



A higher purpose

Strategic Planning at The Ohio State University

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

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

VISION

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

MISSION

The University is dedicated to:

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

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

VALUES

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

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

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.







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Oh!
Come
let's
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Ohio's
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Historical Statement

In 1995, The Ohio State University Department of Athletics established its first mission and core values. In 1999, as a result, a strategic communications plan was developed which guided the efforts to support the mission and core values of the department of athletics.

In 2007, the department of athletics continued to enrich the mission and core values by developing a detailed and comprehensive strategic plan. This plan served as a benchmark in intercollegiate athletics while advancing the department over the past three years.

In an effort to align ourselves with the university's strategic goals, recognize our progress and achievements and set new strategies and initiatives through the collective effort of our staff, in 2010, the department of athletics revised this strategic plan. The plan continues to support the department's mission to provide high quality, high integrity experiences for its student-athletes.



A Higher Purpose

E. Gordon Gee, president of The Ohio State University, has articulated a powerful vision to achieve its potential to become the premier public university in the world. As a highly visible aspect of university life, the department of athletics is aligned with Dr. Gee's vision, embracing the concept of "One University" and a culture of collaboration and teamwork across campus.

The department of athletics is a national leader and one of the most visible, respected and accomplished programs in the nation. It ranks among the nation's largest by three essential measures – number of student-athletes (more than 1,000); number of sports (36); and overall annual revenues (more than \$128 million). Its student-athletes and teams consistently display competitive excellence – in the classrooms and on the fields of play – contributing to its rich and celebrated history.

The department's training and competitive facilities are its classrooms, wherein talented student-athletes hone their skills and reach their potential. Coaches prepare student-athletes for competition and success as students, athletes and citizens. Coaches teach life lessons that nurture future leaders, emphasizing personal responsibility. Teams focus on winning but winning transcends the final score of any game or grade point average. Winning is about succeeding in life.

In the pursuit of competitive excellence athletics affirms *A Higher Purpose*. The department exists to motivate student-athletes to develop into exemplary champions, who in turn inspire future Buckeyes. The department of athletics also is committed to financial self-sufficiency while contributing to the university's academic priorities. This strategic plan represents its values which are closely aligned with university goals:

- To provide teachable moments for gifted young student-athletes ... The People
- To excel competitively and enhance its proud championship history ... The Tradition
- To serve as a leader in intercollegiate athletics in every way ... The Excellence

The strategic plan illustrates the path to achieve *A Higher Purpose*. I invite your feedback as the department builds upon its great traditions and moves from excellence to eminence.



Eugene D. Smith

Associate Vice President & Director of Athletics

Our Mission

We foster a culture that provides the opportunity to develop our student-athletes through success in academics and competition to achieve excellence in life.

Our Values

Integrity We will act with integrity and personal accountability.

Education We will educate each student-athlete with quality academic, competitive, leadership and social experiences to build a sense of responsibility and foster an appreciation for life-long learning.

People We will keep the well-being of our student-athletes, coaches and staff at the core of every decision.

Excellence We will excel in performance, achievement and service.

Respect We will celebrate a climate of mutual respect and diversity by recognizing each individual's contribution to the team.

Innovation We will encourage innovation, develop a curious mindset and embrace change.

Community We will enhance the lives of those in our university, city and state communities by helping and paying forward to others.

Tradition We will build upon our traditions which have been developed throughout our proud history.



William Oxley Thompson Library

University Goals



One University

We will adopt a 'One University' perspective in all decision making to create a culture where everyone is driven by a shared common vision and supports trans-institutional execution.



Students First

We will place students first with access to academic excellence to ensure the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.



Faculty and Staff Talent and Culture

We will further develop our highly diverse faculty, staff talent and create a high-performance culture driven by common principles of excellence in accountability and achievement.



Research Prominence

We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.



Outreach and Collaboration

We will increase outreach and collaboration through public and public-private partnerships that will enhance our impact on the quality of life for citizens of the state, country and world.



Operational and Financial Soundness and Simplicity

We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple and flexible systems.



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Department Strategies

- Uphold our commitment to **INTEGRITY** by elevating a compliance conscience both internally and externally.
- **EDUCATE** student-athletes about the importance and value of academics, integrity, performance and graduation.
- Invest in the growth of our **PEOPLE** to allow leadership to be developed and recognized.
- Optimize our competitive **EXCELLENCE** by enhancing our athletics campus and providing resources to continuously strengthen our infrastructure.
- Teach student-athletes essential skills that will enable a lifetime of contributions as **RESPECTED** members of their communities.
- Utilize **INNOVATIVE** messaging to develop, promote and effectively convey our identity.
- Engage in the **COMMUNITY** through public service projects and initiatives.
- Develop competitive athletic programs that sustain success, produce champions and build upon our **TRADITIONS**.
- Operate as a self-supporting entity of **ONE UNIVERSITY** through annual financial stability.



INTEGRITY

1 Uphold our commitment to integrity by elevating a compliance conscience both internally and externally.

- Communicate an expectation of compliance to NCAA, Big Ten Conference and institutional rules and policies.
 - Place student-athletes in a position of power to control their standing academically and athletically.
 - Develop practices which require student-athletes, coaches and staff to be held accountable.
 - Encourage questions and reporting of potential violations to maintain integrity in all of our accomplishments.
- Develop and implement a comprehensive education plan for coaches, staff, student-athletes, boosters and the community which demonstrates the department's firm commitment to compliance.
 - Foster a compliance culture where student-athletes are the focus of all compliance activities and provide them with the knowledge to make the right decisions.
 - Manage the involvement of boosters so they remain an asset to our efforts.
- Enhance the implementation of *Assistant Coach Software* to maximize available features and provide innovative solutions resulting in the simplification of department processes.
- Help create legislation and reasonable monitoring standards at the NCAA and conference levels to improve the student-athlete experience.
- Recognize the importance of Payment Card Industry (PCI) compliance and implement required oversight to ensure security of sensitive data.



EDUCATE



Educate student-athletes about the importance and value of academics, integrity, performance and graduation.

- Educate student-athletes about the importance of academic integrity.
 - Require freshmen to attend presentation on academic/career resources.
 - Continue our participation in educational programming related to academic integrity.
- Continue to improve the graduation success rate and each team's academic progress rate.
- Encourage student-athletes who left prior to graduation to participate in the degree completion program.
- Collaborate with coaches to develop a strong academic culture within our teams.
 - Evaluate the use of academic incentive plans, and implement these plans where appropriate.
 - Continue to educate coaches on the missed class policy and the procedures for scheduling competition to minimize the academic impact of the schedule. Assist coaches in developing academic mitigation programs if necessary. Each sport's competition schedule and missed class time will be communicated with the Academic Progress and Eligibility committee of Athletic Council.
 - Communicate with our coaches the academic profile of the student body and critically analyze the academic profile of our prospective student-athletes.
- Establish and build a formal mentoring program for Varsity "O" and student-athletes.
- Educate and assist our high academic ability students regarding academic opportunities available both on and off campus.
 - Identify current student-athletes who may be candidates for postgraduate awards and guide them through the nomination process for these prestigious honors.
 - Identify students as potential candidates for honors programs.



PEOPLE



Invest in the growth of our people to allow leadership to be developed and recognized.

- Build a team of outstanding coaches and staff who share a common vision for excellence.
 - Attract the most qualified candidates and workforce by conducting searches that identify diversity in skills, talents, ethnicity, gender, veteran status and individuals with disabilities.
 - Retain talented coaches and staff through the opportunity for achievement and success.
- Develop staff, coaches and students professionally and personally through continuous performance management and innovative educational opportunities to enhance leadership and professional skills.
- Identify opportunities and position staff and coaches to serve on NCAA and conference committees and professional organizations.
- Reinforce staff through recognition, integration of professional and personal lives and social interaction.
- Be inclusive in our decision making and involve staff based on their talents and skills providing opportunities for growth.
- Create a collaborative environment that fosters the progression of our department as “one team.”
 - Improve the department’s culture through value-based education and reinforcement.
 - Develop action steps to build upon our department’s strengths and opportunities for improvement.

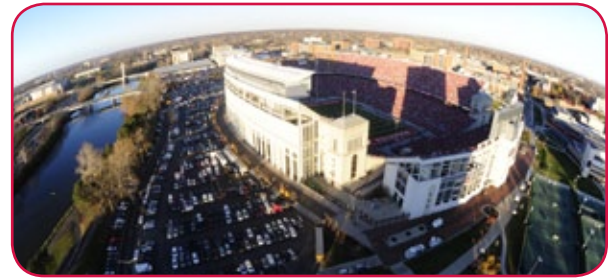


Summer's
heat
and
Winter's
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EXCELLENCE

1 Optimize our competitive excellence by enhancing our athletics campus and providing resources to continuously strengthen our infrastructure.

- Evaluate existing technology systems and identify new developments to enhance operations.
 - Build and upgrade key components of technology.
 - Maintain security of technology services and information.
- Enable video services to implement developing technology to expand the scope of their services.
 - Collaborate with our multi-media rights partner to plan resources to replace and supplement existing video board systems.
- Implement our comprehensive facility master plan, within the guidelines of the University Framework, designed to create the finest practice and competition facilities through new construction and continued enhancement.
- Support university-wide efforts to conserve energy and resources.
 - Maintain existing facility mechanical systems in a cost efficient manner.
 - Develop systems and practices to reduce utility costs.
 - Continue participation in the University Scarlet, Gray and Green program.



RESPECTED



Teach student-athletes essential skills that will enable a lifetime of contributions as respected members of their communities.

- Communicate a standard of behavior expected of all student-athletes.
 - Annually review Student-Athlete Code of Conduct, individual team rules and university policies.
 - Educate student-athletes on their role and responsibilities as Ohio State ambassadors.
- Create opportunities to support the personal development of student-athletes.
 - Meet with the SAAB Executive Board to develop communication plans and outline annual goals to continue to increase the effectiveness of this group.
 - Provide media training, public speaking and image consultation to student-athletes.
 - Continue to implement the Patrick Program to Enhance Communication Skills.
 - Provide opportunities for former student-athletes to participate in department and university internships to assist them in future career aspirations.
 - Include student-athletes in appropriate donor activities and events to allow them to network and interact with this constituency.
 - Work with student-athletes to foster an “attitude of gratitude” by teaching them the importance of stewardship and appreciation for the contributions made by our donors.
 - Foster relationships with former student-athletes to help them understand the importance of “paying forward” to their university.
- Integrate student-athletes in the university community and reinforce the importance of the “One University” concept.
- Provide resources to assist student-athletes with the transition to their professional careers including opportunities to build resumes which incorporate skills they have learned as student-athletes, develop networking and interviewing skills and financial planning.



INNOVATIVE

1 Utilize innovative messaging to develop, promote and effectively convey our identity.

- Identify innovative and effective ways to tell the stories of the department.
 - Create compelling, educational and entertaining storylines.
 - Support development of the iShoe mobile application to increase football fan experience.
 - Produce high-quality recruiting materials to aid coaches in attracting gifted student-athletes.
- Provide exceptional customer service that exceeds expectations.
 - Provide and support a culture which emphasizes the value of sportsmanship among our student-athletes, coaches, staff and fans.
 - Develop value added and customer appreciation programs for all premium seating areas.
- Upgrade and enhance the website as a source for interactive information.
 - Continue website development for better service and communication to internal and external users.
- Expand our social media platform and presence.
 - Educate staff and student-athletes about risks and rewards of social media.
 - Use Twitter as a communications platform.
 - Explore options to effectively use You Tube.
 - Investigate streaming links and access to athletics website, Facebook and Twitter.
- Explore the addition of, and increased use of, video boards at competition venues to enhance game experience.
- Utilize the Big Ten Network platform to support, promote and convey our identity.
 - Create high-quality broadcast using the Big Ten Network fly-pack to create additional opportunities for exposure of Olympic sports.
 - Support the expansion of Big Ten Network into new markets.



COMMUNITY



Engage in the community through public service projects and initiatives.

- Create a culture where community service participation by coaches, student-athletes and staff is valued.
 - Encourage teams and department units to identify and assist with their community interests.
 - Recognize and promote accomplishments and successes.
 - Organize and match solicited requests with department units, teams or individuals.
 - Assist individuals with personal interests or service projects.
- Expect each student-athlete to participate in a minimum of 10 hours of community service each year.
- Develop a department-wide service event to demonstrate the department's ability to make a difference in the community.



TRADITIONS



Develop competitive athletic programs that sustain success, produce champions and build upon our traditions.

- Finish in the Top 5 of the NACDA Directors' Cup.
 - o Develop and communicate competitive goals with the head coach of each sport program.
 - o Update coaches and department staff about the NACDA Directors' Cup process and point system and communicate results with the department and university community.
 - o Annually evaluate resources provided to each program to maintain national competitiveness.
 - o Maintain competitive schedules for all sports that will best position programs to be selected for national championships.
- Maintain an environment where equality is a fundamental component of the decision-making process and continue our tradition and commitment to gender equity.
- Ensure all sport programs develop recruiting plans that identify academically and athletically gifted student-athletes.
 - o Educate coaches on the admission standards, profile of Ohio State students and the vast resources available to prospective student-athletes.
 - o Review the recruiting plan which forecasts athletic and academic qualities of prospective student-athletes and the resources necessary to execute the plan.
 - o Target academically motivated and socially responsible student-athletes who value personal growth.
 - o Create a positive experience for all visiting prospective student-athletes.
- Host prestigious events to benefit our university, sports programs and community
 - o Position ourselves to be able to host conference and NCAA championships.
 - o Identify other events which would be beneficial to the department, university and community.
- Enhance student-athlete wellness and performance.
 - o Provide optimal health care to all student-athletes through injury prevention, identification, treatment and rehabilitation.
 - o Design sport-specific strength and conditioning programs to challenge student-athletes to achieve peak physical performance and reduce the occurrence of injuries.
 - o Provide psychological and nutritional services to help student-athletes enhance their personal well-being, peak performance and teach healthy lifelong habits.
 - o Develop a collaborative model of health care among medical services to ensure the highest quality of care for student-athletes.
 - o Provide educational programming to assist student-athletes with leadership, personal growth and decision-making skills designed for a balanced lifestyle.

ONE UNIVERSITY



Operate as a self-supporting entity of One University through annual financial stability.

- Maintain fiscal accountability through sound planning and decision-making.
 - Through a zero-based planning process, annually examine opportunities to reduce expenses while maintaining the student-athlete experience.
 - Increase the simplicity of our work by reducing duplicate efforts and resources.
- Serve as a financial asset to the university and invest in its academic priorities.
- Expand the Buckeye Club support of our athletics scholarships through upgraded and increased memberships.
- Address the needs of our facility master plan and scholarship endowment through active participation in the University Campaign.
- Provide a fan experience at events that encourages existing loyalty and develops interest of future fans.
 - Create positive fan experiences to increase ticket, concession and merchandise revenues.
 - Devise a marketing, sales and promotional plan to create a department-wide emphasis on “focus games” to increase revenue and attendance.
- Develop innovative strategies for the Golf Club, Ice Rink, Jack Nicklaus Museum, Sport Camps and Special Events to provide remarkable experiences leading to increased revenues.
- Maximize our return on investment of resources in our merchandise and website operations.



How firm thy friendship

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