[image of your choice depicting your college/campus]

**Strategic Plan**

*Your College/Campus Name Here*

The Ohio State University

20xx-20xx

+



**Strategic Planning at The Ohio State University:**

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

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

# VISION

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

# MISSION

The University is dedicated to:

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

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

# VALUES

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

* Excellence and Impact
* Diversity and Innovation
* Inclusion and Equity
* Care and Compassion
* Integrity and Respect

# Academic Plan

**Goal 1: Advance Faculty Eminence:** We will be a vibrant academic community whose contributions make the world flourish.

**Goal 2: Accelerate Student Success:** We will create an unparalleled academic experience, graduating future leaders prepared to serve society.

**Goal 3: Enhance Impact Through External Engagement:** WE will forge strong connections with communities near and far, better serving Columbus, the region, the state, and the world.

**Goal 4:** **Strengthen Talent, Culture, and Inclusive Excellence:** We will create a university environment where all individuals can fully participate in the life of our campuses.

**Goal 5: Improve Technological Innovation:** We will become a digitally transformed institution that enhances experiences for teaching, learning, researching, and working at Ohio State.

**Goal 6:** **Achieve Operational Excellence:** We will develop and continuously improve academic, administrative, and business processes to advance the university’s academic priorities.

# Research and Innovation

We will create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world’s most pressing problems.

**Table of Contents**

**Letter from the Dean** #

**College/Campus Overview** #

**Strategic Scan**

 External #

 Internal #

**Succeeding in Our Strategic Focus Areas**

 Teaching and Learning #

 Research and Innovation #

 Outreach and Engagement

 Resource Stewardship

 People

 Diversity #

 Workplace Culture #

 Leadership Continuity #

 Physical Environment/Infrastructure #

 Enrollment Planning

 IT

 Financial Sustainability #

 Advancement #

# Letter from the Dean or Dean/Director

A one- to two-page executive overview of the strategic plan. Feel free to include images, as appropriate.

Sincerely,

Dean’s signature here

Name, Dean

Your College/Campus Name Here

# College/Campus Overview

A one- to two-page summary of basic information about the college/campus to include, as appropriate, concise mission, vision, values statements; brief history; departments; current number of faculty, staff, students; programs offered; areas of special research focus; points of pride.

Feel free to include images.

**Strategic Mission and Vision of Your College/Campus**

Grounded in the university vision and mission statement on page i.

**Shared Values**

Grounded in the university values listed on page i.

# Strategic Scan (optional but recommended)

A three- to five-page statement, including images, as desired.

**The External Environment**

A description of the external environment as it affects the college or campus’s opportunities and poses challenges.

**The Internal Environment**

A description of the internal environment as it affects the college or campus’s opportunities and poses challenges. Discussion of, as appropriate:

* Recent successes and other strengths that your college/campus will build upon
* Areas needing to be improved or else reduced

A statement of the strategic plan’s primary focus areas (to be discussed in detail in the following section). Focus areas are those areas of major emphasis that will allow the college/campus to maximize its opportunities and strengths and address the challenges discussed above. The focus areas should also be aligned with the university’s academic plan and research goals:

1. Advance Faculty Eminence: We will be a vibrant academic community whose contributions make the world flourish.

*University-level focus areas under the Advance Faculty Eminence Goal include:*

* *Maintaining a premier faculty.*
* *Implementing creative, contemporary, and quality faculty recruitment, hiring, and relocation processes.*
* *Creating and maintaining a diverse and inclusive academic Community.*
* *Creating conditions that enable faculty to innovate, creating field-defining scholarship, and tackling society’s most intractable problems.*
* *Ensuring educators succeed in the classroom and in other learning environments.*
* *Focusing on the well-being of the academic community and quality of academic life for faculty.*
1. Accelerate Student Success: We will create an unparalleled academic experience, graduating future leaders prepared to serve society.

*University-level focus areas under the Accelerate Student Success Goal include:*

* *Recruiting, retaining, and graduating a student body across all majors and programs that reflects the rich diversity of our region, state, nation, and world.*
* *Creating pathways for all students to have transformational academic experiences and preparing students for the modern workforce.*
* *Providing learners with an exceptional education that prepares them to be leaders.*
* *Promoting and enabling interdisciplinary teaching and learning.*
* *Reimagining graduate programs so graduate and professional student thrive professionally and personally.*
* *Attracting, recruit, and developing an outstanding complement of postdoctoral scholars.*
1. Enhance Impact Through External Engagement: We will forge strong connections with communities near and far, better serving Columbus, the region, the state, and the world.

*University-level focus areas under the Outreach and Engagement Goal include:*

* *Empowering the unit to generate community-engaged scholarship and creative expression of the highest caliber.*
* *Addressing sustainability through operations, research, teaching and learning, and community engagement.*
* *Creating strategic partnerships.*
* *Developing workforce to meet critical needs.*
1. Strengthen Talent, Culture, and Inclusive Excellence: We will create a university environment where all individuals can fully participate in the life of our campuses.

*University-level focus areas under Talent, Culture, and Inclusive Excellence include:*

* *Leading institutional goals around diversity, innovation, inclusion, and equity to recognize each person’s potential to contribute new ideas.*
* *Creating a culture of inclusion and belonging so all can fully participate in the life of the university.*
* *Promoting the well-being of our university community – including physical and mental health.*
1. Improve Technological Innovation: We will become a digitally transformed institution that enhances experiences for teaching, learning, researching, and working at Ohio State.

*University-level focus areas under the Improve Technological Innovations include:*

* *Improving the quality, consistency, and experience of technology use for learners, researchers, educators, and staff.*
* *Creating and implementing a transformative, learner-centric vision for online education includes skill building, flexible degree paths, and a greater variety of courses and curriculum alternatives.*
1. Achieve Operational Excellence: We will develop and continuously improve academic, administrative, and business processes to advance the university’s academic priorities.

*University-level focus areas under achieve operational excellence include:*

* *Designing human-centered policies and processes that are aligned with the Academic Plan.*
* *Reimagining buildings, classrooms, and shared spaces to facilitate a learner-centered university.*
* *Improving systems, removing unnecessary bureaucracy, and reducing administrative burdens.*
* *Cultivating a culture of high performance and academic excellence.*
1. Expand Research, Creative Expression, and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge, creativity, and scholarship and toward the solutions of the world’s most pressing problems.

*University-level focus areas under the Research and Innovation Goal include:*

* *Creating reputation and productivity.*
* *Developing eminent faculty scholars.*
* *Expanding research funding.*
* *Increasing innovation through scholarship and creative expression.*

# Succeeding in Our Strategic Focus Areas

A description of the strategies that your college/campus will take to succeed in the focus areas introduced in the Strategic Scan section.

The length of this section is left to your thoughtful discretion. Strategies should be limited in number and aligned with the university’s academic plan and research goals listed on page ii. Please provide a section for each of the six academic plan goals and an overarching research goal, describing your strategies for contributing to the university’s reputation and visibility within each goal. Include a bulleted list of the initiatives that will implement these strategies.

1. *Advance Faculty Eminence: We will be a vibrant academic community whose contributions make the world flourish.*

As appropriate, this section could include information on:

* Faculty recruitment, hiring, retainment, and development;
* Appointments, promotion and tenure outcomes; and
* Faculty outcome statistics

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
1. *Accelerate Student Success: (We will create an unparalleled academic experience, graduating future leaders prepared to serve society.)*

As appropriate, this section could include information on:

* Advising;
* Curricular Planning
* Technology enhanced learning, distance, and eLearning;
* International opportunities;
* Service learning and internships;
* Student Life outcomes (clubs, living/learning experiences; leadership opportunities, etc.);
* Career planning and preparation; and
* Enrollment planning.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
1. *Enhance Impact Through External Engagement: (We will forge strong connections with communities near and far, better serving Columbus, the region, the state, and the world.)*

As appropriate, this section could include information on:

* Regional Campus activites;
* Engaged scholarship not included under scholarshipand
* International efforts.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
1. *Strengthen Talent, Culture, and Inclusive Excellence: We will create a university environment where all individuals can fully participate in the life of our campuses.*

This section should include information as appropriate on:

* People
	+ Diversity
	+ Workplace Culture
	+ Leadership Continuity/Transition Planning

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
1. *Improve Technological Innovation: We will become a digitally transformed institution that enhances experiences for teaching, learning, researching, and working at Ohio State.*

This section should include information, as appropriate, on:

* + Quality, consistency, and experience of technology for learners, faculty, and staff.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
1. Achieve Operational Excellence: We will develop and continuously improve academic, administrative, and business processes to advance the university’s academic priorities.

This section should include information, as appropriate, on:

* Physical environment/infrastructure
* Financial sustainability
	+ Advancement

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.

Strategic focus area:

* Implementation initiative
* Implementation initiative
* Etc.
* Etc.

Appendix A:

Describe the process for developing your strategic plan and the stakeholder involvement.

1. *Expand Research, Creative Expression, and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge, creativity, and scholarship and toward the solutions of the world’s most pressing problems.*

As appropriate, this section could include information on:

* Research outcomes
* International efforts; and
* Interdisciplinary/transinstitutional efforts.