extension
  - Explore and/or expand partnerships with local business and industry
4. Enhance the physical environment and infrastructure of campus
  - Upgrade and maintain the campus infrastructure
  - Increase Ohio State branding on campus



STEAM on the Quad is a faculty-led partnership with OSU Extension to improve the knowledge and interest of students in grades K-8 in Science, Technology, Engineering, Arts and Mathematics. In its second year, STEAM tripled the number of students and families that it reached, welcoming more than 450 people to campus for a day of hands-on activities hosted by academic departments, community organizations, 4-H members and students.

- Expand sustainability efforts

### What type of initiatives will help us achieve our goals?

1. Promote and advance diversity and inclusion on the Lima campus
  - Utilize our Office of Diversity and Inclusion to assist with making contacts to recruit local, underrepresented talent
  - Having the Dean and Director or Associate Dean lead each search committee in identifying the key objectives of the search, including the alignment of candidate potential and experience with the Mission, Vision and Values of the university and the campus
2. Enhance the workplace culture
  - Sustain campus events such as Employee Recognition Dinner, Staff Appreciation Days, and Faculty and Staff achievement awards
  - Continue to bring multicultural events – open to faculty, staff and students – to campus to celebrate diversity
  - Sustain networking opportunities, such as the art gallery openings, for faculty and staff
  - Expand offering of events throughout the year to bring faculty, staff, and students together, such as welcome events and sports/recreational events
3. Explore and leverage partnerships to increase operational efficiency
  - Identify partnerships with departments and programs on the Columbus campus, as well as the Extension offices
  - Develop relationships with local businesses and industries that have a vested interest in the success of specific programs on the Lima campus such as STEAM (Science, Technology, Engineering, Arts and Mathematics) programs
  - Expand access to health care services that will improve the health and wellness of our faculty, staff and students
  - Explore new articulation opportunities
  - Leverage technology to share services across campuses and with our co-located college
4. Enhance the physical environment and infrastructure of campus
  - Continue sustainability efforts such as energy efficiency and recycling
  - Increase Ohio State branding on campus
  - Monitor opportunities for strategic enhancement of security, grounds and facilities



The Perry Webb Student Life Building will be a Leadership in Energy and Environmental Design certified, 15,000 square foot building and is projected to be completed by the summer of 2018. Along with its central informal gathering spaces, the Webb will include grab-and-go food and coffee, a fitness area, and collaborative meeting spaces.

## IMPLEMENTATION

Translating our bold strategy into execution will be the work of all Buckeyes, requiring strong leadership, an unwavering commitment to our aspirations, a collaborative culture and continued engagement across the university community and with our many important stakeholders.

Our dedication to successfully implementing our strategic plan will be reinforced by our long-range financial plan and a fundraising campaign plan. The development of our plans has been thorough and comprehensive, with detailed project development, risk assessments, budgets and progress metrics.

To ensure clear accountability and ownership at all levels of the plan — by pillar, by initiative and overall — we will name and vest leaders from across the campus and the university with the responsibility, personnel and support necessary to implement our four pillars of focus.

Measuring our progress will be essential to achieving our aspirations. We will hold ourselves accountable through robust performance management, rigorous project management, and transparent tracking and reporting of our progress against pre-defined goals.

To be successful, our plan requires all of us working together to embody a culture that embraces innovation, collaboration and forward progress. Close engagement with all of our diverse stakeholders will be critical to building and maintaining momentum as we celebrate successes and milestones along the way.

The ambitious scale of our strategic plan has never before been attempted and will require flexibility, agility and sound judgment as we navigate the future. Above all else, we will rely on our incredible people — students, faculty, staff, alumni, community and business partners, government leaders and more — to help us achieve our bold aspirations for Ohio State and its Lima campus over the coming decade and beyond.

## CONCLUSION

Ohio State Lima will play its part as we stand at the doorway of great opportunity, firmly and uniquely positioned as a regional campus of a leading national flagship public research university. We endeavor to build upon our existing strengths and advance our focus in areas that define excellence in 21st century higher education: teaching and learning; access, affordability and excellence; research and creative expression; and operational excellence and resource stewardship.

The university's path forward honors our rich history of educating the citizens of Ohio, engaging communities the world over through scholarship and outreach, and uplifting all lives that connect with our students, faculty, staff, alumni and friends.

Now are the next steps.

Our ambitions are bold because that is the Ohio State way. Our responsibility is great because families in Ohio and beyond require us to be the very best we can be. Our future is bright because we are Buckeyes — and we have 150 years of excellence to help light the way.

