Ohio State Marion 3.0
OPPORTUNITY CAMPUS

STRATEGIC PLAN
2019 - 2024

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LETTER FROM THE DEAN

The 2019-2024 Strategic Plan for The Ohio State University at Marion re-envisions this institution as an "Opportunity Campus." It is in our collective interest to really *see* the scope of students' personal and professional goals and to strive to meet their needs in the best ways possible. As our campus grows, we should be thoughtful and deliberate in our efforts to create genuinely useful opportunities for everyone.

But what should an Opportunity Campus *look* like? How can we cultivate the people, places, and programs that make Ohio State Marion the kind of institution that best rises to meet the challenges of our future? Our strategic plan, *Ohio State Marion 3.0: Opportunity Campus*, is the result of careful, collaborative deliberation over these key questions. Through this exercise, we have identified four focus areas that will lead us toward making real progress toward implementing important opportunities that will make Ohio State Marion an even more essential community member, partner, and leader.

First, we plan to offer greater opportunities for student achievement and leadership to help students realize their intellectual, professional, and civic potential. This includes developing programming to support student retention and success, as well as creating opportunities for students to play a greater role in their campus community and beyond. We will also improve the academic experience for our students by building upon our existing strengths and developing new areas of growth. We plan to update our current major programs, add new majors, and continue our recent growth in STEM programming to reflect 21st-century needs.

Second, to help foster that greater sense of community, we will undertake major infrastructure developments with our students in mind, including construction of on-campus housing and renovations to existing student spaces. As we see it, these changes go beyond physical updates to be comprehensively transformative. A vibrant campus setting not only contributes to greater individual student success, but also contributes to building a stronger community identity and the creation of a robust campus culture.

Third, we aim to develop a more diverse and inclusive campus. We plan to offer—to faculty, staff, and students alike—a variety of training, certification programs, and on-going support to promote a campus culture of care that more fully values difference, equity, and social justice. Ultimately, this will yield a stronger, more resilient campus community.

Lastly, we will continue in our proud tradition of being responsible stewards by promoting greater sustainability on campus through establishing sustainability partnerships both within and outside of our campus community. We will also concentrate our efforts on

implementing environmentally friendly policies and practices, enhancing our infrastructure, and strengthening our budget management to become more fiscally efficient.

At the end of this five-year window, we will see the fruits of imagining Ohio State Marion as an Opportunity Campus: more students will study and work with world-class faculty in a variety of different academic areas in the more personal setting of a smaller campus. Our students will become more active, engaged, and successful, and they will have the skills and sense of purpose to effect positive, socially impactful change in their broader community. We will welcome the first generation of students to actually live on a thriving and diverse campus that will become increasingly green and a model of environmental sustainability for our neighbors.

Marion 3.0 will guide our efforts to create opportunities that will best serve all who come to our campus, while maintaining the quality, impact, and integrity Ohio State represents. Taken together, this vision resonates with Ohio State's motto, Education for Citizenship, and will ultimately make the Marion campus a destination of choice.

Gregory S. Rose
Dean and Director of The Ohio State University at Marion

PS—Progress toward achieving the goals outlined in this or any other strategic plan must take into consideration the impact of the global COVID-19 pandemic. Student enrollment at Ohio State Marion has declined, resulting in budgetary challenges. Faculty and staff have redirected energy and increased effort toward teaching and serving students through new pedagogies and in new ways while facing unanticipated challenges in home and personal lives. Consequently, we recognize the likely need to re-prioritize projects or to re-think creatively how to achieve similar ends with different means and potentially different timelines. Implementation of the initiatives outlined in this strategic plan will necessarily take these new factors into account.

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CAMPUS PLANNING OVER TIME AND INTO THE FUTURE

To date, The Ohio State University at Marion's evolution encompasses two distinct phases. The first phase, which might be called "Ohio State Marion 1.0," began in 1957 with the establishment of Ohio State Marion in the original Harding High School building. This original phase was the result of a grassroots community effort to bring Ohio State to Marion. The second phase, or "Ohio State Marion 2.0," again engaged the community, this time in purchasing land for the campus, and in 1968, the opening of Morrill Hall. Through the continued generosity and support of our community and alumni—by funding major building projects and establishing merit- and need-based scholarships totaling $1.1 million annually—Ohio State Marion has seen significant growth in programming and physical facilities. During these first two phases, the campus served mainly as a commuter campus for students in its surrounding communities and a feeder program to the Columbus campus.

And while we have been successful in providing the opportunity for local students to access an Ohio State education, with time comes change. As the University has increasingly emphasized access to education while simultaneously increasing selectivity in admissions at the Columbus campus, Ohio State Marion finds itself in the expanded role of providing opportunity, not only to local students, but to students from across Ohio and even beyond our state borders. In the past five years, we have seen the introduction of student housing in the form of privately owned apartments near campus to accommodate our ever-widening student base. The next five years will see the development of on-campus housing, to more fully integrate our students into campus life.

Our vision going forward is to be a campus where students—commuter and residential alike—are fully engaged in their college experience in and out of the classroom, on campus and in our larger community and world. An increasing number of students will find their niche, place, and sense of belonging here. They will engage closely with our faculty in undergraduate research and honors opportunities to better serve and positively impact our community. Our students will become good stewards and citizens building on the accomplishments of those who paved the way for them and they, in turn, will pay forward for those who come after them. Given the significance of this ambitious vision, we are calling this newest strategic plan **Ohio State Marion 3.0**.

Realizing the vision of Ohio State Marion 3.0 will require directed attention to four focus areas: excellence in student achievement and leadership, student-focused infrastructure and services, diverse and inclusive campus, and a sustainable campus. This strategic plan outlines our path for the next five years, but its impact, as its various parts and pieces become implemented, will be felt for many more years to come.

VISION, MISSION, GUIDING PRINCIPLES

Developing the Ohio State Marion Strategic Plan began by situating it within the larger context of university-wide and regional campus planning. Accordingly, we have consulted *Time and Change*, the university's strategic plan, as well as the *Regional Campus Vision and Goals* document. Through careful deliberation, we aligned our vision of Marion's future with these plans where most appropriate, while also considering the unique elements characterizing the Marion campus mission and the campus' role in the surrounding community. Taken together, these documents helped define the Guiding Principles for **Ohio State Marion 3.0: Opportunity Campus**.

Vision

Our vision is to be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.

Mission

Our mission is to provide an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.

Guiding Principles

The following Guiding Principles constitute the foundational cornerstones upon which rests the next five years of campus development. In each of our Strategic Focus Areas, we have kept these principles in mind while determining the priorities of our plan.

> **Access**:
> ❏ To an affordable education
> ❏ To engaging, inclusive learning experiences
> ❏ To nationally and internationally renowned scholars and researchers
> ❏ To award-winning, innovative teaching methods
> ❏ To the global community

In the spirit of fulfilling Ohio State's land grant mission, access is our foremost value. We are committed to providing open access to the university by offering an educational experience that is both affordable and inclusive, available on a campus that represents the rural, urban, and suburban areas of North Central Ohio and beyond. We strive to make college affordable through generous scholarships and financial aid packages, as well as initiatives

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to reduce students' overall costs. Our affordability does not undercut The Ohio State University excellence and experiences that we offer to our students. We provide students access to faculty who are nationally and internationally renowned scholars and researchers, many of whom work directly with students to develop honors theses and other undergraduate research projects. In the classroom, students have direct access to award-winning instructors who are university leaders in developing innovative teaching methods to provide productive, engaging, and inclusive learning experiences. Ohio State Marion also supplies students with access to their community beyond the campus through hands-on experiences such as internships and service-learning courses. Finally, with opportunities ranging from international study travel to field research, Ohio State Marion provides students with access to the world.

Innovation:
❏ In impactful research, scholarship, and creative work
❏ In imaginative, effective, and high-impact teaching practices
❏ In direct involvement of students in knowledge-making processes
❏ In meaningful engagements with local, national, and international communities

Ohio State Marion is driven by a spirit of innovation that infuses every aspect of the academic experience. As members of a tier-one research university, our faculty conduct impactful research, scholarship, and creative work in their respective disciplines. They bring imaginative, high-impact teaching practices into the classroom as well, using state-of-the-art technology and new course designs that feature flipped, blended, and hybrid learning models. In areas ranging from cancer research, the psychology of eating disorders, digital literacy studies, and poetry, students actively participate in developing and disseminating knowledge through faculty sponsored and supported student research. The results of this culture of innovation and excellence yield meaningful benefits for local, national, and international communities.

Engagement:
❏ Through student-centered learning methods
❏ Through undergraduate research and honors opportunities
❏ Through partnerships and collaborations with community, businesses, non-profits, and leadership organizations
❏ Through partnerships with K-12 schools and area technical and vocational institutions

Ohio State Marion strives to create a variety of opportunities for rich and meaningful engagement both in and out of the classroom. Active learning is facilitated through student-centered teaching and learning methods, including service-learning, co-ops and

internships, undergraduate research, and honors opportunities. Beyond these learning experiences, we also engage with area businesses, non-profits, and leadership organizations by participating in various community development projects. We work to maintain productive, ongoing educational partnerships with area K-12 schools and technical and vocational institutions from the area. Finally, students, faculty, and staff alike regularly reach out to the community through mentoring, volunteerism, and continuing education.

Stewardship:
- ❏ By exercising respect, efficiency, and fiscal responsibility for people, resources, and environment
- ❏ By making decisions that positively model and foster local and global sustainability
- ❏ By being increasingly energy efficient and cost effective
- ❏ By supporting the professional development of our faculty, staff, and students

Ohio State Marion is committed to taking good care of and stewarding the resources entrusted to us. Respect, efficiency, and fiscal responsibility for people, resources, and the environment are paramount to everything we do, and so we utilize these resources strategically based on our core values, our culture of care, in which we look to our students as partners in creating a lasting culture of sustainability. We encourage open and honest communication, fairness and courtesy, and truth and accountability, valuing the unique perspectives of everyone as together we advance our campus mission. In every area, we aim to make decisions that positively model and foster local and global sustainability. From installing campus-wide LED lighting to the conservation of our prairie, we deliberately build, develop, and maintain our campus footprint to be increasingly energy efficient and cost effective. We consistently pursue new ideas that will support growth while keeping tuition affordable. We promote an academic climate that fosters the professional and educational growth of our faculty, staff, and students.

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STRATEGIC FOCUS AREAS

Ohio State Marion welcomes the opportunities and challenges posed by its dual role of being an open access campus within a tier-one research university. Our hope is that successful implementation of The Ohio State Marion 3.0 Strategic Plan will increase the number of Ohioans with bachelor's degrees, and that it will assist in bringing higher education opportunities to a broader range of citizens, not only in our traditional service areas, but throughout Ohio and beyond. In developing this plan, we identified four strategic focus areas:

1. **Excellence in Student Achievement and Leadership**
2. **Student-Focused Facilities, Infrastructure, and Services**
3. **Diverse and Inclusive Campus**
4. **Sustainable Campus**

We see these four areas not as distinct and separate, but rather as deeply interdependent—work in any one of these areas will inevitably require connecting with the people and projects in other areas. Putting our plan into action will require the active, collaborative commitment of our campus community and an annual assessment of our progress to date. We pledge our commitment to work together as a team to make significant advances in the areas that follow.

(Note: The Appendix of this document offers a more detailed look at the strategies and targeted outcomes for each of these focus areas.)

Excellence in Student Achievement and Leadership

Two designated teams of campus stakeholders were charged with developing both an Academic Strategic Sub-Plan and a Student Success, Retention, and Graduation Strategic Sub-Plan based on the key initiatives outlined below. For a more detailed breakdown of these initiatives, as well as the targeted outcomes associated with them, please refer to the Appendix of this document.

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Priority: To develop meaningful academic and extra-curricular opportunities that build connections among our students, faculty, staff, and community

Priority: To promote and support the successful matriculation of all Ohio State Marion students

Key Initiatives:

ACADEMIC STRATEGIC SUB-PLAN:
- ❏ Enhance 4-year Degree Opportunities on Campus
- ❏ Promote Increased Engagement in Research, Internships, Service-Learning, and Volunteer Opportunities
- ❏ Develop Community of Scholars Program
- ❏ Develop Education for Citizenship Program

STUDENT SUCCESS, RETENTION, AND GRADUATION SUB-PLAN:
- ❏ Collect and utilize data to set campus retention & graduation goals and priorities
- ❏ Provide individualized support to our most vulnerable populations through intentional success planning
- ❏ Connect students to resources in support of the Culture of Caring

Foremost among the strategic focus areas is the pursuit of a truly excellent experience in student achievement and leadership for everyone who chooses to attend Ohio State Marion. That pursuit begins with a strong academic base, and to that end, we have developed a strategic sub-plan in the area of academics. Here, we intend to build on the strength of our established four-year programs through more effective promotion of our various majors and minors, highlighting their value for students anticipating potential career paths. We likewise intend to build and promote high-impact opportunities for students who have reached junior and senior ranking, providing them with service-learning, internships, and research experiences specifically geared toward their professional goals and interests. We also intend to offer students meaningful academic and extracurricular experiences that will transform how they see their place in academia and in their larger communities. Such experiences will include the Community of Scholars program that supports various research and thesis-writing activities, the CYE (Culminating Years Experience) Program that continues the same sort of support and community seen in already successful university-wide programs such as FYE (First-Year Experience) and STEP (Second-year Transformational Experience Program), and the Education for Citizenship Program, which will encourage student participation in projects and activities centered around issues of social justice, food security, and outreach and engagement.

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The second strategic sub-plan developed in this area focuses on student success, retention, and graduation. Strengthening and expanding academic opportunities for students requires the presence of effective initiatives and programs aimed at ensuring our students' ultimate success throughout the matriculation process. Here, we plan to develop a more responsive, targeted approach to retention and graduation, developing tools and procedures that more effectively utilize student-centered data. Such solutions will allow us to better identify students who might benefit from additional support at various stages of their matriculation, which will, in turn, allow our network of support services to better serve the student body.

<div style="background-color:#a02010; color:white; text-align:center; font-weight:bold;">Student-Focused Facilities, Infrastructure, and Services</div>

A designated team of campus stakeholders was charged with developing a Student-Focused Facilities, Infrastructure, and Services Strategic Sub-Plan based on the key initiatives outlined below. For a more detailed breakdown of these initiatives, as well as the targeted outcomes associated with them, please refer to the Appendix of this document.

Priority: To establish innovative student-focused facilities, infrastructure, and services

Key Initiatives:
- ❏ Construct On-Campus Housing
- ❏ Provide Expanded Services
- ❏ Construct and Renovate Supporting Infrastructure (Alber Student Center, Morrill Hall Auditorium, and Library Facilities)

Succeeding in the area of student achievement and leadership starts with a close examination of how we can provide a campus environment that is conducive to our students' needs. To this effect, over the next five years, we plan on placing particular attention on our facilities, infrastructure, and services.

One of the more ambitious key initiatives in this focus area is the construction of on-campus student housing. Research has shown, the presence of on-campus housing correlates strongly to student success, as it mitigates commute times, provides greater access to support resources (e.g., library, tutoring, etc.), and generally cultivates a stronger sense of community among all members of campus. Introducing an on-campus residential experience will offer our students greater opportunities to participate in campus life and realize greater success during their time here. This development will lead to several possibilities for student leadership positions in areas such as residence halls, student organizations, and student services, among others.

Bringing on-campus housing to our campus will necessitate expansion of the hours and variety of our support services to better and more fully serve a 24/7 on-campus presence of students. Relatedly, we also plan to re-energize our existing infrastructure to better serve our residential and commuter students alike. This will include a renovation of the Alber Student Center to include updated exercise facilities, increased space for student activities and organizations, and improved dining options. We also plan to modernize the auditorium in Morrill Hall to create an improved performance space that will better serve students participating in local theatrical or musical productions. Moreover, this will be a space for our entire Marion community to enjoy. Additionally, our campus library will undergo a dramatic refresh to create the kind of learning, research, and collaboration space that will serve scholars in the 21st century. To establish steps and outcomes for this focus area, we will develop a Student-Focused Infrastructure and Services Strategic Sub-Plan.

Diverse and Inclusive Campus

A designated team of campus stakeholders was charged with developing a Diversity and Inclusion Strategic Sub-Plan based on the key initiatives outlined below. For a more detailed breakdown of these initiatives, as well as the targeted outcomes associated with them, please refer to the Appendix of this document.

Priority: To create and cultivate a campus-wide Culture of Care

Key Initiatives:
- ❏ Provide an environment where underrepresented students can succeed and graduate with an Ohio State degree
- ❏ Integrate academic programming and diversity, equity, and inclusion initiatives and efforts
- ❏ Engage in community outreach that addresses social justice, educational, health, and economic disparities
- ❏ Refresh existing and implement new innovative programming and practices

Access to an Ohio State education goes beyond gaining entrance to the university Now more than ever, many of our college students are experiencing anxiety, depression, and stress at unprecedented levels. Often these are experienced at a higher level by our students of color, who likely face additional stressors such as discrimination, imposterism, stigma, cultural mistrust, and feelings of isolation. As a result, students of color are less likely to seek out and thus receive assistance, which may be a major contributor to lower graduation rates among this group. With all of this in the forefront of our minds, we aim to provide all of our students with an environment that is conducive to their goals of success, allowing them to graduate with an Ohio

State degree. A safe and welcoming campus environment where everyone feels respected and valued and trust is paramount to that end.

Ohio State Marion is committed to building and maintaining a diverse and inclusive campus culture of care that empowers all of our students, faculty, staff, alumni, and community so that they can thrive and contribute in meaningful ways to an increasingly diverse world. To that end, we are developing the INCLUDE Project (Inclusive Nondiscriminatory Campus Leader in Unique and Diverse Experiences), which will enable Marion to become a model for other campuses. Not only will this program be instrumental in creating and cultivating the kind of inclusive campus climate that will attract and support a rich and diverse community of students, faculty, and staff, it will also provide the kind of community outreach that addresses educational, health, and economic disparities. Additionally, we plan to bring to the Marion campus two established Ohio State certifications that focus on diversity concerns: DICE (Diversity, Intercultural and Community Engagement) and DEI (Diversity, Equity, and Inclusion). Ultimately, as we continue to cultivate an on-campus living and learning environment where all students can interact with and learn from one another during their time on campus, we are hopeful that they will take those valuable lessons with them as they go on to become active and conscientious citizens. To establish steps and outcomes for this focus area, we will develop a Diversity and Inclusion Strategic Sub-Plan.

Sustainable Campus

A designated team of campus stakeholders was charged with developing a Sustainability Strategic Sub-Plan based on the key initiatives outlined below. For a more detailed breakdown of these initiatives, as well as the targeted outcomes associated with them, please refer to the Appendix of this document.

Priority: To become a regional leader and role model in sustainability practices

Key Initiatives:
❏ Develop and Implement Additional Environmentally Friendly Infrastructures, Policies, and Practices
❏ Partner with Community to Develop Sustainable Campus Agriculture/Microfarm
❏ Develop Sustainable Community Connections Integrate Academic Programming and Sustainability
❏ Enhance and Increase Yoder Prairie Accessibility
❏ Develop New Responsible and Responsive Fiscal Stewardship Initiatives

Ohio State Marion is committed to increasing the sustainability of campus operations and the environmental consciousness of our faculty, staff, students, and communities. In every area, we aim to make decisions that positively model and foster sustainable practices. For

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example, Yoder Prairie and our campus garden offer multiple opportunities to engage with the broader community on issues such as ecosystem preservation, food security, and environmentally friendly agricultural practices. Designing our Science and Engineering Building to be energy efficient, installing several electric vehicle charging stations, and upgrading our outdoor lighting with LEDs, are also recent examples of this commitment. In the coming years, we look to develop a more environmentally conscious infrastructure by, for example, installing an array of rooftop and canopy solar panels around campus as well as focusing on our natural features, specifically Yoder Prairie and Grave Creek. These latter two venues serve as educational spaces and living laboratories for our students and the surrounding community. Because of this vital function, we are exploring the option of restoring and expanding these two natural spaces in the coming years. Beyond the emphasis on sustainability in our campus infrastructure, we are also working with our students to emphasize issues related to sustainability and stewardship of our planet, in disciplines as varied as English, Anthropology, Geography, Biology, Earth Sciences, and Physics. We look forward to creating partnerships with Ohio State Mansfield's microfarm, the City of Marion, Ohio State Extension, and others to promote healthy communities through healthy foods.

To more efficiently and effectively coordinate our sustainability initiatives and efforts, our campus intends to establish an Office of Sustainability. The focus of this office is to exercise best practices in sustainability and fiscal stewardship as we work to achieve a greener and more efficient campus. Such practices include strengthening and building partnerships including those with Marion Technical College, Ohio State's Sustainability Institute, and the Regional Sustainability Hub, a consortium of area colleges and universities collaborating to address economic, social, and environmental challenges of the area. In tandem with this focus on environmental concerns, we also strive to manage responsibly the money and resources needed to keep our campus operating efficiently and effectively. Finally, to establish steps and outcomes for this focus area, we have developed a Sustainability Strategic Sub-Plan (see Appendix).

CONCLUSION

Strolling around campus during a lovely spring day in 2050, you will bear witness to the fruits of The Ohio State Marion 3.0 Strategic Plan, whose seeds were planted some thirty years earlier. You will see a campus filled with world-class researchers, scholars, writers, artists, teachers, and support staff. You will see them interacting with, challenging, nurturing, and supporting enthusiastic and talented students. All of this activity will occur not only in state-of-the-art classrooms, seminar spaces, and labs, but spill beyond the boundary lines of the campus and out into the community.

You will see a more diverse range of students than before, each of them benefitting from the accessibility, greater affordability, and generous financial aid that Ohio State Marion offers. Many of these students will live and study on this thriving campus for the entirety of their college careers. They will have a wide choice of degrees and academic programs available to them, allowing them to become the best they can be in terms of their academic and career goals, and in terms of fulfilling their potential as citizens. It will be a campus where everybody is valued and respected regardless of race, religion, gender, nationality, or socio-economic status. It will be a campus where the good stewardship of our planet is intertwined in the day-to-day activities of the students, faculty, and staff who are fortunate enough to work, study, and play here. It will be an opportunity campus, a destination of choice for students who want the benefits of a world-class research university in a small-campus setting. It will be The Ohio State University at Marion.

APPENDIX: PRIORITIES, INITIATIVES, STRATEGIES & TARGETED OUTCOMES

The tables below provide a more detailed breakdown of the key initiatives identified and explained in the Strategic Focus Areas (see pp. 8-14), as well as the targeted outcomes that will be used to identify their effectiveness. Additional hiring or redefinition of duties may be warranted to implement certain initiatives. As these specific points reflect an ongoing, dynamic process, they are subject to periodic review and revision as necessary.

EXCELLENCE IN STUDENT ACHIEVEMENT AND LEADERSHIP	
Academic Strategic Sub-Plan	
Priority: To develop meaningful academic and extra-curricular opportunities that build connections among our students, faculty, staff, and community	
Vision To be known for excellent faculty, academic programs, and extra-curricular opportunities which focus on the growth of the student	**Mission** To expand the academic experience of students with opportunities for growth and connection within the campus community and beyond
☐ **Key Initiative: Enhance 4-year degree opportunities on campus**	
Strategies	**Targeted Outcomes**
• Evaluate currently offered 4-year degree programs • Promote currently offered 4-year degree programs • Develop Cumulative Year Experience (CYE) programming in each major • Explore options for expanding 4-year degree opportunities on campus • Promote Minors (English, History, Psychology, etc.) to enhance academic experience	• Increase in students matriculating into our 4-year degree programs • Measurable teaching effectiveness for all instructors through fair and robust systems grounded in evidence-based teaching practices • Public reward and recognition for excellence in teaching • Increased engagement with alumni

Recognize and reward teaching excellence	
• Recognize and reward teaching excellence • Promote Career paths for various 4-year majors with alumni examples	

☐ **Key Initiative: Promote increased engagement in research, internships, service-learning, and volunteer opportunities**	
Strategies	**Targeted Outcomes**
• Provide incentives (including time and resources) for research and for developing service-learning opportunities • Recognize and reward research and scholarship • Collaborate more intentionally with Career Services • Promote volunteer opportunities connected with courses or campus clubs	• Public reward and recognition for excellence in research and scholarship • Increased participation in undergraduate research • Increased participation in internships • Increased participation in service learning • Increased outreach and engagement with local, national, and global communities

☐ **Key Initiative: Develop Community of Scholars Program**	
Strategies	**Targeted Outcomes**
• Promote Undergraduate Research to enhance the college experience • Develop 'Community of Scholars' Research Seminars as gateway to research • Build research connections across all OSU campuses • Increase Opportunities for Honors students in Marion (courses, research, travel, campus experiences) • Provide grants for work on theses, research assistantships, and travel grants	• Increased access to undergraduate research and Honors opportunities • Increased opportunities and forums for presentation of research projects

☐ **Key Initiative: Develop Education for Citizenship Program**	
Strategies	**Targeted Outcomes**
- Hold Annual Honors Seminar on Citizenship - Coordinate Student Organizations around Citizenship - Movie Series on Current Topics (Diversity, Climate Change, Voter Rights, etc.) - Book Club Series (topics relevant to citizenship) - Partner with Columbus campus Education for Citizenship initiatives - Engage in campus/community Partnerships that foster Education for Citizenship	- Strengthening value of civic engagement, deep civility, freedom of expression, and diverse ideas - Increased access to resources which support deep dialogue in classrooms and communities - Campus climate that supports freedom of expression aligned with our values - Greater learning opportunities where all members of the university community can engage in frank, meaningful discussions - Development of informed citizens who are able to integrate their learning and thinking in the classroom into other settings

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EXCELLENCE IN STUDENT ACHIEVEMENT AND LEADERSHIP
Student Success, Retention, and Graduation Strategic Sub-Plan

Priority: To promote and support the successful matriculation of all Ohio State Marion students

Vision	Mission
We are a leader in identifying the needs of our students and developing programs and initiatives to support their academic and personal success.	The mission of The Student Retention Office at Ohio State Marion is to educate and support students as they transition to campus and progress through their college experience. We use a student-focused, collaborative approach in our daily work with students to help them identify their needs and reach their potential.

❏ **Key Initiative: Collect and utilize data to set campus retention & graduation goals and priorities**

Strategies	Targeted Outcomes
- Administer the College Student Inventory (CSI) and Mid-Year Student Assessment (MYSA) to New First Year Students (NFYS) annually - Track End of Term status data each semester - Analyze University generated reports related to retention and graduation rates - Inform conversations among the Retention Advisory Committee	- Data-driven retention priorities and goals identified by May 1st of each academic year - Data-driven graduation priorities and goals identified by May 1st of each academic year

❏ **Key Initiative: Provide individualized support to our most vulnerable populations through intentional success planning**

Strategies	Targeted Outcomes
- Provide CSI consultations to all NFYS - Offer instruction on self-regulated learning through ESEPSY 2059 at least once per semester	- Building on the success of first-term interventions - Increased academic motivation - Decreased number of students on academic probation

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Strategies	Targeted Outcomes
- Facilitate Probation status conversations - Supervise Peer Leader interactions with new students - Develop and implement a reporting mechanism for faculty to identify students who might benefit from additional support - Develop and implement a reporting mechanism for staff to identify students who might benefit from additional support - Provide individualized support to students identified by faculty and staff (see previous two bullet points) - Advocate for students as part of the End of Term review process	
❏ **Key Initiative: Connect students to resources in support of the Culture of Caring**	
Strategies	**Targeted Outcomes**
- Form success teams with departments across campus to ensure that students are utilizing resources most appropriate to their individual needs - Send proactive communication to targeted populations to encourage access to resources and opportunities.	- Increased use of support services - Increased engagement on campus - Increased reporting of sense of belonging

STUDENT-FOCUSED INFRASTRUCTURE AND SERVICES

Priority: To establish innovative student-focused facilities, infrastructure, and services

Vision
The Ohio State University at Marion will provide facilities, infrastructure, and services to meet the evolving needs of our students at a level to keep us competitive with our benchmark institutions in making us the destination of choice for students, faculty, and staff.

Mission
The Ohio State University at Marion is committed to continuous improvement of our campus facilities, infrastructure, and services to provide opportunities, cultivate a community of supportive relationships, and develop global leaders.

❏ **Key Initiative: Construct On-Campus Housing**

Strategies	Targeted Outcomes
- Conduct market analysis - Complete design and financial funding model for on-campus housing - Create timeline for bidding, construction - Begin construction - Open on-campus housing	- Supporting, educating, and enriching students by providing the highest quality residential experience - Inspiring students to achieve their highest personal potential by providing collaborative residential programs that encourage community, wellness, inclusion, and learning

❏ **Key Initiative: Provide Expanded Services**

Strategies	Targeted Outcomes
- Introduce new eating and dining options - Extend operational hours for campus services (e.g., library, computer labs, student services) - Enhance opportunities for student involvement (e.g., resident advisors, resident office managers, student organizations, gaming/ESports Tournaments) - Create collaborative, cross-disciplinary programming beyond coursework	- Increased quality of students' learning experiences and academic success - Increased diversity of students' experiences that address academic, emotional, and social connection with the institution

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❏ **Key Initiative: Construct and Renovate Supporting Infrastructure (Alber Student Center, Morrill Hall Auditorium, Library Facilities)**	
Strategies	**Targeted Outcomes**
● Renovate Alber Student Center ● Refresh Library Facilities ● Upgrade Morrill Hall Auditorium	● Establishing student-centered facilities that engage students in shared decision making and holistic development through involvement and employment opportunities ● Providing gathering spaces to encourage formal and informal community interactions that build meaningful relationships ● Providing inspiring learning and work spaces ● Providing spaces and programming that fosters fresh perspectives, critical thinking, debate, and dialogue that draws meaningful connections between college experience and contemporary life

DIVERSE AND INCLUSIVE CAMPUS

Priority: To create and cultivate a campus-wide Culture of Care

Vision	Mission
To be a leader in diversity, equity, and inclusive excellence empowering our students, faculty, staff, alumni, and community to thrive in and contribute in meaningful ways to an increasingly diverse world.	To provide a culture of caring that addresses social justice, educational, health, and economic disparities.

❏ **Key Initiative: Provide an environment where underrepresented students can succeed and graduate with an Ohio State degree**

Strategies	Targeted Outcomes
- Establish academic majors mentor program - Establish student mentor program, including peer-to-peer and community-based partnerships - Form Diversity, Equity, and Inclusion (DEI) teams, similar to Individualized Education Plan (IEP) teams - Assess, identify, and promote the mental health and well-being of all students, particularly students of color, as a campus-wide priority - Engage students to provide guidance and feedback on matters of student mental health and emotional well-being - Create a well-publicized and accessible process by which any student, faculty, or staff member can inform key administrators about incidents, concerns, or issues related to campus climate - Establish an on-campus living and learning environments - Increase affordability	- Reduction in disparities in retention and graduation rates across categories of socioeconomic status, race, ethnicities, and gender - Increased percentage of students in underrepresented categories pursuing graduate and professional degrees

Strategies	Targeted Outcomes
- Establish a corps of volunteers (faculty, staff, students, community members, alumni) to assist individuals for whom English is their second language - Establish stronger ties with Columbus campus resources	

❏ **Key Initiative: Integrate academic programming and diversity, equity, and inclusion initiatives and efforts**

Strategies	Targeted Outcomes
- Launch the Diversity, Equity, and Inclusion (DEI) certificate - Coordinate with faculty to develop courses/curricula that support diversity, equity, and inclusion - Work with existing majors and minors to promote diversity, equity, and inclusion course offerings - Integrate efforts with the new GE diversity, equity, and inclusion components - Provide more engagement with diversity, equity, and inclusion efforts through service-learning opportunities - Develop community partnerships with a focus on diversity, equity, and inclusion to supplement co-op, internships, service-learning and the DEI certificate - Immerse individuals in multicultural educational experiences to gain a broader worldview	- Greater student success through skill development and a sense of belonging - Development of collaborative models, educational tools, and communication to increase students' knowledge of diversity, equity, and inclusive issues - Increased participation in opportunities addressing diversity, equity, and inclusion issues

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❏ **Key Initiative: Engage in community outreach that addresses social justice, educational, health, and economic disparities**	
Strategies	**Targeted Outcomes**
• Work alongside our campus sustainability initiatives and efforts with a diversity, equity, and inclusion lens, to address social justice, educational, health, and economic disparities • Explore possibility of partnering with the community diversity, equity, and inclusion programs • Work alongside our communities to provide timely programming and support for current events and issues • Establish various campus lectures series and programs as community outreach for addressing social justice, educational, health, and economic disparities	• Establishing impactful campus and community partnerships that address social justice, educational, health, and economic disparities • Increased engagement with community leaders and national organizations in diversity and inclusion practices. • Strengthened alumni communication to increase support for diversity, equity and inclusion
❏ **Key Initiative: Refresh existing and implement new, innovative programming and practices**	
Strategies	**Targeted Outcomes**
• Model a culture of caring • Provide opportunities for faculty, staff, and students to attend, develop, and facilitate diversity, equity, and inclusion sessions. • Reestablish diversity, equity, and inclusion retreats • Establish guidelines for diversity-aware faculty and staff hiring practices • Establish guidelines for diversity-aware student recruitment and hiring practices • Assure accessibility for all of our public programming	• Culture that inspires our campus community to live our organizational values • Increased diversity of students • Increased diversity in campus student leadership positions • Increased diversity of faculty and staff • Reduction in/successful resolution of problematic incidents • Diversity and inclusion leadership pipeline through training, workshops and mentoring programs. • Expanded engagement with issues of diversity, equity, and inclusion

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SUSTAINABLE CAMPUS

Priority: To become a regional leader and role model in sustainability practices

Vision	Mission
The Ohio State University at Marion will become a leader in sustainability and a role model for other campuses. Sustainability will infuse all decisions in physical operations, academic and non-academic programming, and invigorate environmentally just relationships with the broader Marion and OSU communities.	The Ohio State University at Marion is committed to increasing the sustainability of campus operations and the environmental consciousness of our faculty, staff, students, and communities.

❏ **Key Initiative: Develop and Implement Additional Environmentally Friendly Infrastructures, Policies, and Practices**

Strategies	Targeted Outcomes
- Hire qualified professional with bachelor's degree in sustainability-based field and experience coordinating programs and collaborating with others - Form Campus Sustainability Advisory Committee that includes faculty, staff, and students - Add Campus Sustainability Advisory Committee to Pattern of Administration - Use campus events as opportunities to teach members of our campus community how (and why) to be more environmentally friendly - Provide sustainability training to Ohio State Marion faculty, staff, and students	- Central coordination of environmentally friendly campus infrastructure, policies, and practices in alignment with university developed standards - Solving sustainability challenges through input from people who bring different perspectives, ideas, disciplines and approaches - Reduction of campus carbon footprint in alignment with university developed standards

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☐ **Key Initiative: Partner with Community to Develop Sustainable Campus Agriculture/Microfarm**	
Strategies	**Targeted Outcomes**
- Ensure that sustainable campus agriculture integrates well with designated green areas on our campus, such as the Yoder Prairie - Ensure proper year-round staffing of sustainable campus agriculture	- Providing students with opportunities to supplement their traditional education with hands-on applications that also benefit the community - Providing a natural educational resource for the campus that provides fresh nutritional produce to students and members of the campus and Marion communities - Providing a natural educational resource for the campus that serves as an environmentally and socially sustainable resource for service learning on campus
☐ **Key Initiative: Develop Sustainable Community Connections**	
Strategies	**Targeted Outcomes**
- Continue to use sustainability as a vehicle for developing town/gown connections in a way that supports our goals in the areas of both diversity and inclusion and healthy campus and community - Work with community groups on urban agriculture initiatives - Work with sustainability officers in the City of Marion, Marion County, and regional consortium members - Develop connections to local schools to showcase Ohio State Marion's sustainability leadership and offer lessons for success	- Engaging students and campus community in applied, real-world projects and research that increases the community's capacity to make better, more informed decisions to address its sustainability challenges - Developing and supporting thriving, healthy communities and advancing student learning about the scholarship of sustainability through projects co-led by key community leaders and the campus sustainability staff, incorporating faculty expertise, and involving students from across the academic spectrum

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☐ Key Initiative: Integrate Academic Programming and Sustainability	
Strategies	**Targeted Outcomes**
- Coordinate with faculty to develop courses/curricula that support sustainability - Continue to hire faculty members with teaching and research interests in sustainability - Increase opportunities for students to conduct outdoor field-based research on the Ohio State Marion campus	- Increased emphasis on disciplinary core content viewed through a sustainability lens - Increased student knowledge of sustainability through beginning and ending surveys - Use of effective strategies to bridge disciplinary silos such as team teaching, curriculum planning, and educator trainings across departments about competencies and content areas of sustainability - Increased student sustainability experiential learning opportunities with business, government, nongovernmental, or other civil society organizations

❏ Key Initiative: Enhance and Increase Yoder Prairie Accessibility	
Strategies	**Targeted Outcomes**
- Continue to maintain and, as needed, enhance the ecological integrity of the Yoder Prairie - Ensure properly trained, year-round staffing of the Prairie - Continue regular burning events - Make the Yoder Prairie and its outreach programs accessible to a broader audience - Enhance interpretive signage in the Yoder Prairie - Restoration of Grave Creek - Make Grave Creek accessible to the public by building a trail - Increase student and campus awareness of Shelter House	- Maintaining the health of the prairie as a restored natural ecosystem, including number or native vs invasive species - Increased community engagement with Yoder Prairie - Educating people on the importance of prairies - Test our campus contribution to citizen science and knowledge of area through links to "iNaturalist" - Use of audience research to explore how people are responding to our signage, including links to online surveys·

❏ **Key Initiative: Develop New Responsible and Responsive Fiscal Stewardship Initiatives**	
Strategies	**Targeted Outcomes**
- Refine fiscal policies to optimize continued financial stability and viability - Maintain adequate reserves to meet university expectations - Build additional reserves to support investments in future needs (e.g., maintaining faculty and staff salary equity, funding new faculty and staff lines, or funding new projects) - Build on and improve collaborations with MTC - Apply university guidelines regarding environmental costs when seeking bids for construction and other development projects	- Campus operational goals that result in reduced resource consumption, neutralized carbon emissions, and minimized waste - Increased cost savings through shared activities, services, personnel, and facilities established to increase efficiencies and effectiveness

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