Strategic Plan
Regional Campus Cluster (RCC)
The Ohio State University
2011-2016
Strategic Planning at The Ohio State University

Ohio State’s future will be defined and driven by the university’s move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution’s vision, mission, and values.

Ohio State’s Vision
The Ohio State University will be the world’s preeminent public comprehensive university, solving problems of world-wide significance.

Ohio State’s Mission
We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Ohio State’s Values
Shared values are the commitments made by the Ohio State community regarding how work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust
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People

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Research and Innovation
Outreach and Engagement
Resource Stewardship

People

Diversity
Workplace Culture
Leadership Continuity

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Delivering The Ohio State University Experience on Our Smaller Campuses

The smaller campuses of The Ohio State University extend the university to a broad range of Ohioans. Doing so will always be our mission, but the unification of the campuses into the Regional Campus Cluster (RCC) has led us to a new, shared vision that emphasizes what we deliver: The Ohio State University experience in an intimate milieu. We believe that the distinctive teaching provided by world-class scholars on our unique campuses will make us the first choice for many Ohioans seeking an Ohio State degree, and we aim to make our approach a national model.

The plan that follows identifies the key aspects of the regional campus mission, places the RCC in the context of Ohio State's overall strategic goals, and establishes objectives to accomplish during the next five years. The coherence we gain in operating as a cluster with a single strategic plan will help us emphasize our common goals and enhance our integration into President Gee's One University vision. Such coherence would be impossible without the dedication of the faculty, staff, students, and board members who created the plan. I am grateful for their amazing dedication, and I look ahead to the exciting work that we will do to fulfill our goals.

Sincerely,

William L. MacDonald
Executive Dean of the Regional Campuses
Dean and Director of The Ohio State University at Newark
Regional Campus Cluster Overview

The four regional campuses of The Ohio State University combine the strengths of the nation’s largest land-grant, comprehensive research institution with the intimacy of a small, student-centered, liberal-arts focused campus. Our smaller campuses offer an affordable, high-quality education taught by world-class faculty members in an environment that emphasizes student success.

Located in Lima, Mansfield, Marion, and Newark, the regional campuses serve as destinations for students who want to earn an Ohio State degree in a small-campus setting. The RCC serves students seeking a four-year degree, students who transfer to the regional campuses from two-year colleges or other institutions, and students who wish to start at a smaller campus and change to the Columbus campus or transfer to another institution of higher education. Additionally, the regional campuses serve students who are returning to college to prepare for another career or are seeking advancement in their present career. All students are welcome through the open enrollment policy of the RCC.

Each of Ohio State’s four regional campuses is co-located with one or more of Ohio’s two-year colleges. On each campus, both institutions share resources and connect programs to establish multiple pathways for student education. These unique partnerships extend the available range of educational offerings from certificates and associate degrees at the two-year colleges to associate’s, bachelor’s, and graduate degrees at Ohio State to create more opportunities for students, reduce resource redundancy, and promote the effective use of state fiscal, physical, and personnel resources.

**Strategic Vision of the Regional Campus Cluster**
Our vision is to become a national model for delivering a preeminent university experience on regional campuses.

**Strategic Mission of the Regional Campus Cluster**
Our mission is to provide The Ohio State University experience to a broad range of Ohioans in small-campus settings.
Shared Values
We conduct ourselves on behalf of the university according to the following institutional values:

- Excellence
- Collaboration as one university
- Acting with integrity
- Personal accountability
- Diversity in people and ideas
- Change and innovation
- Simplicity in our work
- Openness and trust
The Regional Campuses

The Ohio State University at Lima

Insert half page description of Lima’s distinguishing characteristics.

The Ohio State University at Mansfield. Dean and Director: Stephen M. Gavazzi, Ph.D., Professor of Human Development and Family Science. Located in North Central Ohio, equidistant from Columbus, Cleveland and Akron, The Ohio State University at Mansfield resides on a beautifully wooded 640-acre campus. Classes have been held at Mansfield since 1958, initially using the facilities at the Mansfield Senior High School. In the early 1960s, local citizens mounted a major campaign to acquire the land for a campus site, which opened for classes in Autumn 1966. Mansfield has many outstanding cultural and recreational facilities, including: the Snow Trails and Clear Fork ski resorts; the Mid-Ohio Sports Car Course; the Mohican State Forest’s 4,700 acres of native trees, hiking and biking trails, streams, lakes and wetlands; eight lakes and reservoirs for fishing and other aquatic activities; the botanical gardens of Kingwood Center: author Louis Bromfield’s Malabar Farm; the Mansfield Art Center; the historic downtown Carousel district; the Renaissance Theater; and the Mansfield Symphony Orchestra.

The Ohio State University at Marion

Insert half page description of Marion’s distinguishing characteristics.

The Ohio State University at Newark

Insert half page description of Marion’s distinguishing characteristics.
Strategic Scan

The Ohio State University is part of the University System of Ohio (USO), which includes Ohio’s 13 public universities and their 24 regional campuses, 23 community or technical colleges, and adult literacy and adult workforce centers. Ohio State contributes to the USO primarily through academic and research excellence. Ohio State’s academic programs and total annual research expenditures are highly ranked nationally, making Ohio State one of the nation’s largest and most comprehensive institutions of higher education.

All of Ohio State’s campuses have unique features and a distinctive nature that contributes to the One University vision. The mission of the Regional Campus Cluster is to deliver The Ohio State University experience to a broad range of Ohioans in small-campus settings. Thus, our focus is on teaching and learning with faculty actively engaged in scholarly pursuits.

The External Environment

The RCC collaborates with other institutions of higher education to increase access and student attainment across the state. Furthermore, the RCC’s resources and initiatives create opportunities to revitalize and contribute to the development of Ohio communities.

Funding for the regional campuses comes primarily from tuition and state subsidy and secondarily from state capital funding for the campuses’ physical infrastructure. Additional funding comes from community benefactors and grants. Economic pressures are limiting state funding for all of Ohio’s institutions of higher education, and the continuing decline of the state’s college-age population is limiting the revenue the state’s colleges and universities generate through tuition. In light of these circumstances, the RCC will increasingly need to diversify sources of revenue, become more efficient, and attract more students.

Since regional campuses attract a significant number of part time and non-traditional students - which have multiple demands on their time and limited financial resources, the RCC will strive to increase its services to that population. Because our co-located two-year colleges have begun to offer associate of science and associate of art degrees, the campuses may face more competition. As open-admission institutions, the regional campuses attract a great diversity of students, ranging from those with very high ability to those who are less adequately prepared. For students in need of more comprehensive academic support, the
Strategic Plan
Regional Campus Cluster

campuses provide enhanced academic support services such as private tutoring in writing and math, disability support services, career planning, and individualized academic advising. For highly motivated and talented students, the regional campuses provide opportunities to fully develop their potential by challenging them to assume more control of their intellectual development, allowing for cross-curricular learning and providing more in-depth experiences with issues and topics of global and societal importance. Exceptional students can participate in the Honors Program, have access to Study Abroad opportunities, and get involved in undergraduate research.

The Internal Environment

A number of factors make Ohio State’s regional campuses attractive to prospective college students. The campuses provide affordable Ohio State programs delivered by nationally and internationally recognized faculty and outstanding instructional staff to a diverse student body in supportive regional communities. The regional campuses’ co-location with two-year colleges and partnerships with other institutions of higher education help to maximize the range of educational opportunities available to their communities. Thus, the potential for enrollment growth at the regional campus is promising.

The proportion of applicants choosing a regional campus as a point of entry to the university is increasing, and the potential for an increase in transfer students appears to be strong. In addition, ongoing changes in the economy have led many nontraditional students to further their education. Many of these students, as well as veterans, are location bound and prefer to complete their degree on the regional campuses. Current relationships with co-located community colleges and technical colleges have the potential to lead to new pathways for students to complete four-year degrees at Ohio State. Recognizing these possibilities, the university’s enrollment plan calls for growing enrollment at the regional campuses. Increased enrollment will create an opportunity to offer and sustain additional degree programs.

Enrollment growth at the regional campuses over the past several years has caused some of the campuses to nearly exhaust their classroom space. Additionally, those campuses having university-owned housing have insufficient capacity to meet demand. Thus, the campuses will need to find ways to develop facilities to keep up with enrollment demand. In doing so, the campuses will participate in the One University Framework planning process.

A larger student population presents an opportunity to cultivate a richer student experience by giving the campuses a better chance of creating and sustaining student organizations and activities, which contribute to a better overall educational experience. Therefore, as enrollment increases, the RCC will establish new ways to enhance student life.
In the past few years, three developments have increased the integration of the regional campuses into the university: i) the incorporation of the campuses into the university’s overall enrollment plan, ii) the incorporation of the campuses into the One University Framework, and iii) the unification of the campuses into the RCC. The integration of regional campuses in the university’s planning processes at the highest level has made the mission of the regional campuses more visible throughout the university. This increased visibility provides an opportunity for TIUs to observe the unique qualifications and efforts of RCC faculty as both outstanding teachers and accomplished scholars in their respective fields.

**Strategic Focus Areas**
To pursue these opportunities, the regional campuses have identified strategic focus areas that are aligned with The Ohio State University’s four core goals:

- **Teaching and Learning** – Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- **Research and Innovation** – 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.
- **Outreach and Engagement** – 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.
- **Resource Stewardship** – Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

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

**Strategic focus area: Cultivate unique academic themes at each campus**
Academic programs will be differentiated at each campus to best serve students, the community, and the region in a specialized and distinctive way. Each campus will expand its program offerings and identify an academic focus or foci building upon existing strengths and consider the long-term workforce needs of the region, the state, and the nation. Collaboration with the co-located or area two-year colleges may influence each campus’s focus or foci.
Strategic focus area: Improve student outcomes
The RCC promotes student success by providing a rigorous educational environment sustained by extensive academic and support services. To prepare our graduates for active engagement as citizens, for productive and satisfying careers, and for life-long learning, the RCC will provide students with personalized educational experiences that include research opportunities. We will develop a full range of student support services in the classroom, on the campus, and in the community. The RCC will offer opportunities to develop the awareness and skill sets students need to make a difference in their local communities and to compete in a global environment.

Strategic focus area: Expand the RCC student population
Consistent with The One University Enrollment Plan and the University System of Ohio Strategic Plan, the RCC will increase the enrollment of first-term freshmen who choose a regional campus over the Columbus campus as their point of entry to Ohio State and the enrollment of transfer students.

Research and Innovation: 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.

Strategic focus area: Advance fundamental knowledge
The RCC is committed to assisting the university in solving the world’s most pressing problems and to supporting the university’s discovery themes where appropriate. This means that regional campus faculty must excel not only as teachers, but also as scholars who advance knowledge in their fields.

Strategic focus area: Provide mentorship for students engaged in research and scholarly pursuits
The RCC campus faculty will serve as mentors for both undergraduate as well as graduate students looking for a more challenging academic experience through research and scholarly activity. Faculty will encourage students to attend scholarly conferences and publish outstanding research efforts.
Strategic focus area: Address the needs of the community, society, and the world
The RCC campus faculty are committed to advancing knowledge locally, nationally, and internationally. Faculty will continue to publish and will present at national and international conferences. Moreover, faculty will contribute to the local community by conducting research with the school districts and other community partners.

Outreach and Engagement: 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.

Strategic focus area: Become a more effective community resource
The regional campuses play an important role in their local communities and surrounding regions by developing, strengthening, and coordinating community-wide partnerships to address community needs. Community partnerships extend Ohio State’s ability to boost local and regional economies and contribute to community development. The RCC will enhance existing partnerships and build new ones and will increase awareness of the RCC as a potential partner in solving community problems.

Strategic focus area: Build relationships with other institutions of higher education in Ohio
The regional campuses will explore ways of maximizing their relationships with the co-located two-year colleges and other Ohio institutions of higher education to increase efficiencies and redirect resources to support new endeavors, including new academic programs.

Resource Stewardship: Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Strategic focus area: Improve sustainability of financial and physical resources
Each of the regional campuses generates its own fiscal resources and operates independently within the One University umbrella. Under the new RCC structure, the campuses will collaborate to leverage their collective resources to increase sustainability and efficiency.

Strategic focus area: Foster human resources
At the heart of the RCC’s excellence are the creativity, vitality, and dedication of our world-class faculty and outstanding staff. The RCC is dedicated to recruiting, developing, retaining, and recognizing a diverse faculty and staff who will support our institutional values, carry out our mission, and achieve our goals.
Succeeding in our Strategic Focus Areas

The following strategies represent the collective approach the RCC will take to ensure success in the strategic focus areas introduced above. The strategies are outlined below in the context of the university’s four strategic goals.

Capitalizing on the RCC’s commitment to teaching, the campuses will aid the university in creating an unsurpassed teaching and learning environment. The RCC will:

Cultivate unique academic themes at each campus
- Identify an academic focus or foci for each campus
- Collaborate with Columbus campus programs, departments, and colleges to increase academic offerings that reflect local needs, build upon local strengths, and contribute to the University System of Ohio’s goal for increased enrollment and local, affordable access to higher education
- Increase access for Ohio students through expanded academic collaborations with the co-located two-year colleges and other higher education institutions

Improve student outcomes
- Develop pathways and support services that enhance student success
- Create an intellectual, social, and cultural experience outside the classroom that supports, complements, and enhances the in-class experience
- Encourage RCC student experiences in research, study abroad, internships, experiential learning, and service-learning opportunities
- Provide services that focus on improving the persistence, retention and graduation rates of first generation college students and students of color, in order to reduce attrition rates.
Expand the RCC student population

• Increase enrollment of first-choice students (those who choose to enter Ohio State through a regional campus) as well as of transfer students
• Foster programs and services that welcome and support students, that provide positive and meaningful interactions, and appeal to individuals representing a wide variety of backgrounds and experiences
• Improve the diversity of its campuses by increasing the percentage of first generation students, students of color, and other less represented student bodies
• Expand efforts to make the university accessible to potential students and to the community through increased scholarship support, eLearning, lifelong learning, cultural enrichment programs, and community relationships. Engage in efforts to improve the satisfaction, retention and graduation rates of nontraditional students, as well as strengthen the visibility and effectiveness of campus resources and communications relevant to nontraditional student interests and needs.

The RCC will contribute to the university’s well-defined research and innovation agenda.

The RCC will:

Advance fundamental knowledge

• Enhance a culture of collaborative discovery among faculty, students, and staff
• Support faculty so they may perform research and scholarship that meets or exceeds tenure-initiating-unit (TIU) standards for RCC faculty members
• Enhance relationships between RCC faculty and their TIUs
• Enhance national and international visibility of RCC faculty and their research

Provide mentorship for students engaged in research and scholarly pursuits

• Provide opportunities for students to participate in research and other scholarly and creative activities, as well as support for students to disseminate the knowledge from such experiences in local, regional, and national forums.

Address needs of the community, society, and the world

• Collaborate with TIUs to determine potential linkages between RCC faculty scholarship and the university’s discovery themes.
• Support faculty efforts to disseminate their research results in regional, national, and international conferences.
The regional campuses’ strong connection with local communities will provide for mutually beneficial outreach and engagement of the citizens and institutions of Ohio, the nation, and the world. The RCC will:

Become a more effective community resource
- Align faculty and staff expertise with local and regional issues and engage students in research and service-learning that is relevant to regional needs, where appropriate
- Create and enhance connections and partnerships with government, businesses, civic organizations, and P-16 schools that foster community development and economic growth
- Build community awareness of the regional campuses of The Ohio State University

Build relationships with other institutions of higher learning in Ohio
- Continue to work with co-located two-year colleges and other institutions of higher education to expand academic opportunities

The RCC is committed to financial sustainability, effective management and resource stewardship, and operational efficiency and effectiveness. The RCC will:

Improve sustainability of financial and physical resources
- Develop processes to align resources with the RCC’s strategic priorities
- Pursue alternative sources of revenue to support growth and keep tuition affordable
- Adopt the university’s One Framework approach to physical planning
- Develop an RCC capital renewal program
- Develop an RCC environmental sustainability plan
- Work with co-located two-year colleges to gain greater efficiency in operations

Foster human resources
- Promote a culture that supports the professional growth of a diverse workforce
- Facilitate the creation of a workforce that reflects the diversity of the student body and the local community
- Develop and implement an RCC Cultural Action Plan in accordance with guidelines from the Office of Human Resources