Overview of the campus: The Ohio State University at Mansfield extends Ohio State University courses, curricula and resources to meet the educational needs of the citizens throughout Ohio, and especially those individuals living in North Central and Northeastern Ohio. The Ohio State Mansfield campus, situated on 640 picturesque acres of woodlands and streams, has a current enrollment of approximately 1,250 students who are served by 40 tenure track faculty, 28 full time associated faculty, 40 part-time associated faculty, and approximately 85 staff members (both Administrative/Professional and Classified Civil Service). Faculty members primarily represent the College of Arts and Sciences, with additional representation of the Colleges of Education and Human Ecology, Engineering, and Social Work. While the mission of the regional campuses places heavy emphasis on teaching responsibilities, a significant portion of the current faculty also are leading researchers in their fields. Currently, there are nine bachelor’s degrees and two Master’s degrees offered on the Mansfield campus, and we are also the gateway to more than 170 majors offered on the Columbus campus. Associates degrees also can be completed at the Mansfield Campus.

Overview of the position: As Dean and Director, I serve as both the chief academic officer and the most senior executive administrator on this campus. Through a shared governance model, I am informed by an Executive Committee comprised of faculty and staff representatives, as well as an Advisory Board comprised of community representatives. Presently, I have nine direct reports that include department heads associated with business and finance, development, facilities, public safety, human resources, and student life, as well as an Associate Dean, an Assistant Dean, a Project Manager, and my Executive Assistant. Because we are a full service campus, I also have administrative responsibility for student services (admissions, financial aid, advising, internships, and practicum supervision), housing and dining services, disability services, a writing center, a math lab, the library and information commons, an art gallery, a theatre, recreational facilities, and a shared daycare center. The current operating budget of the Ohio State Mansfield campus is approximately $14M. As well, there is a co-located technical college (North Central State College) that serves an additional 3,500 students on our combined campus, and I am responsible for interfacing with that college’s president and senior staff on a range of shared services issues and programs designed to help students with associate degrees go on to earn a baccalaureate degree.

Overview of the most pressing issues facing the Ohio State Mansfield campus: I arrived on the Mansfield campus at the height of the economic recession, and was immediately faced with a number of pressing issues. Demographic shifts, including prominent decreases in local high school graduation rates, had produced significant enrollment declines on The Ohio State Mansfield campus since 2010. In response, I determined that Ohio State Mansfield had to become a more residential campus in order to expand its catchment area beyond North Central Ohio. Most significantly this included the need to recruit prospective students residing in Northeastern Ohio, with an emphasis on the metropolitan areas of Cleveland, Akron, and Canton. The lack of adequate funds to build additional on-campus housing (Ohio State
operates the Molyet Village Apartments that provide beds for 197 students) to attract these students, combined with the unavailability of debt capacity from central administration for such housing construction, prompted the need to cultivate relationships with private builders in the community. The result has been the construction of the Buckeye Village Apartments, a private, off-campus student housing complex immediately adjacent to the Mansfield campus. Buckeye Village currently offers 230 beds, and ground has been broken for another building that will accommodate 100 additional students (final plans include a maximum of 500 beds). There is widespread recognition that housing alone will not create a long term solution to demographic shifts, however. Therefore, the most critical work in the next five years will surround the offering of a more robust set of majors in combination with greater student access to residential campus experiences and resources. On a related note, the influx of new residential students continues to change the complexion of our campus in some very exciting ways. As a percent of the total student body, we have the most students of color (nearing 20%) that our campus has ever enjoyed. In combination with increasing numbers of veteran students, first-generation students, and other historically underrepresented groups, our campus growth will demand that our faculty, staff, and community stakeholders become committed partners in addressing the needs and sensitivities of our increasingly diverse student body.

Overview of Institutional Blueprints: The RCC Strategic Plan

The organization of the four regional campuses into the Regional Campus Cluster (RCC) coincided with the need for a new shared vision for these regional campuses that emphasized the delivery of The Ohio State University experience in a small, collaborative, student-centered environment that focused on the liberal arts. Faculty, staff, students, and board members came together to articulate various aspects of the smaller campuses’ mission, placing the RCC in the context of Ohio State’s overall strategic goals while establishing objectives to accomplish over a 5-year period. The result was the 2012-2016 Regional Campus Cluster Strategic Plan, which provided four strategic focal areas – Teaching and Learning; Research and Innovation; Outreach and Engagement; and Resource Stewardship – used in this document in order to classify and describe the Mansfield campus’s accomplishments over the last five years. Faculty, staff, students, board members, and community stakeholders of the Mansfield campus in turn worked together to formulate the 2012-2016 Campus Implementation Plan:
http://oaa.osu.edu/assets/files/strategicPlanning/2012-Strategic-Plans/Mansfield.pdf

As we now come to the beginning of the 2016 calendar year, the Mansfield campus has launched a new round of strategic planning exercises for the 2017-2021 time period. A core group of faculty and staff members have come together to organize and plan activities that will be used during a half-day retreat in January, with town hall meetings already on the books for March and May as checking in points with the campus community. Ohio State Mansfield Board members also will be meeting in January to discuss ways to support the strategic planning process, and the Ohio State Mansfield Student Advisory Board will be coming together in January and March to provide further input into the process.
Teaching and Learning Objectives Overview:

The Regional Campus Cluster (RCC) Strategic Plan provided guidance that each regional campus will provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body. The 2012 RCC Strategic Plan contained three primary focal areas for this work: 1) cultivating unique academic themes at each campus; 2) improving student outcomes; and 3) expanding the student population.

Examples of 2011-2016 Work Conducted on Teaching and Learning Objectives:

- Participated in Market Analysis Survey with other co-located campuses, and combined those results with the Ohio State Mansfield Destination Program Committee Report in order to set the stage for new program development, including:
  - Expansion of the First Year Engineering Program to include second year course offerings in Mechanical Engineering (inaugural class 2017-2018)
  - Offering First Year Aviation Studies coursework (inaugural class 2014-2015)
  - Development of a First Year School of Environment and Natural Resources (SENR) program (inaugural class 2016-2017)

- Additional program offerings developed over the last 5 years include:
  - BSED program with licensure eligibility (began 2012-2013)
  - BSSW program with licensure eligibility (began 2013-2014)
  - New English minor in Professional Writing (began 2012-2013)
  - New English major concentration in nonfiction writing (began 2014-2015)
  - AS to BS program in Health and Rehabilitation Services (began 2015-2016)

- Construction of 2+2 articulation agreements with North Central State College (NCSC):
  - Human Services and Social work AA with our BSSW (began 2014-2015)
  - English AA with our BA in English (began 2015-2016)
  - Early Child Education AA with our BSED (to begin 2016-2017)
  - Psychology AA with our BS in Psychology (to begin 2017-2018)

- Revision of Peer Evaluation of Teaching (PET) policies to reflect current best practices (completed spring 2015) and to include a greater focus on formative as opposed to summative instructional evaluation efforts (ongoing)

- Establishment of formal annual reviews (began 2015-2016) for Associated Faculty alongside exploration of research and service opportunities (ongoing)

- Establishment of Workload Policy in alignment with semester conversion that included a clearly defined course release policy that granted no less than 42 course releases per academic year (began 2012)

- Fostered linkages with the Todd Bell Center while increasing Diversity and Inclusion based program offerings for underrepresented students (both current and prospective)

- Utilization of Distance Learning (DL) course offerings to support the Sociology, Education, and History majors
- Developed a 50% retention position while introducing primary retention responsibilities to the Writing Center and the Math Lab staff in partnership with the program coordinators to create secondary assistance for students facing non-academic barriers to learning
- Built the Bromfield Information Commons inside of our existing library for use in teaching activities and coordinated student services
- Supported the development of a leadership-based learning community for nontraditional and underrepresented students
- Supported the expansion of study abroad programs to include locations in Costa Rica, Greece, Haiti, and South Africa
- Developed a Business and Industry Internship Program that to date has served approximately 200 students who have been placed in 75 locally owned and operated companies
- Supported the expansion of extracurricular activities and tie-ins to the Columbus campus, including (most prominently) Homecoming events
- Experimentation with advisor placement at our co-located technical college and student residence halls (both on-campus and off-campus)
- Supported academic outreach to servicemen (Buckeyes on Base: 179th Airlift Wing)
- Created an Ad Hoc Student Advisory Council to the Dean that focused on the enhancement of co-curricular activities

Research and Innovation Objectives Overview:

The Regional Campus Cluster (RCC) Strategic Plan provided guidance that each regional campus will create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world’s most pressing problems. The 2012 RCC Strategic Plan called for the regional campuses to display progress in their research and innovation efforts by supporting faculty as they advance the knowledge base in their fields and address the needs of their communities.

Examples of 2011-2016 Work Conducted on Research and Innovation Objectives:

- Appointment of Assistant Dean (began 2012-2013) with responsibilities for monitoring and increasing research activity among both faculty and students
- Hired a 50% grant writer (2014-2015) to assist faculty and staff seeking external funding
- Workload Policy overhauled to include 15 course releases related to research productivity per academic year (ranked recommendations made annually by the Professional Development Committee)
- Worked with RCC Deans to meet collectively with TIU chairs in order to coordinate performance reviews, with an emphasis on standardizing scholarship ratings across disciplines
- Sponsored a mini-research conference for all regional campus faculty members
• Use of strategic cash reserves to support research-based activities, including the expansion of seed grant funds
• Supported efforts designed to increase Denman participation, as well as increasing the visibility of student research efforts through “research frenzies” and poster sessions
• Supported an expansion of the Algebra Project in partnership with the Mansfield City School District in order to create a center-based approach to STEM grant submissions
• Initiated the first Eco Lab specific research project (Pollinator Plot) in partnership with First Energy, SENR, Mansfield faculty, and Ohio State extension specialists

Outreach and Engagement Objectives Overview:

The Regional Campus Cluster (RCC) Strategic Plan provided guidance that each regional campus will establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University. The 2012 RCC Strategic Plan contained two primary focal areas for this work: 1) become a more effective community resource; and 2) build relationships with other institutions of higher learning in Ohio.

Examples of 2011-2016 Work Conducted on Outreach and Engagement Objectives:

• Hired a Family Engagement Coordinator to better connect to the family members of present and future students
• Supported greater coordination between Career Services and Student Engagement activities related to leadership development, community service, service learning, internships, and other experiential education opportunities
• Initiated an experimental approach to an Advancement Model designed to better streamline and coordinate activities associated with development, public relations, and marketing
• Facilitated Ohio State’s participation in the Higher Education Compact of Greater Cleveland
• Established a shared services arrangement with North Central State College (NCSC) to facilitate the coordination of the Business and Industry Internship Program
• Facilitated a Complete College America-funded project with NCSC aimed at proactive advising and curricular redesign to lay the groundwork for an articulation agreement for an engineering program
• Supported the Leader Shelby Program that provides annual campus visits to all 8th grade students in the district, now expanded to include all school districts in the county as part of an overall Leader Richland County Program
• Implemented new scholarship programs in the Capital Campaign for merit-based assistance, NCSC students transitioning to Ohio State, and Mansfield City School graduates who make OSU Mansfield their first choice university
• Secured the use of the Terminal Tower/Forest City site in Cleveland as a recruiting office
• Introduced the “Beginning Anew Conversation” in partnership with Mansfield City Schools and business and community stakeholders in order to focus on the university/school district/community partnership regarding healthy youth development
• Developed a series of community lunches in order to enhance local stakeholder interaction with students, staff, and faculty, with special emphasis on the Business and Industry Internship program
• Advanced connections with Veteran’s Affairs Office and ROTC programs that will better connect our campus to the 179th Airlift Base located at the Mansfield Lahm Airport (initial results secured funds donated to create a veterans’ lounge on our campus, which opened in November of 2015)
• Conducted a campus and community survey (May 2014) with follow-up town hall meetings that provided essential feedback on town-gown relationship characteristics
• Brought student and faculty expertise from City and Regional Planning and Fisher College of Business (Columbus campus) in order to facilitate strategic planning activities for the Richland Community Development Group (RCDG), culminating in a report that has been adopted as the RCDG economic development plan for the county
• Negotiated transportation and development/infrastructure issues (including water/sewer easements) with the City of Mansfield and the City of Ontario to enable off-campus student housing to be developed
• Finalized plans with private developers for 500 new beds in an off-campus student housing complex (Buckeye Village Apartments grand opening August 2014)
• Created an on-going Joint Campus District Planning committee with representation from Mansfield and Ontario mayors’ offices and city councils, as well as Richland County Commissioners and relevant county department officials, the Richland County Young Professionals association, and senior leadership from Ohio State Mansfield and NCSC
• Secured a $100K grant from USDA to advance economic development opportunities immediately south of the new off-campus student housing complex

Resource Stewardship Objectives Overview:

The Regional Campus Cluster (RCC) Strategic Plan provided guidance that each regional campus will become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness. The 2012 RCC Strategic Plan contained two primary focal areas for this work: 1) improve the sustainability of financial and physical resources; and 2) foster human resources.

Examples of 2011-2016 Work Conducted on Resource Stewardship Objectives:

• Completed a feasibility study for our Capital Campaign, then launched a $6.5M two-phased campaign with 85% campus faculty and staff participation and 100% Board member participation
• Record fundraising year ($2.9M) completed during the 2013-2014 academic year, led by multiple six-figure gifts for scholarships and the business and industry internship program
Concluded Framework Planning process to integrate programmatic, physical, and financial planning in order to guide decision making about capital investment activities.

Facilitated a design plan for an Eco Lab initiative that will bring an environmental program cluster to campus alongside a research and conservation effort focused on forest and stream issues; concurrently completed a Woodlands Resource Management Plan.

Secured the first $250K donation to build an outdoor classroom and wetlands boardwalk facility in support of the Eco Lab initiative.

Opened prospects for longer-term shared services with co-located technical college partner in marketing and communications-related activities.

Balanced (and in some cases rebalanced) annual budgets despite enrollment declines and significant reductions in state subsidy allocations.

Apportioned strategic cash reserves for retirement risk planning, capital campaign expenditures, renovation and repair, distance learning, and outreach and engagement programming while maintaining industry standard emergency cash reserve balance and paying off capital debt on two buildings.

Connected budgetary processes to strategic planning efforts.

Empowered the Budget and Finance Committee to create recommendations for budget expenditure decisions and recommendations for budget savings.

Facilitated early transition to Enterprise IT system for faculty and staff, augmented by new negotiations with the Office of the Chief Information Officer (OCIO) to integrate regional campus services within the Columbus campus infrastructure.

Brought LANDesk system to campus to enhance inventory, security, software distribution, compliance reporting, and patch management to campus.

Completed planning and construction phases for $3M Bromfield Library & Information Commons renovation; grand opening celebrated on April 10, 2014.

Secured Ohio State Food and Dining Services to operate our food and vending services and offer its meal plan for residential students that launched in the 2013-2014 academic year.

Secured $1.1M Capital Appropriation for Eisenhower Hall (plus an additional $500K from Columbus Student Life) to renovate the Dining Hall (Market Place opened July 2015) and replace the building’s roof (completed 2014).

Completed a $50K weight room renovation as a response to input from the Ad Hoc Student Advisory Council.

Instituted an annual Day of Celebration to commemorate various faculty and staff awards while providing both lunchtime and evening social events.

Implemented steps toward a more performance-based culture for staff, including a more systematic reliance on supervisory feedback and documentation of corrective actions where appropriate, and instituted quarterly and yearly performance evaluations that now are standardized across staff units.

Engaged staff in ongoing series of smaller group meetings to gain feedback and monitor how performance indicators are being handled by the Dean’s direct reports and other employees in supervisory positions.

Supported the Mansfield Staff Advisory Committee as they sought to redefine their role in representing staff issues and concerns through the campus Executive Committee.
Engaged faculty and staff for input on resource stewardship issues through an Art of Hosting process

Launched an examination of work environment issues through an ad hoc Campus Culture Committee, with follow-up workshop conducted by Human Resources personnel on civility and communication

Work with the Ohio State Mansfield Board:

Throughout the time that I have served as Dean and Director of the Ohio State Mansfield campus, I have not only been blessed with amazing faculty, staff, and students who have been strongly committed to a shared governance model, but I also have had the great fortune to have worked closely with members of The Ohio State Mansfield Board. The role of this board (serving at the pleasure of the Provost in an advisory capacity to me as Dean and Director) is to provide community support and direction to the campus. The Mansfield Board is comprised of one currently enrolled student and nine individuals who are leaders within the community and who represent a variety of professional positions, backgrounds, and residential locations throughout the service area of the campus. Historically, board members provide assistance in maintaining key relationships with community stakeholders, serve as advocates with state and local governing bodies, and offer general guidance to the Dean on issues and concerns that impact the campus.

Specific 2011-2016 Board Activities Undertaken:

- Reorganized full Board meetings as quarterly gatherings and initiated monthly committee meetings to create a workflow with greater emphasis on committee work that formulates a consent agenda format at the full Board level
- Solidified faculty and staff representation on the Board committees to ensure that the Executive Committee is regularly and expeditiously informed of Board committee activities
- Repurposed the Academic Affairs and Student Life Committee as the Student Experience Committee in order to focus greater attention on student-centered issues and concerns
- Created the Board Alumni Group from the 83 living former members of the Board, and instituted biennial meetings designed to maintain connections with these influential community representatives; also instituted a policy where retiring board members immediately become the chair of the alumni group
- Hosting annual meetings (2013 inaugural gathering) with the combined boards of Ohio State Mansfield and NCSC
- Currently working to create a signature philanthropy project that will bring name recognition and greater visibility in the community for Board members
- Currently working to establish a fundraising event that will provide ongoing contributions to the Mansfield Board Leadership Scholarship Fund
Summary:

The Ohio State Mansfield Campus has made enormous strides over the past five years. Faculty, staff, students, board members, and community stakeholders have come together to create the vision of a thriving campus that will realize its best days in the months and years ahead. So many things are now breaking our way. Most significantly, our enrollment numbers are increasing, which bodes well for the financial health and well-being of the campus as a whole. This has been the result of community partners who continue to build new student residences close to our campus, alongside economic development activities that are rapidly transforming the Campus District into a more vibrant place for students to live, work, and play. As a result, an increasingly diverse set of students from more distant geographic areas are able to take advantage of our small, liberal arts campus, either as a gateway to the Columbus campus or, as is increasingly happening, as a home for their entire undergraduate experience. In turn, our faculty are providing progressively more excellent educational opportunities for these students, blending their instructional prowess in the classroom with their scholarship expertise in both research and engagement activities. And our staff members continue to pave the way toward our becoming a more residential campus by reshaping the delivery of meaningful extracurricular experiences.

The Ohio State Mansfield campus also is finally in a position to take advantage of its most distinctive characteristic: the bucolic beauty of its 640 acres. What Ohio State’s Stone Lab on Lake Erie is to open waterways, Ohio State’s Eco Lab in Mansfield will soon become to teaching and research efforts on woodlands and streams. The single most important gift our campus received during the “But for Ohio State” Capital Campaign came in the form of an outdoor classroom and a series of connected boardwalks surrounding some of the wetlands on our campus. While modest in dollar amount, it has been nothing short of spectacular from a visually appealing standpoint, and it has set the stage for a variety of new gifts to come in as we begin to build a network of ecologically like-minded individuals throughout North Central Ohio. Within the next five years, I foresee a gift of between $5-10M for a new ecological science center, depending on the vision and capacity of the primary donor that chooses to invest in our Eco Lab initiative. This ecological science center will contain classrooms and research facilities as well as a variety of exhibit spaces that create hands-on and close-up experiences of natural phenomena related to woodlands and streams. The construction of this new ecological science center will transform the Mansfield campus, creating the kind of physical space that would unite our teaching, research, and community outreach and engagement efforts in the realm of ecologically based studies, as well as creating an important collaborative bridge between the Columbus and Mansfield campuses. Truly exciting times ahead!