

OFFICE OF ACADEMIC AFFAIRS

Regional Campus Vision and Goals



Advisory Council Report

December 2017



THE OHIO STATE UNIVERSITY



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The Ohio State University

MISSION AND 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.

Introduction

The Ohio State University has four regional campuses (Faculty Rule 3335-1-05 (I)), in Lima, Mansfield, Marion, and Newark. Established more than 50 years ago, they serve a unique role in the university by offering open access and small-campus settings. In 1977, 1996 and 2002, or roughly every 15 years, Ohio State has evaluated the regional campuses and developed a strategic plan for them.

Executive Summary

In 2016, the university initiated another assessment. The Office of Academic Affairs, working with regional campus administrators, formed an Advisory Council of faculty and leadership representing each campus. Chaired by Jennifer Evans-Cowley, Vice Provost for Capital Planning and Regional Campuses, the council was composed of 19 members: four faculty and one staff member from the Lima campus; three faculty from Mansfield; three faculty and one staff member from Marion; five faculty from Newark; and two representatives from the Columbus campus.

This report addresses selected, broad recommendations for all campuses, some that can be acted on immediately and some that need long-term discussion, analysis, and action. The report seeks to identify and address issues that affect all of the regional campuses as a group; it does not address issues specific to a particular campus. The major themes identified are: (1) Broadening Access; (2) Reframing the Image of the Regional Campuses; (3) Striving for Inclusive Excellence; (4) Fostering a Vibrant Student Experience; and (5) Deepening Community Partnerships.

Mansfield



The Charge of the Advisory Council

The Advisory Council was charged with addressing the following questions:

- What vision do you have for the future of the regional campuses?
- How will the mission of the regional campuses evolve?
- What will the access mission look like for the next generation of students?

The Advisory Council then did the following:

- Held seven meetings over 11 months. This included an off-site retreat in July 2016, four teleconference meetings, and convening meetings in Marion in December 2016 and May 2017.
- Reviewed past reports on the regional campuses. (*1977 Recommendations of Regional Campus Review Panel*; *1996 Access to Excellence—Regional Campuses Functional Mission Statement*; and the *2002 Presidential Commission on Regional Campuses*) Surveyed faculty, staff, students, and community partners in all four regional campus service areas regarding the image of the campuses and their future direction.
- Organized its work through six committees (see *Page 15*). Each gathered and analyzed relevant information, held committee meetings, and developed recommendations. The committees focused on identifying goals and action items for the following thematic areas: Broadening Access to an Ohio State Education, Reframing the Image of the Regional Campuses, Striving for Inclusive Excellence, Fostering a Vibrant Student Experience, Deepening Community Partnerships, and Story Telling Through Data.

Advisory Council Engagement

Hundreds of stakeholders from across the university participated in discussions regarding the vision for the regional campuses. These included:

- Office of Academic Affairs leadership
- 54 department chairs
- 6 associate deans for curriculum
- 18 University Staff Advisory Council members
- 16 University Senate Steering Committee members
- 12 College of Arts and Sciences Leadership Team members

As the work of the council neared completion, an overview of the recommendations was presented to:

- Each regional campus (September 2016, November 2016, December 2016, January 2017)
- Columbus Campus Faculty Council (Senate members, Cabinet members, etc., as appropriate)
- Regional Campus Summit attendees (May 2017)

The remainder of this report is presented in six sections: a historical overview of the regional campuses, an overview of the campuses today, the vision for 2030, recommendations, implementation, and conclusion.

Newark



Lima



Marion



History of Regional Campuses

Ohio State's four regional campuses were established in the late 1950s, at a time when Ohio was expanding access to higher education across the state by creating public universities and community and technical colleges. Ohio State experienced significant enrollment growth during this period.

Communities in each region actively supported establishment of the campuses and made local school buildings available for classes. In the 1960s, the communities raised money to buy land for permanent campuses, and the state in turn built the first academic buildings. The campuses then began adding the first four-year degree programs.

During the 1970s, technical colleges were co-located on each of the regional campuses — James A. Rhodes State College at Lima; North Central State College at Mansfield; Marion Technical College at Marion; and Central Ohio Technical College at Newark.

Throughout the 1980s and 1990s, the campuses experienced growth in enrollment, programs and facilities. To help meet the needs of the regions, four-year degree programs were added, primarily in the liberal arts and in business, to expand opportunities beyond the existing degree programs in education.

Beginning in the early 2000s, largely because of heightened admissions competition at the Columbus campus, the open-access regional campuses saw an increase in the number of students coming from outside their service areas, defined as the home county and those adjacent to it. Expanded residential facilities, mostly privately developed with some purchased by the university, provided housing for students coming from greater distances. The campuses also began adding professional degrees in nursing, health sciences, and social work, along with master's degrees.

The Current State of Regional Campuses

ADMINISTRATION AND FUNDING

The regional campuses are funded primarily through a combination of State Share of Instruction (SSI) money (which the state gives to the university as a whole), tuition generated by each campus, and minor sources such as course fees and grant funds. Each regional campus pays the Columbus campus an "overhead fee" to offset services it provides. Capital projects are funded through requests by the university to the state and through local regional campus funds. By agreement, each regional campus and its technical college partner share expenses related to facilities and services.

Each regional campus has a dean/director, serving a five-year term, who interacts regularly with the vice provost responsible for regional campuses, the university's executive vice president and provost, offices throughout the university, and the president of the campus' co-located institution. Each regional campus has a nine-member advisory board appointed by the university's executive vice president and provost.

FACULTY AND STAFF

Combined, the regional campuses have approximately 165 tenure- and clinical-track faculty. Each faculty member has a tenure-initiating unit (TIU) at the Columbus campus. The majority of faculty (86 percent) are from a discipline in the College of Arts and Sciences. The remaining faculty are from the colleges of Education and Human Ecology (11 percent), Engineering (2 percent), and Medicine (1 percent). The hiring, annual review, and tenure and promotion processes are coordinated by the regional campus, the TIU, the college, and the Office of Academic Affairs. The four campuses also employ 261 associated faculty who support the teaching and learning mission.

The campuses focus on quality educational relationships (average class size is 18.75 students) and provide students the option to embed honors experiences and undergraduate research opportunities. Faculty members are recognized for their strong reputations as educators, and a significant number have received the prestigious University Alumni Distinguished Teaching Award. Faculty also are recognized for their scholarship and are actively involved in outreach and engagement.

Each campus has a faculty assembly and elects faculty representatives to serve in the University Senate.

The four campuses have 293 staff members who provide academic and support services, technology and library services, and physical plant services.

STUDENTS AND ACADEMIC PROGRAMS

The regional campuses offer open enrollment to students with a high school diploma or GED. Combined, they enroll approximately 6,000 students, with 1,000 to 2,600 students at each campus. The majority come from the home county or adjacent ones. Between 25 to 40 percent of students come from outside the home region.

The regional campuses enrolled 20.6 percent students of color as of autumn semester 2017, higher than the Columbus campus rate of 20.3 percent, and are reflecting the increasing diversity of the population of Ohio.

Students on all regional campuses can earn an Associate of Arts degree. Depending on the campus, they can take all courses for a bachelor's degree in biology, business management, English, education, health sciences, history, nursing, psychology, social work and theater. Likewise, they can take all courses for a master's degree in education and social work. Students in good standing after 30 credit hours on the regional campuses have the option to complete their degrees at the Columbus campus. Approximately one-quarter of regional campus students change to Columbus annually.

While the majority of students commute to their home campus, some live in on-campus housing or in adjacent, privately owned and managed off-campus apartments. Together, the four regionals house approximately 375 students on campus and 500 in nearby apartments.

Student tuition is approximately 30 percent less than at the Columbus campus, and fees are considerably lower, too. Financial aid is administered by the Office of Financial Aid on the same basis as for Columbus students. Each campus also provides additional scholarships and grants; in a few instances, the scholarships move with students when they transfer to Columbus.

All regional campus students are students of The Ohio State University. The transcripts and diplomas for all Ohio State graduates are the same regardless of campus of study.

A Vision for the Regional Campuses in 2030

At a retreat in July 2016, the Advisory Council developed the following vision for regional campuses in 2030:

Ohio State regional campuses take pride in being the people’s university, where all Ohioans feel welcome. We serve an ever-wider range of Ohioans—high school students, traditional college students, single parents attending school part-time, the unemployed, underemployed, and retirees looking to start the next chapter of their lives. These students are not with us for four years only; resilient and adaptive, they come to us throughout their lives to enhance their knowledge and skills.

Our regional campuses share a vision of Ohio State as a leading 21st-century public, land grant university deeply connected to its communities and their impact on society. We have become a national model for multi-campus universities, one that others aspire to emulate. Ohio State equally values each of the campuses’ contributions to the land grant mission.

The regional campuses offer students multiple opportunities to develop intellectually, professionally and culturally through traditional and innovative learning opportunities in a small campus setting within a major research (R1) university. Students are able to move between campuses or stay at their home campus for an internationally recognized, high-quality education.

Ohio State’s regional campuses are a model of inclusive excellence, with a diverse faculty and staff offering students a wide range of rich experiences in the context of a research university. The regional campuses have succeeded in addressing the disparities in educational attainment, leading to measurable improvements in Ohio public education, enabling all students to succeed.

In our effort to provide access for all, the regional campuses offer a vibrant student life with opportunities to live on campus, participate in learning communities, and benefit from a full range of student services.

We have also reconceived what the college experience can be. Connectivity is blurring the lines between Columbus and the regional campuses, between traditional and non-traditional students, and between the university and the global communities it serves.

Each regional campus has deep connections with businesses, schools, and community organizations. We are an economic driver for our communities. New businesses are growing, attracted in part by the presence of an Ohio State regional campus and by what we are accomplishing. We have thriving knowledge hubs in each of our communities where students, faculty, and community partners collaborate in knowledge creation, development, and application. Employers and community partners are energized by our direction and want to collaborate in realizing this vision through internships, service learning and other hands-on learning experiences.

The campuses are well integrated into the university, with solid finances allowing for an affordable education. The campuses have effective representation through local advisory boards and the university’s Board of Trustees. We have collaborative relationships with the co-located technical colleges, with effective curricular and administrative bridges.

The Future of the Regional Campuses

RECOMMENDATIONS

To achieve the 2030 vision, the Advisory Council developed recommendations in five major categories:

- Broadening Access
- Fostering a Vibrant Student Experience
- Striving for Inclusive Excellence
- Reframing the Image of the Regional Campuses
- Deepening Community Partnerships

For each of these categories, the council developed broad goals and specific action items to help the university achieve the 2030 vision.

This report addresses selected, broad recommendations in the five major categories for all campuses. Some can be acted on immediately, and some require long-term discussion, analysis, and action.

BROADENING ACCESS TO AN OHIO STATE UNIVERSITY EDUCATION

Goal: Broaden access for students with varied academic talents and socioeconomic backgrounds.

- Expand partnerships with area schools to address barriers hindering academic preparation.
- Implement programs that allow every child in the county/region to visit a campus by sixth grade.

Goal: Keep the cost of higher education affordable.

- Encourage access to the Ohio College Opportunity Grants (OCOGs) for regional campus students.
- Expand funding for scholarships and financial aid for regional campus students, with a particular focus on completion grants for students nearing graduation.

Goal: Provide the opportunity for all prospective Ohio State students to select a regional campus during the application process or be automatically optioned to a regional campus if not accepted at the Columbus campus.

- Add a field to the Ohio State application requiring students to designate an alternative regional campus.
- Modify the application process to automatically option students to the regional campuses if they are not accepted to the Columbus campus.

FOSTERING A VIBRANT STUDENT EXPERIENCE

Goal: Enhance the existing supportive learning environment to strengthen opportunities for students to excel and succeed.

- Expand high-quality academic support services (e.g., tutoring, advising, disability services, career services, etc.).
- Strengthen support for students seeking a bachelor's degree on a regional campus (including the provision of completion grants).
- Encourage participation in the University Institute for Teaching and Learning by all individuals teaching in the classroom.
- Encourage participation in professional development that enhances inclusiveness in the classroom.
- Strengthen support for students who transition from a regional campus to Columbus—before, during and after the transition—to ensure a greater proportion of students are retained and graduate from Ohio State.
- Implement strategies to communicate the positive impact that the regional campus experience has on student success.

Goal: Expand student access to co-curricular experiences.

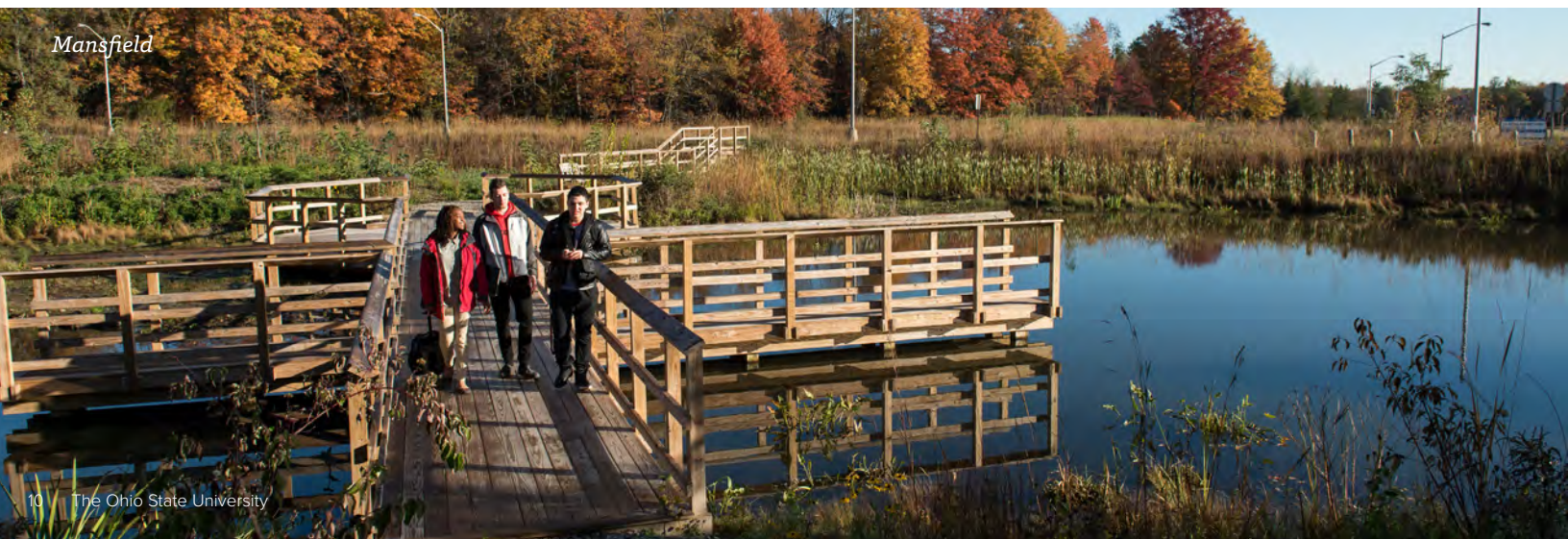
- Expand student partnerships with co-located technical colleges when possible.
- Expand the scope of the Campus Activities Committee (or related committees) on each regional campus.
- Expand opportunities for direct faculty contact with students in undergraduate research centers.
- Ensure students have the opportunity to participate in high-impact practices, such as study abroad, honors programs, service learning, and internships.

Goal: Create the opportunity for a residential experience for every student who wishes to live on, or next to, a regional campus.

- Increase the availability of on-campus housing to ensure that supply meets demand.
- Ensure every campus has on-campus dining.

Goal: Enhance the opportunity for every student to pursue an engaged, active, and healthy campus lifestyle.

- Expand recreational opportunities, such as fitness centers and recreational programs.
- Expand health care services for students.
- Expand opportunities to travel to the Columbus campus for events, recreation, and cultural and academic opportunities using university transportation.
- Expand culturally diverse programming and student organizations.





■ STRIVING FOR INCLUSIVE EXCELLENCE

Goal: Improve retention and graduation rates with a focus on bridging the gap in performance between underrepresented populations and the overall student body.

- Expand supportive learning communities, such as first-generation communities, to serve more students.
- Develop and implement programs that foster a sense of belonging on each campus.
- Expand successful programs and events implemented at the Columbus campus and apply them at the regional campuses, such as First Year Experience and STEP.
- Audit the exploration (EXP) courses to ensure students know about available academic support, can engage with faculty, and understand high-impact learning practices.
- Expand high-impact practices that are known to enhance cohort experience.

Goal: Partner with local communities in supporting student academic and professional success.

- Identify community leaders and engage them in supporting students.
- Establish a diversity advisory committee—or promote an existing one—on each regional campus. Community members should be included.
- Partner with the community on campus events, such as a cultural festival.

Goal: Attract a regional campus student population that reflects the diversity of the state.

- Increase programming and training for students, faculty and staff to build and support an even more diverse and inclusive academic environment.
- Increase economic support to underrepresented and underserved students.
- Provide additional scholarships to underrepresented and underserved students.

Goal: Attract faculty and staff with an even more diverse profile.

- Develop and implement innovative recruitment programs, utilizing university resources and contacts.
- Implement programs to retain faculty and staff mentorship.
- Work closely with tenure-initiating units to diversify faculty ranks.
- Halt/reverse decline in percentage of tenure-track faculty.



Newark

REFRAMING THE IMAGE OF THE REGIONAL CAMPUSES

Goal: Communicate to all Ohioans that the regional campuses provide the opportunity for students to receive an internationally recognized education from a major research (R1) university in a small-campus setting.

- Identify the advantages of regional campuses (i.e., small size, student success, low student/faculty ratio, Columbus campus connection, affordable, accessible, local, etc.).
- Implement strategies to communicate with community leaders, stakeholders, and guidance counselors to ensure they understand the benefits of an Ohio State education.
- Promote proximity, location, and accessibility of regional campuses in university marketing.
- Ensure that communications and marketing budgets are sufficient to support advertising and media messaging.
- Promote the advantage of distinct and unique co-curricular activities on each regional campus (i.e., a nature preserve, an internship program, an a cappella group, historical landmarks, etc.).
- Promote core degree programs and programs of distinction available at each regional campus.

Goal: Develop long-range plans for “flagship” infrastructure and programs for the regional campuses that are commensurate with other regional campuses and their communities.

- Implement a planning process that involves the campus, the TIUs and colleges, Office of Academic Affairs, and related university entities to develop programs that serve the needs of each regional campus community.
- Work with Planning and Real Estate (PARE) to upgrade physical facilities for the regional campuses to support destination programs, enhance student life, and address additional housing needs.

DEEPENING COMMUNITY PARTNERSHIPS

Goal: Elevate the level and increase the visibility of community commitment by the regional campuses.

- Provide opportunities for the local community to access research expertise from Columbus and regional campuses.
- Leverage OSU Extension to build community partnerships for regional campuses.
- Develop and promote the unique town-to-gown relationships at each regional campus.
- Expand the number of students participating in internships, co-ops, service-learning courses, volunteer activities, research, and job placement opportunities (after graduation) in the local community and service area.
- Engage community leaders to co-host events on and off campus that benefit both communities and address town-and-gown issues (possible longer-term implications).

Goal: Implement liaison roles of regional campus faculty and protocols developed by the College Engagement Council (CEC).

- Implement best practices for community engagement developed by the CEC.
- Use engagement scorecard developed by the CEC to track efforts.
- Recognize and reward community engagement.



Implementation

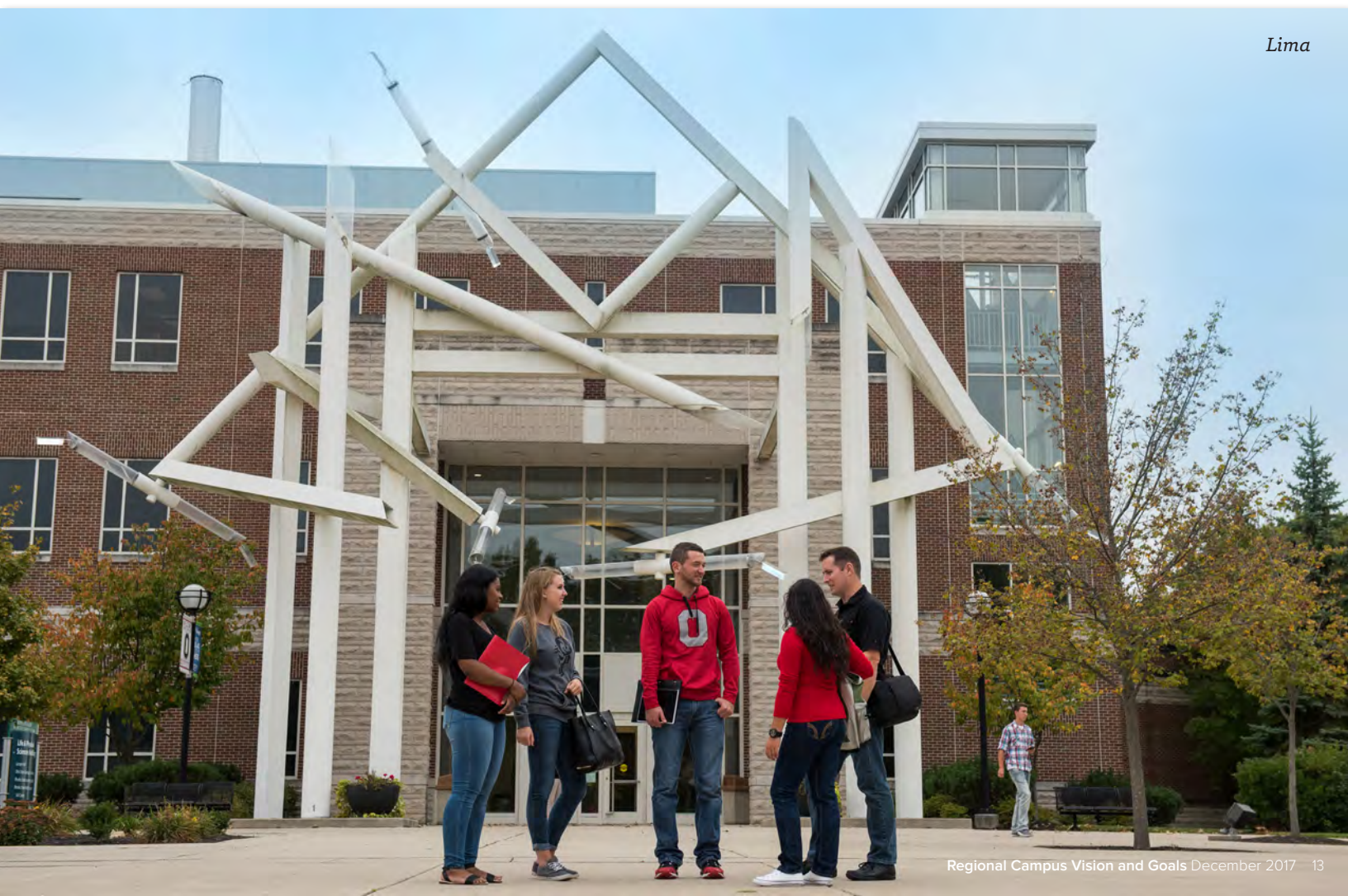
Translating this set of recommendations into action will involve all regional campus faculty, staff, and students. It will require commitment, leadership and continued engagement with Columbus campus faculty, staff, and administrators, and our many stakeholders. Each regional campus will be developing its own strategic plan that will align with the Advisory Council's recommendations and the university's strategic plan.

Conclusion

This report—like its predecessors in 1977, 1996 and 2002—has identified recommendations for the future of the regional campuses.

In 2030, Ohio State regional campuses will continue to proudly embrace their role as the people's flagship university, where all Ohioans feel welcome and an increasingly broad cross-section of people is served, including high school students, traditional college students, single parents attending school part time, the unemployed, underemployed, and retirees looking to start the next chapter of their lives.

Lima



Advisory Council

COMMITTEE CHAIRS AND MEMBERS

Broadening Access

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Melissa Jungers, Newark
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Reframing the Image of the Regional Campuses

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Deepening Community Partnerships

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Story Telling Through Data

David Farrell, Chair, Columbus
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The “Story Telling Through Data” committee did not develop recommendations, but gathered and provided data that assisted the five other committees in developing their recommendations and helped tell the story of regional campuses.

Completion of this report was coordinated and led by Ryan J. Schmiesing, Vice Provost for Strategic Planning and Implementation.



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