

HLC MULTI-CAMPUS REPORT – The Ohio State University at Lima

Governance, Oversight, and Administrative Structure

The Ohio State University at Lima was established by the Ohio State University Board of Trustees on April 8, 1960. Classes commenced at Lima Senior High School in September, 1960. In September, 1966, Galvin Hall, the first academic building, opened on a new campus on the east side of Lima, Ohio. Ohio State courses since then primarily have been held on the Lima campus.

Similar to all Ohio State regional campuses, Ohio State Lima is co-located with a two-year technical college, now called Rhodes State College but originally founded in 1972 as Lima Technical College (LTC). Rhodes State College (RSC) is independently governed and HLC accredited. Between 1972 and 1991, LTC and Ohio State Lima had an extensive sharing arrangement that included facilities, some courses, and some service unit personnel. The two institutions also shared one campus chief executive officer who served as LTC's president and Ohio State Lima's dean and director. In 1991, the two institutions moved to a dual model of campus leadership with a separate LTC (now RSC) president and a separate dean and director for Ohio State Lima, although two institutions continue to share facilities, library, student activities, athletics, bookstore, and cafeteria. This arrangement is governed by a cost sharing agreement that includes different financial and personnel formulas for sharing in different areas.

The regional campuses of The Ohio State University are fully integrated within the University. Oversight of Ohio State Lima falls primarily under Ohio State's Executive Vice President for Academic Affairs and Provost through the Office of Academic Affairs. The Lima campus is led by a dean and director who provides active leadership in the promotion, direction, and support of educational activities and research opportunities, maintenance of a high level of morale among the faculty and staff, and encouragement of the spirit of learning among the students. The dean and director has administrative responsibility for the program of the regional campus subject to the approval of the provost or designee, the president of the University, and the board of trustees. Additional administrative support is provided by various offices located on the Columbus campus.

The Faculty Assembly at Ohio State Lima plays an important role in campus governance. The Faculty Assembly assists in developing campus policies by communicating its views on matters bearing upon the educational program and the welfare of students, faculty, and the institution-at-large. All faculty with "regular appointments" (tenure-track faculty) and other instructional personnel holding "special appointments" (associated faculty) are members of the Faculty Assembly. The role of Faculty Assembly committees is captured in the campus Pattern of Administration (POA) document which describes campus governance policies and procedures. Ohio State Lima also has a staff advisory group, the Lima Staff Advisory Council (LSAC) and a local Advisory Board. The Advisory Board, consisting of community members appointed by Ohio State's Provost, provides the dean and director with feedback from external stakeholders and promotes the campus's educational value in local communities.

Programs, Degrees and Delivery Methods

Students enrolling on the Lima campus are able to start any of the approximately 200 bachelor degree programs offered by The Ohio State University. In addition, Ohio State Lima offers all courses necessary to complete bachelor degree programs in Early Childhood Education, Middle Childhood Education, Child and Youth Studies, Business Management, Biology, Health Sciences, English, History, Psychology, Theatre, and Social Work, and the Master's degree in Social Work (MSW). Except for the bachelor's in business management degree specifically developed for the regional campuses by Ohio State's Fisher College of Business using existing courses in the college's curriculum, all degrees are identical to the degrees offered on each campus of Ohio State. All courses offered on the Lima campus are the same courses offered on the Columbus campus. Responsibility for course content and degree requirements rests with Ohio State's respective academic department/school—academic content is not independently determined on any of the regional campuses. All tenure-track or tenured faculty in Lima are full members of their home academic department/school (Tenure-Initiating Unit or TIU). Associated faculty (lecturers or senior lecturers) in Lima are only hired with the approval of the appropriate academic department/school at Ohio State.

At least the initial two years of coursework in the following four majors are offered: Business Administration (including twelve specializations), Criminology & Criminal Justice Studies, Engineering (in two areas of study: Computer Science and Engineering and Electrical and Computer Engineering), and Pharmaceutical Sciences (in these pathways: Healthcare Professions and Drug Discovery and Development). Ohio State Lima course offerings support Ohio State's pre-professional program in pre-health for students seeking admission to health professional programs. Ohio State Lima offers an Associate of Arts degree in general studies, and students can complete the minor degree requirements in eleven program tracks: biology; business management; classics; creative writing; early and middle childhood education; English; history; psychology; substance misuse and addiction; theatre; and zoology. For students who have an associate's degree in dental hygiene or nursing, Lima offers coursework necessary for completing baccalaureate degrees (the RN to BSN is in collaboration with Ohio State's College of Nursing).

Degrees earned by students at Ohio State Lima are conferred by the appropriate college within The Ohio State University. Ohio State Lima does not confer a separate or different degree. Students who earn an Ohio State degree on the Lima campus receive diplomas that read "The Ohio State University" not "The Ohio State University at Lima."

Ohio State Lima delivers courses in a variety of ways. Most are delivered using the traditional lecture or lecture/discussion approach, laboratory sections, inquiry-based pedagogy, and student-centered learning pedagogy. Lima courses are typically small, with an average student-to-faculty ratio of 18:1. Smaller class sizes allow the greater degree of individualized attention by faculty that is the hallmark of the regional campuses. Some courses, notably those for the Bachelor's degree in Business Administration and the Bachelor's in Social Work, are distance delivered synchronously or asynchronously from the Columbus campus, through real-time video connections, on-line instruction, or a combination. Ohio State Lima faculty also offer independent studies courses in which one or a small number of students work directly with faculty on a particular topic of mutual interest.

Planning

Mission

Ohio State Lima is an integral part of The Ohio State University. Therefore, Ohio State Lima's mission, vision, values, and core goals parallel the mission, vision, values, and core goals of The Ohio State University. Certain portions of the University's mission or vision receive greater emphasis on the Lima campus, such as Teaching and Learning (Lima faculty typically have greater teaching responsibilities than their Columbus campus colleagues), access (an "open admissions" portal to Ohio State University, Ohio State Lima helps the university fulfill its land grant mission), affordability (tuition cost to Lima campus students is approximately 70% of that on the Columbus campus), and outreach and engagement (the Lima campus has a long history of deep engagement with the local community, starting with the fundraising effort which secured the resources necessary to bring an Ohio State campus to Lima).

Strategic Planning

Ohio State Lima's strategic planning process aligns with the University's strategic planning process by adhering to the high-level goals identified by President Drake's "2020 Vision" and incorporating directions set by the Board of Trustees and the University's strategic plan while also focusing on specific local opportunities and needs. Planning efforts engage faculty, staff, students, community members, and representatives from the University's Office of Academic Affairs. Strategic planning on the Lima campus is led by the Strategic Planning Committee, a standing committee of the Faculty Assembly. The four regional campuses also coordinate aspects of strategic planning among themselves. In 2012, this coordinated effort yielded the first ever Regional Campus Cluster Strategic Plan. In the Summer of 2016, the regional campuses began a "Visioning" effort to lay out possible paths for the next ten to fifteen years in preparation for their engagement with the new university-wide strategic planning effort which launched in Autumn 2016.

Enrollment Planning

Enrollment planning for Ohio State Lima and all regional campuses comprises one part of Ohio State's overall Enrollment Strategic Plan, updated every 5 years. The current plan for Ohio State projects that enrollment on the Lima campus will hold flat for the next five years. High school enrollments in West Central Ohio also are expected to hold flat or decrease. To offset these predicted declines, Ohio State Lima has developed a variety of enrollment strategies focused on supporting the success of enrolled students and identifying new populations of students who would benefit from an Ohio State education. An Executive Task Force focused on student completion develops, implements, and evaluates all retention and completion efforts. Lima is actively pursuing recruitment of students from border counties in Indiana and Michigan and is seeking tuition reciprocity to allow students from those counties to attend Ohio State Lima at in-state tuition. The enrollment strategy also includes a focus on non-traditional populations, especially veterans. The campus is committed to increasing the number of underrepresented minority students. Ohio State Lima also is exploring graduate and certificate programs in high-demand fields in the region to better serve the needs of working professionals.

Budget and Revenues

Ohio State Lima (and each regional campus) is a separately budgeted unit predominantly supported by tuition, fees (a minor source), and State Share of Instruction (SSI or “subsidy”) generated by student enrollment. The annual sources/revenues and uses/expenses for Ohio State Lima are below. Most campus expenditures are for faculty and staff personnel, with significant secondary expenditures supporting campus facilities and infrastructure. Two primary sources typically provide 85 to 90% of the financial resources available: student tuition (approximately 70% of revenues) and state share of instruction or subsidy (approximately 30%). Minor sources include indirect support from research grants, investment income from the campus’ endowed funds managed by The Ohio State University, and funds managed by external entities.

	Sources/ Revenues	Uses/ Expenses
FY 15	12,555,667	12,407,356
FY 16	11,527,505	12,405,307
FY 17	11,477,993	12,065,065

In FY 14, The Ohio State University determined that Ohio State Lima’s budget model was not sustainable over the long term. The new dean and director, hired in FY 15, worked with campus leadership, the Office of Academic Affairs, and the Office of Business and Finance to develop a 10-year budget model (the “Forward Plan”) intended to bring the Lima campus back to a sustainable budget by FY 19 and to replenish operational reserves to acceptable levels by FY 24. The plan is monitored and assessed on a regular basis to keep Lima on track to meet budget goals.

Resource Allocation

Lima’s dean and director carries primary responsibility for budgeting and resource allocation, with review by university administration in the same way as are other units’ budgets. From the revenue generated, Ohio State Lima supports faculty and staff salaries and benefits, student-worker wages and benefits, faculty and staff professional development, physical plant and operational costs, technology infrastructure and equipment costs, and the library. It also contributes a service charge of approximately 5% of its total revenue to compensate for use of the University’s infrastructure and management systems and administrative support, such as human resources and financial systems and legal representation.

The campus follows the financial policies and procedures established by the University’s Office of Business and Finance and monitors itself to maintain compliance. The Lima campus Senior Fiscal Officer (SFO) closely watches departmental budgets during the year, tracking and monitoring any variances. The SFO reviews interim financial reports with the Campus Advisory Board at each regular meeting of the board (approximately four times annually). The campus undergoes internal audits every three years, as determined and conducted by the University’s Office of Internal Audit.

Campus Resources

Faculty and Staff

In Autumn 2016, Ohio State Lima had 142 employees including 36 regular faculty (tenure-track or tenured), 48 associated faculty, and 58 administrative/professional and support staff.

All Ohio State Lima regular faculty are full members of their respective academic departments/schools, with all rights and responsibilities thereof. Tenure at The Ohio State University is institution-wide, achievable after meeting university standards of excellence in teaching, research/scholarship, and service. All regular faculty hold the highest degree obtainable in their field (Ph.D. or MFA) and are hired through national searches. Search committees for regular faculty are comprised of faculty from the Lima campus and from the department/school, and the interview process includes sessions on the Lima campus and in Columbus.

Before associated faculty are hired to teach courses on the Lima campus, their qualifications are reviewed and approved by the appropriate academic department/school in Columbus. New full-time associated faculty hires result from regional or national searches. All associated faculty have at least a Master's degree in the content field in which they are teaching; typically, 75% or greater of Ohio State Lima's full-time associated faculty hold the highest degree in their field.

Orientation for new regular or associated faculty is conducted by the Human Resources Office and the associate dean at Ohio State Lima. Full-time faculty may attend new faculty orientations conducted by the University and by their respective academic department/school. Probationary tenure-track faculty (assistant professors) are assigned a mentor from among tenured faculty at Ohio State Lima.

In the non-academic areas of operations, each regional campus is staffed by professional or technical personnel who also are Ohio State employees. For Lima, these employees include professional academic advisors, staff in admissions, the business office, and human resources, administrative assistants, one Ohio State Police Officer, and maintenance, grounds, and custodial staff. The campus follows the University's standard hiring policies and procedures for staff positions and uses the university-wide applicant tracking system, PeopleAdmin. In addition to university-wide "New Employee" resources, campus human resources staff provide orientation for all regular, benefits-eligible, newly hired employees.

Physical Facilities

Ohio State Lima occupies 565 acres of land. The academic buildings are located on approximately 70 acres and the remainder includes a nature preserve and farmland. The campus physical plant consists of five academic buildings, one administrative building, and one student services building. All five academic buildings and the administrative building are shared with RSC. Ohio State Lima utilizes 39 classrooms and laboratories, including three classrooms shared with RSC. At minimum, all classrooms are outfitted with complete AV systems composed of a networked instructor computer, video display, and audio reinforcement. Classroom computers are on a four-year refresh cycle to ensure student access to the latest technology and secure IT infrastructure. In addition, three open computer labs on campus have a total of 63 computers available for student use.

Ohio State Lima also schedules classes in three other specialized areas. Physical education courses are scheduled in the gymnasium. Theatre courses typically are scheduled in the auditorium (Reed Hall 100) or in the smaller Stage II facility (Reed Hall 191). The auditorium has state-of-the-art technology and Stage II uses a technology cart when technology is needed in the classroom.

Over the past few years, Ohio State Lima has made significant infrastructure improvements to buildings and grounds. HVAC controls in Reed Hall have been upgraded. Seating in the Farmer Theatre was improved and new furniture provided in Galvin Hall classrooms. Restrooms in Galvin Hall also were renovated. Campus sidewalks have been replaced, and Campus Drive was resurfaced. Additional capital improvement projects currently in progress include installing a booster pump station to increase campus water pressure, upgrading HVAC controls and installing security cameras and backup generators in three buildings, replacing the boiler and chiller in Cook Hall, and replacing the roof on Reed Hall. A new 15,000 square foot Student Life Building is in design and ground will be broken in Spring 2017.

Access

Since their creation in the late 1950s, all four Ohio State regional campuses have been open admissions arms of Ohio State. This has remained the case even as admissions criteria on the Columbus campus have become increasingly selective. As open admissions portals, the regional campuses carry an important role within Ohio State's land grant mission. Students applying to Ohio State Lima must have a high school diploma or a GED; students transferring from another higher education institution must be in good standing at that institution.

Student Services

Among the student services at Ohio State Lima are:

- **Academic Advising.** Professional academic advisors assist students with academic planning, conduct new student orientation programs, and teach the University Exploration course for new students. Academic advisors oversee the Early Alert program which works with faculty to identify students at risk of failing their courses and connects those students with appropriate interventions (tutoring, counseling, or disability support services).
- **Office of Disability Services.** This office provides and coordinates academic support services to all Ohio State Lima students with disabilities. Services and accommodations offered include extended time for exams, distraction-reduced test environment, testing on computer, textbooks on tape, note-taking assistance, strategy counseling, and referral to the Learning Center. The goal is to assist individuals in increasing their independence, developing self-advocacy skills, and maximizing their potential.
- **Counseling and Consultation Services.** This office provides counseling and consultation services including individual therapy, referral information and resources within the community, and outreach and educational programming for the campus. All counseling services are confidential and free of charge.
- **Career Services.** This office helps students identify career paths, locate internships or coops or job shadowing opportunities, develop resume building skills, and develop professional soft skills necessary for job searches.

- Information Technology Services. This office assists students with IT issues and questions and maintains Ohio State Lima’s computer labs and classrooms.
- Financial Aid. This office provides students and families with information and resources to help remove cost barriers that may prevent them from accomplishing their educational goals at Ohio State.

In addition to these student support services, Ohio State Lima’s Office of Student Life is dedicated to helping students achieve success through programs and services designed to enhance the educational experience, prepare them for their chosen professions, and assist them in developing into contributing members of a global society. Examples include:

- Twenty-five student clubs and organizations providing students with leadership opportunities and pre-professional engagement or programs in majors such as Business, Social Work, and Education.
- A vibrant athletic program including five varsity athletic teams: women and men’s basketball, volleyball, baseball, and golf. The program also offers many intramural sports activities such as flag football, Ultimate Frisbee, and basketball.
- A variety of programs preparing students for a diverse campus and a diverse world, including Title IX training, Bystander Intervention Training, Open Doors (to reduce and respond to bias incidents), Safe Space (to reduce homophobia, heterosexism, and transphobia), and BuckIdentity workshops (to increase multicultural competency and intracultural skills).
- Office of Student Life programs encouraging students to be mindful of overall health and wellness through the Student Wellness Center, Wellness Weeks, Stress Less Weeks, and National Depression Screening Day. The new Student Life Building will focus on health, wellness, and provide innovative spaces for student collaborations.

Academic Resources

Ohio State Lima students have access to these services and offices designed to support their academic success:

- The Phillip A. Heath Center for Teaching and Learning. This Center provides free tutoring services in writing, mathematics, and Spanish; placement and credit-by-examination testing; exam proctoring; and exam accommodations for students with disabilities.
- Generation One Learning Community. This learning community is specifically designed to support first generation college students through cohort-based classes and extracurricular activities.
- Bridge Programs. Two bridge programs are offered at Lima to give students a head start on college: “College Level Intervention for Freshman Success” (CLIFFS) and “Engineered for Success” (designed to support students planning to pursue an engineering major).
- The Lima Campus Library. This resource, cost shared with RSC, provides Ohio State students and faculty with access to a large collection of books, periodicals, and electronic resources, and is connected to the statewide OhioLINK consortium.

Evaluation: Process for Ensuring and Improving Educational Quality

Assessment

All courses taught at Ohio State Lima are “owned” by their respective academic departments/schools in Columbus. As such, learning goals, outcomes, and assessment are managed by those academic units. Faculty on the Lima campus are expected to follow, participate in, and act on any assessment procedures initiated by their academic departments. Each academic department/school’s strategy to assess and improve student learning is determined by faculty on the Columbus campus, and implementation on the Lima campus follows the agreed-upon strategy.

Retention and Student Success

Ohio State Lima is an open-admissions campus. Retention, persistence, and 4- and 6-year graduation rates are lower than those observed on the Columbus campus, where admissions are selective. Lima’s retention efforts are led by a committee of faculty and staff under the dean and director’s oversight. Retention rates have improved over the past two academic years, increasing from a 63.8% first-to-second year retention rate for Autumn 2013 to Autumn 2014, to a 66.7% rate for Autumn 2014 to Autumn 2015, to a 67.2% rate for Autumn 2015 to Autumn 2016.

Ohio State Lima is committed to student success, drawing upon some inherent advantages and some programs designed specifically to assist students in reaching their graduation goals successfully. Specifically, the small class sizes on campus result in more personal attention for students from faculty and staff, allowing them to monitor students more closely and intervene to assist them. Extensive tutoring services and counseling services are offered. Ohio State Lima has staff assigned to student retention responsibilities, including a committee that assesses the efficacy and success of core retention programs such as the Generation One Learning Community, the College Level Intervention for Freshman Success (CLIFFS) program, and “Engineered for Success.”

Several methods are used to identify students who may be at risk of failing their courses or not making satisfactory academic progress or are in danger of not being retained from semester to semester or year to year. Ohio State Lima uses an “Early Alert” program to contact faculty early in the semester, asking them to identify students who appear to be in academic difficulty (poor attendance, lack of engagement during class, poor performance on tests/quizzes). Academic advisors contact these students for follow-up appointments during which they discuss any issues that might be responsible for their difficulties, remind students of campus resources, and consider the students’ best options. Academic advisors also assist with retention as they meet regularly with students, checking on their academic progress and helping them plan for future courses. After each semester, the advisors receive a list of students who are in academic difficulty or no longer in “good standing” (GPA above 2.0 on a 4.0 point scale), and they provide referrals and/or a recommendation for each student. A committee of staff and faculty reviews the advisors’ recommendations regarding these students’ academic progress. Students in academic difficulty are required to contact their academic advisor before they can schedule classes for the next semester. The proactive advising model being pursued by the University, utilizing predictive analytics and engaging the academic advisors and tutoring centers on the regional campuses, will assist Ohio State Lima in continuing its efforts to improve persistence and completion.

Academic Program and Curriculum Reviews

All curriculum taught on the Lima campus is determined by the academic home departments/schools at Ohio State. These academic units identify the courses needed for each degree and publish that information in print and online. Advisors and faculty who advise students at Ohio State Lima follow those guidelines, precisely. In addition, faculty at Ohio State Lima deliver the same curriculum as determined by the Columbus campus, either by utilizing the same syllabi developed for all faculty by the academic department/school or by developing their own version of a syllabus that includes all of the learning objectives identified by the academic department/school. This process ensures that students are presented with the course material and information they need at the conclusion of the course and/or will be prepared for the next course in the sequence.

Curriculum and programs are determined, revised, and monitored by the faculty of the respective academic units in Columbus. The academic program review process begins with the Columbus campus department/school and then moves through the approval process at the college, university-level Council on Academic Affairs, and the Office of Academic Affairs. Therefore, the courses taught and degrees available on the regional campuses undergo review within the process of the Academic Unit Reviews conducted by the Office of Academic Affairs which assesses departments, schools, majors, and programs at The Ohio State University on a regular cycle which typically includes both an internal self-study and an external review.

Consistency of curricular expectations and policies is ensured through a variety of structures that provide regional campus representation on the Columbus campus. Specifically, each regional campus sends a representative to the University Senate where major policies are formulated and recommended. In addition, the associate deans from the regional campuses serve on a university-wide committee of curricular associate deans where academic issues are discussed and recommendations developed. Each regional campus dean also serves on the Council of Deans which meets monthly with the Provost. Any major policy changes impacting the curriculum are presented and discussed in these meetings. All tenure-line regional campus faculty are full voting members of their academic units and will occasionally serve as the department coordinator for a particular course, university-wide. For example, a mathematics faculty member on the Lima campus is the university-wide coordinator for all Math 1050 courses (the first remedial math course) offered on all six Ohio State campuses.

Faculty and Staff Reviews

An annual review of all regular, tenure-track faculty is conducted by Ohio State Lima's dean and director. These reviews are based on the annual report or dossier prepared by the regional campus faculty member. The dossier includes teaching assessments from students (both quantitative and qualitative), and any other evidence related to teaching including peer observations and teaching awards. In addition, the dossier includes a report on the service activities of the faculty member. On the Lima campus the Faculty Salary Committee, a standing committee of the Faculty Assembly, reviews the dossiers of tenure-line faculty and identifies the faculty they believe fall into the top quartile for teaching and the top quartile for service. The dean and director uses these rankings in the annual review of each faculty member. The regional campus dean and director does not review the research activities of the tenure-line faculty. Each faculty member's academic department chair or school director provides an evaluation of the faculty member's research activity using a scale of 0

to 4 with 2 representing “meets expectations” and 4 representing “greatly exceeds expectations” for regional campus faculty. The academic unit head also provides a statement assessing the faculty member’s research. The final version of the annual review letter is prepared by the Ohio State Lima dean and director and includes a summary and assessment of all of the available evidence related to teaching, service, and a summary of the research evaluation provided by the academic unit head.

Associated faculty (non-tenure-line) members are reviewed annually by the associate dean or the assistant dean at Ohio State Lima. These reviews are primarily focused on the quality of the teaching assessments by students, quantitative and qualitative, provided by the associated faculty member.

All staff are reviewed by their supervisors who use a standard form provided by the Office of Human Resources. The dean and director conducts an annual review of the non-faculty staff who are the dean and director’s direct reports, using the standard form from the Office of Human Resources.

Distinctive Characteristics of the Campus

Ohio State Lima has recently placed a clear and deep focus on retention and completion. The development of a comprehensive retention plan for the campus has led to the highest first-to-second-year retention rates for the Lima campus in the past nineteen years. In addition, the focus on retention viewed through a completion lens has recently led to significant increases in Ohio State Lima’s 4-year and 5-year graduation rates. For Autumn 2016, Ohio State Lima’s 4-year graduation rate increased by 6.8% and the 5-year graduation rate increased by 55%. The campus is on track to have one of its highest 6-year graduation rates in Autumn 2017. Ohio State Lima has developed a campus-wide commitment to supporting student success that is distinctive both in the level of engagement at the highest level of the administrative structure and in the application of best practices, data, and qualitative feedback.

The Ohio State University at Lima

Date of Inception: 1960

Programs Offered:

Biology, Business Management, Early and Middle Childhood Education (with licensure), Child and Youth Studies, English, Health Sciences, History, Psychology, Social Work, Theatre; two baccalaureate completion programs (Dental Hygiene, RN to BSN); pre-professional program in pre-health; MSW program

Enrollments in each program:

Program	Actual					Projected		
	2012	2013	2014	2015	2016	2017	2018	2019
Biology	62	65	65	74	45	45	45	45
Business Management	32	13	9	19	12	20	20	20
Early/Middle Childhood Ed	56	113	131	159	139	85	80	75
English	33	23	27	19	27	23	22	22
Health Sciences	26	23	27	19	27	5	4	0
History	36	35	25	19	18	16	16	17
Nursing	18	17	16	25	12	5	6	6
Pre-health	N/A	N/A	N/A	N/A	125	95	100	100
Psychology	114	102	78	59	62	42	43	44
Social Work	22	52	60	74	92	50	53	55
Theatre	6	6	6	7	12	8	8	8
MSW	10	9	0	7	7	10	11	12

Number of full-time and part-time faculty who taught in 2015-16:

Full-time tenure-track: 36 Full-time non-tenure-track: 19
 Part-time tenure-track: 0 Part-time non-tenure-track: 29

Number of administrators on site: 12 senior administrators, 46 additional administrative staff

Student services available at campus: Academic advising, tutoring, learning communities, bridge programs, library and information technology, dining services, career services, counseling, disability services, diversity and inclusion programming, recreational sports and intramurals, intercollegiate sports, student activities, Welcome Week, Homecoming, student conduct programming

Additional locations linked to campus: None

Campus-specific information for any campus that might function differently than the University's standard branch campus practices: Not applicable

HLC MULTI-CAMPUS REPORT – The Ohio State University at Mansfield

Governance, Oversight, and Administrative Structure

Ohio State University courses were first offered in Mansfield in 1958, originally at the old Mansfield Senior High School. In the early 1960s, local citizens mounted a campaign to acquire land for a campus. That 640-acre site opened in Autumn 1966 as the Mansfield campus of The Ohio State University.

The Ohio State University Board of Trustees approved the original establishment of the four regional campus programs and maintains governance responsibility for them. The regional campuses are fully integrated within the university, and oversight of them is conducted primarily through Ohio State's Executive Vice President for Academic Affairs and Provost as well as the Office of Academic Affairs. Ohio State Mansfield's dean and director manages enrollment, resource allocation, academic programs, faculty, staff, and facilities, and reports to the Provost of The Ohio State University. The dean and director works with an advisory board of community representatives, appointed by the Provost, who assist the dean and director in maintaining close ties between the campus and its surrounding communities.

Ohio State Mansfield shares its campus with a two-year technical college, North Central State College (NCSC), which is independently governed and HLC accredited. Each institution has its own administrative head (a dean and director for Ohio State Mansfield and a president for NCSC), governance structure, and faculty. Ohio State Mansfield and NCSC share a library, student union, recreation center, childcare facility, and some classrooms. The two institutions collaborate on facilities and maintenance as well as custodial services and marketing through a data-driven cost-sharing agreement.

In addition to the campus' dean and director, administrative support is provided by various offices in Columbus. Ohio State Mansfield has ten senior staff administrators including an associate dean, assistant dean, student life/enrollment services officer, enrollment services director, community relations and development director, fiscal officer, facilities and maintenance supervisor, human resources generalist, head librarian, Conard Learning Center director, and director of diversity and inclusion.

Supplementing the Rules of the University Faculty and other policies and procedures of the university, Ohio State Mansfield's Pattern of Administration describes its governance policies and procedures. The Faculty Assembly at Ohio State Mansfield is the official forum and voice of the faculty. Its membership includes all tenure-track faculty and full-time non-tenure-track faculty who wish to participate; the various Faculty Assembly committees all include staff representatives as voting members. The Faculty Assembly elects its own officers, sets its own constitution and committee structure, and convenes several times each semester. The Mansfield Staff Advisory Council is the official voice of the staff at Ohio State Mansfield and elects its own officers and sets its own constitution. The Associated Faculty Advisory Council is the official voice of part-time and full-time non-tenure-track faculty.

Programs, Degrees, and Delivery Methods

The regional campuses of The Ohio State University are open access institutions, available to any Ohio high school graduate or GED holder. All Ohio State Mansfield courses have the same course descriptions, prerequisites, and expected learning outcomes as courses of the same name and number offered on the Columbus campus. For example, Psychology 1100 is the same on the Columbus campus and regional campuses. Responsibility for a course's content rests with the respective academic department/school, all of which are headquartered on the Columbus campus. All tenure-track faculty on the Mansfield campus are full members of their respective academic department/school at The Ohio State University. Associated faculty (lecturers or senior lecturers), whether part-time or full-time, are hired only with the approval of the tenured faculty in the appropriate field on the Mansfield campus or of the appropriate academic unit head on the Columbus campus.

Ohio State Mansfield offers a full range of Ohio State's general education courses typically taken by first- and second-year students as well as remedial English and math courses for underprepared students. All courses in the Year 1 curriculum for Engineering majors and for Environment and Natural Resource majors can be completed at Ohio State Mansfield. All coursework for an Associate of Arts Degree is offered on campus. Ohio State Mansfield has all coursework needed for a bachelor's degree in Business Management, Criminology, Child and Youth Studies (non-licensure Education major), Early Childhood Education and Middle Childhood Education (both with teacher licensure), English, History, Psychology, Social Work, and Sociology. Except for the bachelor's in Business Management degree specifically developed for the regional campuses by Ohio State's Fisher College of Business using existing courses in the college's curriculum, all degrees are identical to the degrees offered on each campus of Ohio State. Students can take all coursework at Mansfield for eleven minors, many of which are the same as the campus' majors. Some majors or minors available at Ohio State Mansfield require internships, while other majors offer internships as an option. The Office of Career Development and Internships is growing the internship program utilizing the College of Arts and Sciences internship course options which require faculty to oversee an academic project summarizing the internship experience.

Bachelor and associate degrees earned at Ohio State Mansfield are conferred by the appropriate college within the university, not by the Mansfield campus. For example, a student who completes all coursework at Mansfield for a bachelor's degree in history receives a degree in history through the College of Arts and Sciences, and the student's diploma identifies her as a graduate of The Ohio State University (no campus is indicated).

Courses at Ohio State Mansfield are delivered to students in a variety of ways, including traditional lecture or lecture/discussion sections, laboratory sections, inquiry-based pedagogy, and student-centered learning pedagogy. Courses are typically small, with class sizes averaging about 15. The small class sizes allow for the greater degree of individualized attention by faculty that is the hallmark of the regional campuses. Some courses, notably the major courses for the bachelor's in business administration, the bachelor's in social work, and the nursing courses in the RN to BSN completion program, are distance delivered synchronously or asynchronously by

faculty from the Columbus campus through real-time video connections, on-line, or a combination. On occasion, Columbus campus faculty will come to Mansfield to offer courses.

Planning

Mission

As the regional campuses are integral parts of The Ohio State University, the mission, vision, and values of The Ohio State University are performed through the mission, vision, and values of the Mansfield campus. Certain aspects of Ohio State's mission receive greater emphasis on the regional campuses, such as teaching and learning (regional campus faculty generally have greater teaching responsibilities than Columbus campus colleagues); access (as geographical extensions of the university with non-selective "open admission" policies, the regional campuses assist Ohio State in fulfilling its land-grant mission of making high-quality post-secondary education more accessible to Ohioans); affordability (regional campus tuition is approximately 70% of Columbus campus tuition); and outreach and engagement (the community partnerships instrumental in establishing the regional campuses continue to be deeply important and are fostered on these campuses).

Strategic Planning

Ohio State Mansfield engages with the university's strategic planning process in the same way other units do and adheres to the same high-level goals identified by President Drake in his "2020 Vision." Like other Ohio State units, the Mansfield campus has a detailed implementation plan that falls within directions set by the President, the Board of Trustees, and the overall strategic plan of the university. Mansfield's strategic plan, revised in 2016, addresses the same four areas as university-wide strategic planning: teaching and learning; discovery, innovation, and creative expression; outreach and engagement; and resource stewardship. Planning efforts at Ohio State Mansfield engage faculty, staff, students, and community members alongside representatives from the university's Office of Academic Affairs. The four regional campuses also coordinate aspects of strategic planning among themselves. In 2012, this effort yielded the first-ever Regional Campus Cluster Strategic Plan. In the summer of 2016, the regional campuses began a "Visioning" effort to help define their future goals for the next ten to fifteen years.

Enrollment Planning

Enrollment planning for the regional campuses comprises one element of Ohio State's overall Enrollment Strategic Plan, which is updated every five years. The current Enrollment Strategic Plan for Ohio State projects that Mansfield's enrollments will be flat for the next five years. Because Ohio State Mansfield's service area includes Cleveland, Akron, and Canton, from which increasing numbers of students have been drawn due to available housing on or near campus, the potential exists for overall enrollment increases. Enrollment variations are driven by evolving student interest in particular programs or majors. The dean and director and staff are responsible for ensuring that sufficient courses and faculty coverage are available for projected

and realized enrollments each academic year, and changes in students' interests and needs are monitored to ensure appropriate courses are offered.

Budget and Revenues

Ohio State Mansfield (and each regional campus) is a separately budgeted unit predominantly supported by tuition, fees (a minor source), and State Share of Instruction ("subsidy") generated through student enrollment. The annual sources/revenues and uses/expenses for Ohio State Mansfield are below. Two primary sources provide the vast majority of the financial resources utilized by the Mansfield campus: student tuition (approximately 70% of revenues) and subsidy (approximately 30%). Minor sources include indirect support funds from research grants, investment income from the campus' endowed funds managed by The Ohio State University, and funds managed by external entities. The majority of campus expenditures are for faculty and staff personnel (salaries and benefits, support for professional development), with significant secondary expenditures to support campus facilities and infrastructure.

	Sources/ Revenues	Uses/ Expenses
FY 15	14,674,634	13,579,982
FY 16	14,412,705	13,747,306
FY 17	14,891,287	13,825,808

Resource Allocation

Budgeting and resource allocation is primarily the responsibility of the dean and director, with the same review by university administration as the budget of any unit at Ohio State receives. Several times annually, Mansfield's fiscal officer reviews interim financial reports with the Mansfield Advisory Board and the Budget and Finance Committee of the Faculty Assembly to track and assess actual revenues and expenses against projections. The campus undergoes internal audits as designated by the university's Office of Internal Audit. Major new funding proposals are considered by the Budget and Finance Committee according to Guiding Principles approved by the Faculty Assembly in 2015. The Mansfield campus also has a service charge of approximately 5% of its total revenue intended to compensate for use of the university's infrastructure, management systems, and administrative support such as human resources, financial systems, legal representation, and personnel costs for the services provided by various offices on the Columbus campus.

Campus Resources

Faculty and Staff

During the 2015-16 academic year, the faculty of Ohio State Mansfield included 37 full-time tenure-track faculty (untenured assistant professors and tenured associate and full professors), 26 full-time lecturers and senior lecturers, and 41 part-time lecturers.

All tenure-track faculty at Ohio State Mansfield are full members of their academic departments/schools headquartered on the Columbus campus. All tenure-track faculty at Ohio State Mansfield have the highest degree obtainable in their field (PhD or MFA) and are hired through national searches. Search committees for tenure-track hires are composed of faculty from the Mansfield campus and the tenure-initiating unit (TIU) on the Columbus campus, and the interview process includes sessions on the Mansfield campus and the Columbus campus. All lecturers and senior lecturers (“associated faculty”) have earned at least a master’s degree in the content field in which they are teaching; approximately a dozen associated faculty members hold the PhD degree. New faculty orientation for tenure-track and associated faculty occurs at Ohio State Mansfield. Tenure-track faculty also attend new faculty orientations on the Columbus campus that are conducted by the University and by their academic departments/schools.

The Mansfield campus employs professional and technical staff who are Ohio State employees, including professional academic advisors, admissions staff, business office staff, human resources staff, administrative assistants, an Ohio State University police officer, and maintenance, grounds, and custodial staff. Their expertise is enhanced through professional connections with colleagues on the Columbus campus and through professional development opportunities.

Physical Facilities

Of the 13 buildings on the Mansfield campus, three house most of the classrooms and offices for Ohio State Mansfield, three house NCSC programs and offices, three are shared with NCSC (the student union, the recreation center, and the child care center), one is the campus bookstore, and one is university-owned student housing, which can accommodate 197 residents. The majority of the 640-acre campus consists of a heavily forested outdoor learning laboratory.

Classroom, office, and laboratory facilities, continually improved as appropriate, satisfactorily meet the needs of Mansfield students and faculty. Sufficient funding is available for science laboratory consumables, equipment, and instrumentation. Ohio State Mansfield’s primary academic building was renovated within the last ten years, and a new administration/student support services building was completed in 2008. Faculty offices meet the university’s size standards. Renovation of the campus library into the Bromfield Library Information Commons was completed in 2014. The next major renovation project, currently funded and in final planning, focuses on updating the chemistry labs. Parking lots and campus roads were resurfaced in 2015 and 2016, and the campus cafeteria was renovated in 2015.

The campus is fully accessible, and sufficient parking is available to accommodate students, staff, and faculty from Ohio State Mansfield and NCSC. Richland County Transit Services provides bus service between the campus and neighboring municipalities from 7:30 am to 5:30 pm for students showing their BuckIDs.

The Office of the Chief Information Officer provides services on campus virtually and in person. This office maintains and updates the nine computer labs on campus that support art, digital media, engineering, statistics, English composition, and computer science courses, among others. Students have access to open-use computers in the Bromfield Library and Information Commons, and Wi-Fi internet is available in all Ohio State Mansfield buildings. Digital projectors, instructional lecterns with computers, and connections for laptops are provided in every classroom.

Access

Since their creation in the late 1950s, all four Ohio State regional campuses have been open admissions arms of Ohio State. This has remained the case even as admissions criteria on the Columbus campus have become increasingly selective. As open admissions portals, the regional campuses carry an important access role within Ohio State's land grant mission. Students applying to Ohio State Mansfield must have a high school diploma or a GED; students transferring from another higher education institution must be in good standing at that institution.

Student Services

Ohio State Mansfield offers a full range of student services, from academic advising to academic enrichment and tutoring, career counseling to mental health counseling, and study abroad tours to student life experiences on campus or in the surrounding communities.

The campus employs five full-time academic advisors and a staff specialist for the Social Work major. Academic advisors help students learn about general education and major requirements, which majors can be completed in Mansfield, and which must be completed in Columbus. Advisors assist with new student orientation programs and teach the University Exploration courses. Each full-time advisor has responsibility for about 225 students, divided into areas of concentration as determined by major. The advisors regularly engage with Columbus campus colleagues to remain up to date regarding changes in program and degree requirements. Academic advisors from Columbus departments/schools or colleges, especially those to which large numbers of students campus-change from Mansfield to Columbus to complete their programs, periodically visit the campus to assist in advising students. Faculty assist with student advising in some majors with all four years of coursework offered at Ohio State Mansfield. Students access academic advisors and financial aid counseling through in-person one-on-one appointments or by phone or email.

Student learning accommodation needs are supported by a full-time specialist in the Office of Disability Services on the Mansfield campus. The specialist works closely with the Office of Disability Services and the ADA Coordinator on the Columbus campus to ensure that appropriate accommodations are met and to obtain specialized materials or software needed by Mansfield students.

The campus partners with the New Directions Student Assistance Program (SAP) to provide mental health counseling, make referrals to community mental health services as appropriate, and present wellness programming to the campus community. Sexual Assault Services is staffed

by a full time Campus Sexual Assault Advocate from the Domestic Violence Shelter who partners with Student Life to provide support and education services to Mansfield campus students.

Ohio State Mansfield employs a full-time Career Development and Internships Director who provides individualized career counseling, presents workshops on resume writing and professional soft skills, and serves as a clearinghouse for information about job and internship opportunities. A full-time Internship Coordinator helps students identify and achieve success in a wide variety of internships.

The Diversity and Inclusion Office provides student support and education on a wide variety of diversity issues. The office supervises two learning communities for new students—one for first-generation college students and one for students of color—to support their transition to the Mansfield campus. Black History Month and Women’s History Month activities are coordinated by this office.

University Housing (based in Columbus) administers Mansfield’s on-campus housing which can accommodate almost 200 students. In addition, privately developed student apartments immediately adjacent to campus have capacity for more than 250 students. Ohio State Mansfield offers a mixture of food options, including a main dining facility and a Cyber-Café with limited food service. University Dining Services (based in Columbus) manages these two locations on campus and administers the meal plan for on-campus housing. Avita Health Care transports Ohio State Mansfield students to a nearby medical services facility as needed during the day, and services there continue until 9:00 pm.

Ohio State Mansfield partners with NCSC to offer student engagement and recreational services to students from both institutions. Four full-time staff and numerous student workers plan and implement activities, and other campus staff and faculty support student activities or advise student engagement. A Campus Activities Board works with Student Life to develop and revise the annual plan which includes Welcome Week activities to familiarize students with campus resources and engagement opportunities; offer finals week activities to “de-stress” students; and sponsor various clubs and student organizations; student-focused learning and entertainment programs (including personal safety awareness, diversity and cultural affairs programming and awareness building, mental health, financial wellness); a Homecoming Court; Veterans services and a Veterans’ Lounge; intramural sports and other recreational opportunities including a fitness center, weight room, gymnasium, and playing fields; and a meditation space. The Eisenhower Student Union features a game room with ping-pong, billiards, and video games.

A campus bookstore, managed by Follett Books, orders and sells books and other materials needed for Ohio State Mansfield courses. Students may purchase books there, order them for home delivery, or rent books for the semester.

Ohio State Mansfield employs an Ohio State University public safety officer responsible for providing policing and safety services and information and training to students, faculty, and staff. This officer oversees a safety and security force composed of seven full- and part-time non-commissioned staff who provide continuous on-campus security coverage.

Academic Resources

The Bromfield Library and Information Commons (BLIC) provides students, staff, and faculty at Ohio State Mansfield and NCSC with state-of-the-art information resources. The BLIC houses a basic collection of books and periodicals and provides access to materials through the statewide OhioLINK consortium. A courier brings materials from other Ohio State University libraries and from academic and public libraries across the state. The BLIC offers electronic access to a full range of online resources through Ohio State's libraries and the OhioLINK Consortium. The BLIC also houses multiple technological resources, including two computer classrooms, small-group study rooms with touch-screen computers, a media lab for creating audiovisual materials, and many individual computers available for student use.

The Conard Learning Center provides a variety of tutoring services along with a Math Lab and Writing Center. It is staffed by two full time employees who supervise trained student peer tutors. Services are available during walk-in hours or by appointment. Students may take proctored examinations at the Testing Center. The Springmill Learning Center, minutes from campus, houses Ohio State Mansfield's Mathematics Literacy Initiative (MLI), a learning community that provides professional development for K-12 teachers based on the nationally renowned Algebra Project's 5-step curricular process. Supported by Ohio Department of Education grants, MLI serves nearly two dozen schools in five school districts.

Evaluation: Processes for Improvement and Ensuring Educational Quality

Assessment

As the courses taught at Ohio State Mansfield are the same as those on the Columbus campus, the university's initiatives with respect to outcomes assessment for courses and programs (measurement and improvement) extend to the Mansfield campus, and faculty utilize the same outcome assessment instruments or apply the same outcome assessment measures. In some instances, such as in selected English courses that are routinely offered on all campuses, regional campus sections of those courses have been used to pilot assessment methods for eventual use university-wide.

Retention and Student Success

Retention efforts at Ohio State Mansfield are led by a professional staff member assisted by academic advisors. After each semester, the advisors receive a list of students in academic difficulty or no longer in "good standing" (GPA above 2.0 on a 4.0 point scale) and provide context and/or a recommendation for each student. A committee of staff and faculty reviews the recommendations regarding the students' academic progress. Students in academic difficulty receive a letter to that effect, noting that they must contact their academic advisor before next semester's classes can be scheduled. Campus data regarding the number of students not in good

standing and university data on retention and 4- and 6-year graduation rates are reviewed regularly and inform ongoing efforts to improve retention, persistence, and graduation.

Ohio State Mansfield has an “Early Alert” program. After the first few weeks of classes, faculty identify students who appear to be heading toward academic difficulty (due to poor attendance, not engaging during class, or poor performance on tests or assignments). Small class sizes on the Mansfield campus result in more personal attention for students from faculty and staff, allowing them to monitor students more closely and intervene to assist. An academic advisor or the student success coordinator contacts each identified student for follow-up appointments to discuss any issues that might be responsible for difficulties, remind students of resources on campus, and consider the best options for achieving academic success. In order to meet the needs of students’ varying levels of academic preparation, Ohio State Mansfield is engaged in a multi-year project to offer regular pedagogy workshops focused on engaging struggling students and helping them succeed, especially those falling into the “C” range of the grading scale. Faculty annual reviews reward innovations stemming from these workshops.

As an open admissions campus, Ohio State Mansfield naturally has lower retention, persistence, and 4- and 6-year graduation rates than those achieved on the Columbus campus, where admissions are highly selective. Relative to other public open admissions college campuses in Ohio, Mansfield’s 67% retention rate is better than average, and its 42% 6-year graduation rate is one of the top two among open admissions campuses in Ohio. Of Mansfield students starting in 2009, 87% were retained or graduated from a 2- or 4-year institution after 6 years.

Academic Program and Curriculum Reviews

Because all curriculum taught on the regional campuses is identical to that offered in Columbus, the regional campus curriculum is Ohio State’s rather than unique to the Mansfield campus. Curriculum and programs are determined, revised, and monitored by all Ohio State faculty (including faculty from regional campuses) in each of the University’s academic units. The process starts at the department/school and moves through approval processes at the college, the university-level Council on Academic Affairs, and the Office of Academic Affairs. Courses taught and degrees available on the Mansfield campus undergo review within the process of Academic Unit Reviews conducted by Office of Academic Affairs, which assesses departments, majors, and programs at The Ohio State University in a regular cycle that includes self-studies and external reviews.

The same information regarding degree requirements is presented to students regardless of campus at Ohio State. Academic units in Columbus determine the courses needed for each degree and the grade point average required, and publish that information in print and online. Depending upon expectations of the academic unit, faculty at Ohio State Mansfield either utilize the same syllabi developed by the department/school for all faculty, regardless of campus, or develop their own version of a syllabus that includes the learning objectives identified by the academic units to ensure that students receive the course material and information they need and will be prepared for the next course.

Consistency of curricular expectations and policies is ensured in a number of ways. Each regional campus sends a representative to the University Senate where major policies are formulated and recommended. The associate deans from the regional campuses serve on a university-wide committee of associate deans where curricular issues are discussed and recommendations developed. Other university-wide committees include regional campus faculty representation. As regional campus faculty are full members of their university-wide academic departments/schools, they regularly attend meetings and serve on committees, including those focused on the curriculum or undergraduate programs. Occasionally, regional campus faculty serve as the department/school coordinator for a particular course university-wide.

Courses at the regional campuses are delivered to students in a variety of ways including traditional lecture or lecture/discussion sections, laboratory sections, inquiry-based pedagogy, and student-centered learning pedagogy. Small class sizes permit the greater degree of individualized attention by faculty to students that is the hallmark of the regional campuses. Some courses, notably the major courses for the Bachelor's degree in Business Administration and the major courses for the Bachelor's in Social Work, are distance delivered synchronously or asynchronously from the Columbus campus through real-time video connections, on-line platforms, or a combination of the two. Faculty also offer independent studies courses in which one or a few students work directly with faculty on a particular topic of mutual interest.

Course offerings at Ohio State Mansfield are carefully arranged to ensure that all the courses needed for the ten Ohio State majors that can be completed entirely on campus are available in a rotation making it possible for students in good academic standing and not requiring heavy remediation to graduate in four years. The course schedule is published months in advance to help students plan. Similarly, courses that meet Ohio State's General Education requirements and apply to the associate degree offered on the regional campuses are scheduled so students may complete them in a timely manner. Development of the course schedule is led by the associate dean who works closely with academic advisors and faculty program coordinators to ensure that each major program's needs are met.

Faculty and Staff Review

All tenure-track faculty are expected to meet the university's standards of excellence in teaching, scholarship, and service, and are assessed using the same promotion review processes as faculty on the Columbus campus.

An annual review of all tenure-track faculty is conducted by the Ohio State Mansfield's dean and director and associate dean. These reviews consider quantitative and qualitative teaching evaluations from students and classroom teaching observations conducted by other tenure-track faculty, service activities of tenure-track faculty, and input from the relevant tenure-initiating unit in Columbus regarding the faculty member's scholarly productivity.

For untenured regular faculty (probationary assistant professors), an additional layer of annual review occurs. A committee of senior faculty from the probationary faculty member's department/school in Columbus conducts an assessment and provides a letter primarily assessing the faculty member's contributions to scholarship. A committee of senior faculty on the

Mansfield campus reviews the probationary faculty member's teaching and service documentation at the fourth year, and submits an assessment letter to the dean and director. In the sixth year (typically when official promotion and tenure review occurs), teaching, scholarship, and service are reviewed by the Mansfield campus, by the faculty member's respective academic unit in Columbus, by the college that houses that unit, and finally by the University. While the mission of the regional campuses places special emphasis on teaching, regional campus faculty being reviewed for promotion are expected to have achieved the same excellence in teaching, scholarship, and service as any faculty member in the same rank at The Ohio State University.

An annual review of associated faculty is conducted by the associate dean, who reviews teaching evaluations by students (both quantitative and qualitative), formative teaching activities undertaken by the associated faculty, and classroom teaching observations performed by tenure-track faculty.

The Ohio State University at Mansfield

Date of Inception: 1958

Programs Offered:

Business Management, Child and Youth Studies (non-licensure Education), Early Childhood Education (with licensure), Middle Childhood Education (with licensure), Criminology, English, History, Psychology, Social Work, Sociology

Enrollments in each program:

Program	Actual					Projected		
	2012	2013	2014	2015	2016	2017	2018	2019
Business Management	17	12	34	20	17	18	18	18
Child and Youth Studies	N/A	N/A	N/A	N/A	3	7	7	7
Early Childhood Education	4	74	68	63	59	63	63	63
Early-Middle Childhood Ed	131	37	15	7	8	7	7	7
Middle Childhood Education	8	36	51	33	47	45	45	45
Criminology	45	30	30	43	43	43	43	43
English	55	55	38	40	30	35	35	35
History	39	23	24	19	15	17	17	17
Psychology	132	116	105	87	80	83	83	83
Social Work	37	50	82	70	72	72	72	72
Sociology	7	7	7	15	12	12	12	12

Number of full-time and part-time faculty who taught in 2015-16:

Full-time tenure-track: 37 Full-time non-tenure-track: 26
 Part-time tenure-track: 0 Part-time non-tenure-track: 41

Number of administrators on site: 10 senior administrators, 62 additional administrative staff

Student services available at campus: Academic advising, academic support, tutoring, mental health counseling, career counseling, internships, study abroad, sexual assault services, library and information technology, diversity and inclusion, residence halls, dining services, bookstore, recreation center, intramural and varsity athletics, nearby health center

Additional locations linked to campus: None

Campus-specific information for any campus that might function differently than the University's standard branch campus practices: Not applicable

HLC MULTI-CAMPUS REPORT – The Ohio State University at Newark

Governance, Oversight, and Administrative Structure

Established in 1957, The Ohio State University at Newark lived in borrowed spaces until 1968, when the University built Founders Hall on land the University purchased with funds raised by residents of Licking County. A short time later, community members realized a need for technical education to support the region's workforce needs, and in 1971 founded Central Ohio Technical College (COTC), a two-year school focused on technical education. From its inception, COTC has shared Ohio State Newark's campus.

Although each institution has separate governance structures, separate administrative heads (a president for COTC and a dean and director for Ohio State Newark), and its own faculty, the institutions share most of the campus's facilities as well as over 120 employees. COTC and Ohio State Newark share the offices of human resources, business and finance, information-technology services, development, facilities, marketing and public relations, library, and student life. The two institutions also share the campus' Student Success Center. A cost-sharing agreement includes several different formulae for sharing costs.

Fully integrated into The Ohio State University, Ohio State Newark falls under the oversight of the Executive Vice President for Academic Affairs and Provost and the Office of Academic Affairs. The campus is led by a dean and director, who provides active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of faculty and staff morale, and in the encouragement of the spirit of learning in the students. The dean and director has administrative responsibility for the regional campus programs, subject to approval of the executive vice president and provost or designee, the president, and the university's Board of Trustees.

Ohio State Newark's Pattern of Administration document describes the campus' governance policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the university. The Faculty Assembly at Ohio State Newark is the official forum and voice of the faculty. Its membership includes all faculty, the dean and director, and the associate deans. The Assembly elects its own officers; sets its own constitution, by-laws, and rules; and convenes at least once each semester.

Policy and program decisions are made by individual administrators, by area coordinators, by the Faculty Assembly, by various committees or councils, and by offices. Campus governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

The Ohio State Newark advisory board advises the dean and director and assists in maintaining key relationships with external constituencies.

Programs, Degrees, and Delivery Methods

Most of Ohio State's approximately 200 majors can be started at Ohio State Newark. Students can complete bachelor's degree programs in early childhood education, middle childhood education, child and youth studies, nursing (RN to BSN), business management, English, history, psychology, and social work. Except for the bachelor's in business management degree specifically developed for the regional campuses by Ohio State's Fisher College of Business using existing courses in the college's curriculum, all degrees are identical to the degrees offered on each campus of Ohio State. In addition, students can complete master's degrees in education, integrated teaching and learning, and most coursework for the master's degree in social work. All courses offered on the Newark campus are identical to courses offered on the Columbus campus. For example, Sociology 1101 at the Newark campus is the same as Sociology 1101 on other regional campuses and on the Columbus campus. Responsibility for course content rests with the respective academic department/school headquartered at the Columbus campus. All tenure-track or tenured faculty in Newark are full members of those academic units. Associated faculty (lecturers or senior lecturers), whether part-time or full-time, are hired only with approval from the appropriate academic unit head at the Columbus campus.

Degrees are conferred by the appropriate college within the University, not by the Newark campus. For example, a student who completes all of her coursework at Newark for a bachelor's degree in history receives a bachelor's degree in history through the College of Arts and Sciences, and the student's diploma identifies her as a graduate of The Ohio State University (no campus is indicated).

The Newark campus delivers courses to students in a variety of ways. These include traditional lecture or lecture/discussion sections, laboratory sections, inquiry-based pedagogy, and student-centered learning pedagogy. Courses are typically small, with class sizes at Ohio State Newark averaging about 20. The small class sizes allow for the greater degree of individualized attention by faculty that is the hallmark of the regional campuses. The Columbus campus offers some courses at Ohio State Newark, for example the major courses for the bachelor's degree in business administration and the major courses for the bachelor's in social work, synchronously (via videoconference) or asynchronously (online). Ohio State Newark faculty also offer independent studies courses to students in which one or a small number of students work directly with faculty on a particular topic of mutual interest.

Planning

Mission

Ohio State Newark ties its planning efforts to The Ohio State University's mission/vision, its values, and its core goals (teaching and learning; discovery, innovation, and creative expression; outreach and engagement; resource stewardship). The primary means by which the Newark campus helps the university fulfill its mission is by making the university more accessible to Ohioans by extending the university's physical presence, maintaining an open (i.e., nonselective) admissions process, and discounting tuition.

Strategic Planning

Ohio State Newark’s Strategic Planning Steering Committee leads the campus through the strategic planning process, drawing guidance from university-level plans (e.g., the University’s enrollment plan), university leaders, and campus constituents, alumni, and individuals and organizations in the local community. The Newark campus model is integrated by linking planning for the campus as a whole to planning at the unit level, which in turn links to planning at the individual employee level. Each department/unit develops its own goals and strategic initiatives in the context of the campus’s strategic plan. The campus’s annual budgeting process requires units to align their goals and initiatives with the strategic plan, and the campus’s performance-management process aligns employees’ annual goals with the plan.

The campus is in the process of creating a new strategic plan, working to align it with several larger-scale or long-term planning documents: President Drake’s 2020 Vision, the Office of Academic Affairs vision document (under development) for the regional campuses, and the Framework Plan (a 50-year master plan) for Ohio State Newark and COTC.

Budget and Revenues

Two primary sources provide the vast majority of the financial resources utilized by the Newark campus: student tuition (approximately 70% of revenues) and State Share of Instruction or subsidy (approximately 30% of revenues). Minor sources include indirect support funds from research grants, investment income from the campus’ endowed funds managed by The Ohio State University, and funds managed by external entities. The annual sources/revenues and uses/expenses for Ohio State Newark are below. The majority of campus expenditures are for faculty and staff personnel, with significant secondary expenditures to support campus facilities and infrastructure.

	Sources/ Revenues	Uses/ Expenses
FY 15	22,833,269	23,874,378
FY 16	22,499,059	22,194,071
FY 17	23,863,796	23,367,370

Resource Allocation

Ohio State Newark follows the financial policies and procedures established by the University’s Office of Business and Finance and monitors itself to maintain compliance. Newark’s budget is based on assumptions and revenue and expense projections which become benchmarks used to assess financial progress. During the year, the campus’ budget office tracks and monitors any variances in departmental budgets. The campus’ director of business and finance reviews

interim financial reports and the budget with the advisory board three times annually. The campus undergoes internal audits as designated by the University's Office of Internal Audit. Ohio State Newark adopts and publishes an annual Current Funds Budget document that delineates financial priorities and details the coming year's financial plan.

Budget development is a collaborative effort requiring Unit Budget Managers (UBMs) in each department to identify needs and define requests for the next year. With assistance from the director of business and finance, the Dean and Director's Cabinet, and the Faculty Assembly's Executive Committee, the dean and director assesses and prioritizes budget requests in the context of Ohio State Newark's strategic plan. UBMs submit their cost-to-continue budgets and any new action plans in February of each year. Operating budgets are reviewed annually and adjusted for cost-to-continue or inflationary increases. The action plan submissions are Ohio State Newark's process for submitting new initiative requests, capital project requests, and personnel action requests. Managers must directly link any requests for new dollars to specific priorities and objectives stated within the strategic plan. Only plans directly linked to Ohio State Newark's priorities and objectives are considered in the budget process. This strategy ensures that allocated financial resources align with the campus' stated objectives.

Campus Resources

Faculty and Staff

In Autumn Semester 2016, 310 Ohio State Newark employees were involved in teaching, learning facilitation, and support services for approximately 2,540 full- and part-time students. Employees include 51 tenured and tenure-track faculty, 107 associated faculty, and 152 administrative/professional and support staff. Ohio State Newark and COTC share over 100 staff in central administrative and facilities positions, reducing duplicative staffing, improving efficiencies, and attracting highly skilled individuals.

Faculty at the Newark campus are hired, evaluated, and promoted in accordance with the campus' Appointment, Promotion, & Tenure (APT) document. National searches are conducted for all tenure track faculty positions. In order to ensure consistency and attract a diverse pool of applicants for each position, the campus adheres to procedures outlined in Ohio State's The Faculty Search Guide. All tenure track faculty hold the highest degree obtainable in their field (Ph.D. or MFA).

For staff positions, the campus follows the University's policies on Recruitment & Selection and Appointments, and uses the University-wide applicant tracking system, PeopleAdmin, to ensure qualified applicant pools and better manage and streamline the recruitment process. The Hiring Guide assists campus supervisors and search committees in the selection of the most qualified applicants. Based on a fair and consistent search process, the Hiring Guide promotes diversity and equal opportunity and outlines the 13-step hiring process. Staff from the campus' Human Resources Office (HR) provide orientation and training to search committee members who have not served on a committee within the past year.

Complementing the university-wide “New Employee” resources, campus HR staff orient all regular, benefits-eligible new hires and provide a “New Hire Orientation Checklist for Supervisors” to the hiring supervisor to help ensure appropriate new employee onboarding. New faculty members also participate in faculty orientation organized by the Faculty Well-being committee.

Professional development, an important part of the University’s commitment to developing staff knowledge and talent by providing growth opportunities, is a key component of staff evaluations. Over the past three fiscal years, Ohio State Newark has budgeted an average of \$198,106 to support and encourage professional development. The campus also spends an average of \$14,600 per year on employees' membership dues to outside organizations that help with professional development and build professional relationships. Ohio State allows staff to enroll in university courses and/or degree-granting programs and provides tuition assistance for up to ten hours per academic term for courses taken at Ohio State. Accountability for continuing professional development is integrated into job responsibilities and performance management, and is rewarded through compensation. In addition to workshops and training opportunities provided in Columbus and online, monthly workshops and seminars typically are offered in Newark. They are designed to improve health and wellness awareness, develop proficiencies to enhance job performance and acquire competencies that apply to employees’ professional and personal well-being. The professional development calendar, developed and sponsored by the Newark campus HR office, includes a collaborative diversity series sponsored by HR, the Office of Student Life, and the Diversity Council; educational book discussions; women-focused programming including leadership training and conference sponsorships; customer service; and dealing with conflict in the workplace. To promote a culture that encourages health awareness and management, the calendar includes topics such as maintaining a healthy heart, the benefits of exercise, mindful eating, and dealing with stress.

Physical Facilities

The Newark Campus Facilities Operations and Planning Department mission is to provide high-quality facilities and a physical environment to support and promote the campus’ academic programs. Ohio State Newark and COTC establish joint planning committees to plan large projects, such as major renovations, new buildings, land acquisitions, and property acquisitions. In Summer 2017, both institutions will collaboratively initiate a significant master planning effort, “Framework 2.0,” to update the campus’s 50-year development plan (Framework Plan) created in 2012.

The Facilities and Planning Department is directed by an experienced Superintendent who is a registered architect (State of Ohio) and a certified Facilities Management Professional (International Facility Management Association). This position reports directly to the vice president for business and finance and routinely collaborates with university administration and the campus’ advisory board. Approximately 50 full-time employees and a number of part-time and student workers comprise this department. They form interconnected, principal management “teams” within the department focused on Administrative, Custodial, Extended Campus, Maintenance, Grounds, and Public Safety services. Each team is led by skilled staff proficient in their respective fields. Other department functions include capital and master planning,

project/construction management, event coordination, space utilization (HEI data reporting), prevailing wage reporting, academic scheduling of space, business continuity planning, facilities audits, and administration of safety and security operations for the general public (including insurance, OSHA, fire, and indoor-air quality reviews).

The Newark campus physical plant consists of six major academic buildings, two residence halls, and several smaller facilities, equaling approximately 600,000 square feet of building space and residing on 155 acres of property. Roughly 170,000 square feet of space is solely dedicated to learning. The breakdown of learning space is as follows:

- Classroom - 46%
- Teaching lab - 37%
- Informal learning - 17%

The campus has 124 classrooms. All are outfitted with smart teacher workstations, high definition overhead projects and speaker systems, CD/DVR/Blue Ray players and document cameras as needed. Three open labs on campus contain approximately 110 computers available for students when not in class. The campus is currently installing tablet and cell phone interfaces in each classroom for integrating mobile devices into the overhead projectors to enhance the learning environment. The campus is phasing out electronic whiteboards and using mobile apps on tablet devices to perform the same function. Six student study rooms located near the library are available for small groups of students to collaborate on classroom projects. These study rooms provide computer connectivity and large LCD displays to assist students in their work. Classroom computers are on a three-year refresh cycle to provide access to the latest technology, and classroom AV/Multimedia equipment is refreshed as dictated by technological but at least every four years. The campus budgets approximately \$135,000 to \$150,000 per year as part of its classroom technology refresh program.

Ohio State Newark employs a comprehensive review of its existing facilities and infrastructure as part of the annual budget process. For example, most newer faculty/staff offices meet current Ohio State minimum square-foot standards, but a number of older offices on campus do not meet this standard. Most are located in Founders Hall and will be addressed as part of the Founders Hall master planning project noted below. Action Plans related to capital improvements that align with the University's strategic initiatives are submitted annually.

Over the past few years, Ohio State Newark has undertaken several significant capital improvement projects including:

- A new 120-bed, four-story residence hall: The project will include a new pedestrian esplanade connecting the residence hall district with the campus core. The project is scheduled to be completed in July 2017.
- Adena Hall renovation: The main focus of this project is to convert approximately 10,000 square feet of space into a new fitness center which opened in January 2017. Other project elements include classroom upgrades, modernization of life-safety systems, and building-wide energy-efficiency enhancements.
- Facilities Operations Building: This is a new, state-of-the-art, 15,000 square foot building constructed to house all campus maintenance and grounds operations. It is currently under consideration for LEED certification.
- Numerous campus infrastructure projects including:

- Primary electric service upgrade for Adena Hall.
- New Residence Hall primary electric service.
- Replacement of older underground natural gas lines.
- Other approved major capital projects currently in planning include:
 - Founders Hall Master Planning: This will completely re-think and re-program the campus' first (constructed in 1968) and largest building.
 - Emergency Generators: Three additional campus buildings will be served by back-up emergency power generators when this project is completed.
 - Founders Hall primary electric service upgrade.
 - Roof replacement on three buildings.
 - Conversion of parking lot light fixtures to LED.

The Newark Campus Office of Public Safety is a 24/7/365 operation. The campus employs one Ohio State University police officer who also serves as the Director of Public Safety, and the department is staffed by eight other security officers. The campus is preparing a major security enhancement project that will provide over 100 new monitoring cameras throughout all buildings and parking lots. The cameras will be jointly monitored by the Ohio State Newark Public Safety office and the Ohio State University Police on the Columbus campus. The project is expected to be completed in 2017.

The Newark campus has approximately 2,200 parking spaces, 68 of which are designated handicapped-accessible, and 250 of which are permit-only spaces for faculty/staff. These numbers are sufficient to meet current needs of students, faculty, staff and visitors. The campus is served by public transportation such as GoBus and The Licking County Transit Authority.

The campus offers a mixture of food options. The main dining facility is located in the Warner Library and Student Center, which is has a food court and 250-seat dining hall. The Reese Center Cyber-Café offers a smaller food service venue. Off-site dining options are within a short driving distance, and vending machines are located around campus. Other notable campus amenities include gender-neutral restrooms, gender-neutral locker rooms, and lactation rooms.

The major mechanical equipment serving the buildings is sized appropriately and is routinely checked to verify optimal operation. The campus uses Automated Logic as its building automation system, allowing Facilities Department staff to easily monitor the status of building systems and efficiently address problems. Through cost-sharing arrangements, Ohio State Newark and COTC continue to fund adequate technological resources by providing the Facilities Department with the tools necessary to manage and maintain the physical plant. In 2010, the campus invested in a new computerized work order system, Maintenance Direct, and in 2011, Preventative Maintenance Direct was added. In 2013, the Facilities Department purchased a major upgrade to the Automated Logic computerized building automation system, and an important upgrade to the campus's scheduling software, 25Live, was launched in 2016.

Ohio State Newark is deeply committed to sustainability through the use of bio-based products, electric vehicles, and geothermal heating and cooling. The campus is a signatory to the Association for the Advancement of Sustainability in Higher Education (AASHE). Several notable and recently completed energy efficiency and sustainability projects include replacing

existing boilers and chillers with high-efficiency models and retrofitting campus-wide lighting with efficient fixtures and motion sensor devices. In January, 2007, the State of Ohio passed House Bill 251, an energy conservation law. This far-reaching directive established energy policy for many aspects of the State's operations including transportation, fuel economy standards, alternative fuels, energy procurement, and construction. To incorporate the guidelines, Ohio State Newark developed a 15-year plan for phasing in energy efficiency and conservation projects with the goal of obtaining a 20% reduction in energy use. Using energy conservation measures and best practices, the Newark campus exceeded the minimum requirements prior to the legislated target date.

Access

Since their creation in the late 1950s, all four Ohio State regional campuses have been open admissions arms of Ohio State. This has remained the case even as admissions criteria on the Columbus campus have become increasingly selective. As open admissions portals, the regional campuses carry an important role within Ohio State's land grant mission. Students applying to Ohio State Newark must have a high school diploma or a GED; students transferring from another higher education institution must be in good standing at that institution.

Student Services

Through the Newark Campus Office of Student Life, students have access to career services, counseling services, and disability services. The John L. and Christine Warner Library on campus provides students with a local, large collection of materials and electronic resources, as well as connections to The Ohio State University Libraries library system and access to statewide resources through OhioLINK. Students have many options with regards to purchasing textbooks, one of which is the campus bookstore, managed by Barnes and Noble. Students may purchase or rent texts at the campus bookstore or order them online.

Academic Resources

Students seeking academic resources have access to the Newark campus' Center for Student Success, which houses the following resources:

- **Learning Skills Specialist:** This specialist provides advice and resources to enhance students' learning inside and outside of the classroom. Areas of support include study skills, time management, note taking, test taking strategies, and learning through technology.
- **Math Learning Center:** This resource is located in the Warner Center. Tutoring by the Math Learning Center staff, professional tutors, and peer tutors is provided for all math courses. The Center is open more than 50 hours a week during the academic year and reduced hours in the summer.
- **Testing Center:** This facility is located in Hopewell Hall. Many types of tests are administered here, including classroom testing, distance learning testing, missed classroom tests, and class tests for students with authorized accommodations.
- **Tutoring Services:** Tutoring services include face-to-face tutoring as well as online tutoring. Special provision is made for ESL tutoring/mentoring.

- **Writer’s Studio:** The Writer’s Studio mission is threefold. It offers writing support to the Ohio State Newark community via tutoring and writing resources which are primarily utilized by students but also available to staff and faculty. Services, including supporting supplemental materials and consultation, also are offered to faculty who assign writing in their courses.

Students benefit from a supportive academic advising area staffed by a director, an assistant director, nine advisors, and two support personnel. A retention coordinator and a student success coach reach out to students early each semester in response to any academic performance concerns reported by faculty or staff members. The campus also offers two learning communities. The Buckeye Generation Learning Community is open to those who are first-generation students and an Engineering Student Learning Community serves those students.

Evaluation: Process for Ensuring and Improving Educational Quality

Assessment

Ohio State Newark participates in university-level assessment of learning outcomes by requiring both tenure-track and associated faculty to follow assessment procedures established by the academic departments/schools. Additionally, the campus participates in the National Survey of Student Engagement every three years. Of particular importance is the NSSE measure of “High-Impact Practices,” but improvement is sought in all NSSE measures.

Retention and Student Success

Student success is a priority of Ohio State Newark. The campus has been engaged in several initiatives to improve student success, the most prominent of which are the Buckeye Generation Learning Community and smaller learning communities connected to the “Exploration” course taken by all first-year students. The Newark campus is piloting OnCourse, the University’s new tool for advisors that:

- Provides a “dashboard” for quick review of students at various stages in their progress toward the degree they seek.
- Allows academic advisors to create “campaigns” for targeting special groups of students.
- Centralizes communication, scheduling, and documentation.

Academic Program and Curriculum Review

Ohio State Newark’s curriculum and programs are determined, revised, and monitored by faculty of the academic units at The Ohio State University. This process starts at the department/school level. The curriculum or undergraduate program committees initiating these processes may include Ohio State Newark faculty. Curriculum proposals move through approval processes at the college, university-level Council on Academic Affairs, and the Office of Academic Affairs. The associate dean of each regional campus also serves on a university-wide committee of curricular associate deans where issues are discussed and recommendations developed. The

Ohio State courses and degrees available at Ohio State Newark undergo review within the process of Academic Unit Reviews conducted by Office of Academic Affairs which assesses departments/schools, majors, and programs at The Ohio State University in a regular cycle typically including an internal self-study and an external review.

The same information regarding degree requirements is presented to students regardless of campus at Ohio State. The academic department/school in Columbus determines the courses needed for each degree and the grade point average required, and publishes that information in print and online. Academic advisors and faculty advising students at Ohio State Newark follow the published guidelines. Depending upon the academic department/school's expectations, faculty at Ohio State Newark either utilize the same syllabi the academic unit developed for all faculty, regardless of campus, or develop their own version of a syllabus that includes all learning objectives identified by the academic department/school to ensure that the course presents students with the material and information they need or prepares them for the next course in the sequence.

Faculty and Staff Review

In addition to participating in Ohio State's Culture Surveys, Newark conducts the Ruffulo Noel Levitz Employee Satisfaction Survey for staff every three to four years. The Faculty Assembly's Faculty Well-Being Committee annually conducts the Faculty Feedback Survey to identify their satisfaction with units, services, and processes on the campus. Annually, HR conducts market-based analyses to assess faculty and staff compensation, ensuring appropriate competitiveness for selecting and retaining the most qualified and trained employees. Units and departments in Newark conduct periodic assessments within their areas to support evaluation and improvement. For example, the Office of Fees and Deposits recently conducted an assessment of its organizational structure and recommended reorganization, resulting in efficiencies and cost reductions and the Office of Human Resources conducted a study of recently hired campus leaders to identify opportunities for improving the onboarding process.

Annual performance reviews are required for all faculty and staff. Tenure-track faculty receive an evaluation conducted by the dean and director and the associate dean who oversees faculty affairs. Tenure-track faculty receive an evaluation conducted by the TIU. Associated faculty are reviewed by the associate dean who oversees faculty affairs. Staff are reviewed by supervisors using a standard form provided by HR. The dean and director provides an annual review letter for direct reports.

Distinctive Characteristics of the Campus

Ohio State Newark's strong partnership with COTC is considered a statewide model of collaboration and efficiency. This partnership not only produces operational efficiencies but is also viewed favorably by community members and governing bodies, resulting in stronger community support than would be possible otherwise. The two institutions' recent Next Generation Challenge scholarship campaign raised \$20.9 million, \$10.5 million of which is dedicated for Ohio State Newark-specific scholarships. Projected annual interest income from

the growth of these scholarships will yield over \$500,000 in scholarship offerings annually once all pledge payments are received.

Ohio State Newark and COTC share the 175-acre campus, all buildings and general purpose classrooms, over 100 staff employees, operating expenses, and many capital equipment investments. While governance, mission, curriculum, and faculty of each institution remain autonomous, an annual cost-sharing agreement designates shared costs for select personnel, facilities, operating expenditures, and capital equipment investments. Both institutions maintain separate operating budgets, which in FY 17 included over \$11.6 million of shared expenses. Cost-shared departments—buildings and grounds, technology services, business and finance, library, human resources, purchasing and auxiliary services, student life, recreational sports programs, student support services, financial aid, development, marketing and public relations—provide services to both institutions. The cost-sharing agreement, designed to equitably allocate expenditures to each institution and protect the institutions in times of shifting enrollments, is updated annually. This sharing relationship significantly increases the range of facilities and programs that can be accessed by Ohio State Newark students, faculty, staff, and the community.

The Ohio State University at Newark

Date of Inception: 1957

Programs Offered:

Business Management, Early Childhood Education (with licensure), Middle Childhood Education (with licensure), Child and Youth Studies, English, History, Nursing (RN to BSN) Psychology, Social Work, MA Integrated Teaching and Learning, MSW

Enrollments in each program:

Program	Actual					Projected		
	2012	2013	2014	2015	2016	2017	2018	2019
Biology	62	65	65	74	45	45	45	45
Business Management	13	13	12	23	23	23	25	25
Child and Youth Studies	N/A	N/A	N/A	N/A	1	10	15	20
Early Childhood Education	50	118	96	107	81	81	81	81
Middle Childhood Education	22	61	64	56	58	58	58	58
English	67	49	54	50	55	56	56	56
Health Sciences	26	23	27	19	27	5	4	0
History	53	60	53	50	36	36	36	36
Pre-health	N/A	N/A	N/A	N/A	125	95	100	100
Psychology	220	222	192	182	182	182	182	182
Social Work	44	93	133	126	136	136	136	55
MA Integrated Tchg and Lrng	7	7	0	3	0	0	0	0
MSW	29	17	8	10	15	15	15	15

Number of full-time and part-time faculty who taught in 2015-16:

Full-time tenure-track: 51 Full-time non-tenure-track: 52
 Part-time tenure-track: 0 Part-time non-tenure-track: 55

Number of administrators on site: 13 senior administrators, 76 additional administrative staff

Student services available at campus: Academic advising, learning assistance and tutoring, ESL tutoring, learning communities, library and information technology, dining services, career services, counseling, disability services, diversity and inclusion programming and multi-cultural affairs, housing, recreational sports and intramurals, student activities and family programming, Welcome Week, Homecoming, film series, student leadership retreat, student conduct programming

Additional locations linked to campus: None

Campus-specific information for any campus that might function differently than the University’s standard branch campus practices: Not applicable