



THE OHIO STATE UNIVERSITY
MANSFIELD CAMPUS



Strategic Plan
Mansfield Campus
The Ohio State University
2020-2024



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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Letter from the Dean & Director

The Mansfield campus of The Ohio State University offers world-class educational opportunities at an affordable cost to all Ohioans. We provide these opportunities in a personalized learning environment that gives students access to first-rate professors. With this mission, Ohio State's regional campuses aim to serve as a national model for multi-campus universities.

The Mansfield campus plays a crucial role in fulfilling Ohio State's land grant mission set by the Morrill Act in 1862 to provide open access to higher education for all Ohioans. Every day, we serve that important purpose as we ensure that our students have ample opportunities to succeed in our classrooms, expand their future career possibilities, and improve our communities. Ohio State's regional campuses are designed to ensure that every student in Ohio can be a Buckeye.

Ohio State provides affordable educational opportunities for all students. In addition to the Mansfield campus's reduced cost relative to the Columbus campus, we also support our students with financial aid and scholarships. Thanks to the Buckeye Opportunity Program, Ohioans who qualify for federal Pell grants now have unprecedented support: once they show that they can be successful in college by completing their first semester, we offer additional financial aid to cover the cost of their entire tuition and all mandatory fees.

With more residential housing available than ever before, the Mansfield campus draws students from all over Ohio. Students from metropolitan areas such as Cleveland, Akron, and Canton call our campus home right alongside students from nearby communities such as Mansfield, Lexington, Ontario, Shelby, Galion, Ashland, and Bucyrus. Both our residential and commuter students benefit from a personalized learning environment supported by our professional staff.

In response to the needs of both students and employers, we are expanding our curriculum to prepare students for careers in a wide range of growing fields. Students may complete one of a variety of majors at the Mansfield campus or get a great start here toward one of more than two hundred majors they can complete on the Columbus campus.

As we continue to expand learning opportunities and increase support for student success, our future is bright. Go Bucks!



Norman W. Jones
Dean & Director of the Mansfield Campus



Campus Overview

Ohio State courses were first offered in Mansfield in 1958. 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.

Today, approximately 1100 students attend the Mansfield campus. More than 50 full-time faculty and 25 part-time faculty offer a dozen Ohio State majors that can be completed on our campus, as well as a full range of general education courses that prepare students for more than 200 majors that can be completed on the Columbus campus. More than 30 full-time faculty at Ohio State Mansfield are tenure-track members of their university-wide academic departments. All tenure-track faculty on our campus have the highest degree obtainable in their field, as do a significant number of the associated faculty. Faculty achievements in research and creative activity are a major point of pride: our faculty generate new knowledge and ideas in their academic disciplines. These achievements benefit our students both in the classroom and through undergraduate research and community outreach opportunities.

Ohio State Mansfield shares its campus with a two-year college, North Central State College (NCSC), which is independently governed and HLC accredited. Each institution has its own administrative leadership, governance structure, and faculty. The campus comprises three buildings that house most of the classrooms and offices for Ohio State Mansfield, three that house NCSC programs and offices, four that are shared with NCSC, and a student apartment complex that is owned and operated by Ohio State and accommodates up to 197 residents. In addition, privately owned student apartments adjacent to campus have capacity for more than 200 residents. The majority of our 640-acre campus consists of an ecologically diverse and heavily forested outdoor learning laboratory, our “EcoLab.”

Personalized student services available at the Mansfield campus include academic advising, tutoring, career counseling, internships, work study, education abroad, information technology support, library, bookstore, theatre, art gallery, residence halls, dining, recreation center, mental health counseling, disability services, sexual assault services, and award-winning childcare. Healthcare services are available just off campus.

Our students come from diverse backgrounds: more than 40% are Pell-eligible, more than 40% are among the first in their families to go to college, and almost 20% identify as students of color. We are proud of our diversity and are becoming even more inclusive. Our student success rates for retention and graduation place us among the top five open-access college campuses in Ohio. Even so, one of our highest priorities is to improve student success.



Mission & Values of the Mansfield Campus

Through its Mansfield campus, The Ohio State University extends its geographical reach to offer world-class educational opportunities to communities throughout North Central and Northeast Ohio. In achieving its mission, The Ohio State University at Mansfield is guided by the following core values:

Ohio State Quality: All courses and curricula offered on the Mansfield campus maintain the same high standards of content and academic quality as those offered on the Columbus campus. All tenure-track faculty hold the highest degree awarded by their profession, and all non-tenure track faculty hold at least a master's degree or its equivalent. Tenure-track faculty are members of their university-wide departments and meet departmental criteria for promotion and tenure. Such faculty remain current in their professions by engaging in active scholarship and creative activity. Clinical and associated faculty meet the criteria for contract renewal through excellence in teaching.

Student-Friendly: Excellence in teaching is the standard on the Mansfield campus, and all faculty strive to achieve continuous improvement in working with students. Class size is kept relatively small, and faculty members help students learn both inside and outside of the classroom. Highly professional staff members support student learning in many ways such as maintaining facilities, advising students, tutoring, and providing a variety of other support services.

Broad and Open Access: The Mansfield campus maintains Ohio State's Land Grant mission of making higher education accessible to all students. As such, we follow an open admission policy. The campus strives to engage the larger community in all its diversity. Scholarships and other financial aid help many students surmount financial obstacles, and the campus's support services help students achieve academic success.

Community Involvement: The campus strives to create meaningful partnerships with the community, focusing especially on workforce and economic development, the arts and culture, and support for area schools. Many faculty and staff contribute time, money, and expertise for the good of the community. At the same time, community leaders help the campus assess community needs, and the community contributes generous financial assistance to support students. A community Board helps advise the campus Dean.

Diversity: At Ohio State, we celebrate and learn from our diversity. We value individual differences. Academic freedom is defended within an environment of civility, tolerance, and mutual respect.

Strategic Scan

The External Environment

The City of Mansfield and its surrounding communities are in the midst of an economic revitalization driven by expansions in healthcare, manufacturing, and tourism. Ohio State Mansfield is helping to accelerate the region's economic growth by raising educational attainment rates and preparing students for a wide variety of careers that support employers in our region. We are expanding our curriculum to align with workforce needs. We are also partnering with public school systems to help improve outcomes and expand educational opportunities. Ohio State Mansfield has a critical role to play in our region's success because demand for college-educated workers is increasing.

The Internal Environment

Ohio State Mansfield offers a range of pre-professional and liberal arts majors. Student satisfaction is high relative to other regional campuses in the state of Ohio. In response to student and employer demands, we are expanding our curriculum to include a bachelor of science in engineering technology and more options (including organic chemistry) for students interested in healthcare. Our Math Literacy Initiative is working with primary and secondary schools to improve mathematics teaching and learning. Our EcoLab team is working with internal and external partners to serve as a hub for environmental sustainability research and teaching, including a microfarm project that offers an innovative intervention in our region's food system. Retention and graduation rates place our campus in the top five open-admissions college campuses in Ohio; even so, one of our primary goals is to increase those markers of student success.

Due to changing demographics in our region of Ohio, the Mansfield campus has experienced an enrollment decline of more than 30% since 2009 (from approximately 1600 students in 2009 to just under 1100 in 2019). This has led to significant reductions through administrative and academic restructuring. We are maintaining a highly efficient budget even while we plan for and invest in future growth opportunities.

Primary Focus Areas

1. Teaching and Learning: Strengthen existing academic programs and develop new ones; improve the student experience; and increase support for academically underprepared and underperforming students.
2. Research and Innovation: Perform research and creative activities that meet or exceed the standards set by Tenure Initiating Units in Columbus; enhance the culture of discovery among faculty, students, and staff; and convey the value and relevance of scholarship to campus and community.



3. Outreach and Engagement: Continue to become a more residential campus; increase the diversity and inclusivity of the campus; and grow campus-community relationships.
4. Resources Stewardship: Promote more data-driven hiring practices; increase support for scholarships and student success; and increase investments in infrastructure upgrades.

Succeeding in Our Strategic Focus Areas

Teaching and Learning

The heart of our campus mission is student success. First-rate professors, small class sizes, and dedicated professional staff create a personalized learning environment. We are a state and national leader in student success rates among open-admissions college campuses, and we are committed to raising those success rates even higher.

Strategic focus area: Strengthen existing academic programs and develop new ones

- Promote and strengthen existing academic programs, focusing especially on offering transformational introductory-level classes by both associated faculty and tenure-track faculty to encourage more first-year students to stay on our campus to complete degrees. Continue to offer a diverse range of upper-level course offerings in order to keep advanced students engaged.
- Expand our curriculum to align our programs more fully with student demand and regional workforce needs. Focus this expansion on adding courses and programs to support students interested in healthcare careers and the bachelor of science in engineering technology to attract, yield, and retain students interested in manufacturing leadership.
- Replace tenure-track faculty positions with new tenure-track faculty hires whenever possible, not necessarily in the same field as the position being replaced but in a field that meets student needs and maintains the strength and depth of our academic programs.
- Encourage and support faculty participation in student recruitment related to specific academic programs, including creating short video presentations that can be used repeatedly.



- Expand curricular engagement with Ecolab resources (i.e., increasing the variety of student learning experiences through on-campus environmental research projects and other experiential learning opportunities).
- Increase collaboration with NCSC to provide pathways for its students to complete four-year degrees at Ohio State Mansfield.

Strategic focus area: Improve the student experience

- Increase faculty use of instructional design resources (e.g., Carmen tutorials, online / hybrid course design tutorials, and UITL workshops).
- Offer regular brown-bag workshops in which associated and tenure-track faculty can share teaching experiences, learn about specific pedagogy-related topics, and explore the possibility of collaboration among courses that address related topics.
- Offer periodic trainings to help all faculty more effectively support and instruct our diverse student body, especially students who identify with groups that have historically been underrepresented on college campuses.
- Increase the number and visibility of extracurricular and co-curricular activities to attract and retain residential students. Utilize and encourage development of the Campus District to offer more extracurricular activities off campus.
- Increase transportation services to help students travel more easily among campus locations, student apartments, Campus District businesses, and downtown Mansfield businesses and attractions.
- Continue to pursue a partnership with local stakeholders to build a community recreation center near campus that students could use (e.g., with student memberships subsidized by the campus).
- Continue to support and encourage staff to engage in professional development and mentoring opportunities offered by the University or external professional organizations.

Strategic focus area: Increase support for academically underprepared and underperforming students

- Maintain professional retention and academic support positions.
- Maintain or increase tutoring resources, focusing on peer and near-peer tutors and mentors.



- Systematize our approach for encouraging more Associate of Arts degree completions.
- Encourage more students to remain on the Mansfield campus for more than just one year as data shows that students who remain here longer are more successful.

Research and Innovation

As a research university, part of our mission is the creation and dissemination of new knowledge and ideas. The Mansfield campus strategic plan therefore prioritizes support for our faculty's creation of original, publishable research and other discipline-specific faculty-initiated scholarship and creative activity.

Faculty research is also valued for the crucial ways in which it supports our campus's teaching mission. To achieve their full potential in an information-rich, technology-driven, and increasingly global community of skills and ideas, college graduates must be able to analyze and synthesize an unprecedented quantity of data. They must be able to formulate their own ideas and conclusions, communicate clearly and persuasively, and accurately judge the quality of others' work. The linchpin of any curriculum designed to provide such an education are faculty who, through their own research, have acquired academic skills and knowledge that they can pass on to their students both in the classroom and through undergraduate research opportunities. The Mansfield campus offers interested and qualified students the benefits of such a research-university education in a small-campus setting at an affordable cost.

Strategic focus area: Perform research and creative activities that meet or exceed the standards set by Tenure Initiating Units in Columbus

- Support research activity by tenure-track faculty by continuing to fund seed grants, course releases, Faculty Professional Leaves, and Special Assignments, as well as encouraging faculty to apply for external funding.
- Increase mentoring to help more faculty achieve promotion and tenure. This includes informal means of cross-disciplinary support (such as Write Club) as well as more formal mentoring for promotion and tenure.
- Continue to raise the profile of Ecolab and encourage use of it as a research site for faculty from all Ohio State campuses as well as for external partners.



Strategic focus area: Enhance the culture of discovery among faculty, students, and staff

- Maintain or increase the number of students receiving academic credit or grants for research projects and presenting research on campus, at the Denman, and at conferences.
- Develop strategies to attract underrepresented students to conduct research.

Strategic focus area: Convey the value and relevance of scholarship to our campus and community

- Sponsor programs on campus that highlight research accomplishments, including faculty presentations on their research.
- Connect our broader community to campus research by encouraging locally engaged innovation and collaboration.

Outreach and Engagement

The Mansfield campus aims to develop new partnerships and strengthen existing ones with the full range of stakeholders in the communities with which we are connected.

Strategic focus area: Continue to become a more residential campus

- Continue to develop the Campus District and walkable Town Center concept.
- Continue to develop meaningful partnerships with community stakeholders that will increase employment and recreation opportunities for students.
- Increase awareness of our campus throughout our region and Northeast Ohio with the primary goal of increasing undergraduate enrollment.

Strategic focus area: Increase the diversity and inclusivity of the campus

- Increase partnerships with primary and secondary schools to create clear and welcoming pathways for underrepresented students to matriculate to Ohio State Mansfield.
- Increase partnerships with organizations and individuals in our community that can help mentor and connect students with community resources.



- Increase the diversity of our faculty and staff through intentionally inclusive candidate search and hiring practices.

Strategic focus area: Grow campus-community relationships

- Continue to support the Math Literacy Initiative as a model of excellence in professional development for educators to be replicated and disseminated in partnership with K-12 school systems.
- Further develop EcoLab education, research, demonstration, and community engagement in environmental sustainability and stewardship.
- Connect campus arts programs with community arts programs and supporters.
- Increase community involvement in campus activities and initiatives, including corporate engagement for curricular enhancement and workforce development (e.g., guest speakers, field trips for students, scholarships, etc.).
- Encourage and support faculty, staff, and student engagement with local schools, non-profits, businesses, and other organizations as volunteers, guest speakers, or board members.

Resource Stewardship

While we invest strategically in leveraged opportunities for future growth, we must also maintain a highly efficient budget in the near future in light of recent demographic and enrollment trends in our region and across the OH-30 corridor. This means that we must continue to find ways to focus our resources—including time and creative energy as well as financial resources—on the programs and activities that align most fully with our core mission, that serve the greatest numbers of students, and that we can deliver at a high-quality Ohio State level.

Strategic focus area: Promote more data-driven hiring practices

- Identify and prioritize critical faculty and staff positions for succession planning and in preparation for future resignations and retirements.

Strategic focus area: Increase support for scholarships and student success

- Prioritize fundraising for scholarships, student emergency funds, and other student success funding as a pillar of our “Time and Change” campaign.



- Fundraise for both need-based scholarship funds and merit-based scholarship funds, including scholarships for students interested in specific majors.

Strategic focus area: Increase investments in infrastructure upgrades

- Identify and prioritize the most critical infrastructure updates needed, including opportunities to improve operational efficiencies through technological enhancements.
- Use state capital appropriations to fund the highest-priority infrastructure updates identified above.
- Gradually invest more in campus improvement and emergency maintenance funds.

Key Student Success Performance Indicators & Metrics

Key Performance Indicators

- Student retention rates for all New First-Year Students (NFYS) as well as underrepresented and under-resourced student populations
- Community support for and engagement with co-curricular and extra-curricular programming, such as learning community opportunities
- Average student loan debt for educational expenses of those who graduate with the majority of their credits earned at the Mansfield campus

Metrics

- Achieve and maintain an overall NFYS retention rate of 71%, in keeping with the University's strategic plan goals.
- Minimize any retention rate gaps between underrepresented and under-resourced student populations relative to the overall NFYS retention rate.
- Increase community support for and engagement with co-curricular and extra-curricular programming to help increase retention and graduation rates.
- Reduce the average student loan debt of those who complete a degree on the Mansfield campus to less than \$18,000.