

# FIVE YEAR VISION OHIO IMPLEMENTATION PLAN

Draft  
January 2009



# INTRODUCTION

The evolution of Vision Ohio over the last five years exemplifies the principle that sound strategic planning must be an iterative process requiring ongoing discussion and revision. Starting in September 2007, campus constituent groups and institutional leadership intensively discussed the Five Year Vision Ohio Implementation Plan that the President developed in response to a request from the Board of Trustees.

The result of these discussions was a more complete and refined implementation plan including goals, objectives, strategies, and metrics that the Board of Trustees affirmed in February 2008 while noting that year one of the plan indeed was ambitious.

Management and oversight of Vision Ohio was delegated by the Board of Trustees to the Vision Ohio Steering Committee and the institutional leadership team that includes the President, the Executive Vice President and Provost, the Executive Staff, and the Deans. The Vision Ohio Steering Committee will consult with the Budget Planning Council on matters relating to the prioritization of Five Year Vision Ohio Implementation Plan funding in the spring of each year.

In fall quarter 2008, planning units were invited to submit changes to the Five Year Vision Ohio Implementation Plan. Nineteen submissions were received and fourteen were endorsed by the Vision Ohio Steering Committee. Five of the fourteen submissions called for changes in the plan unrelated to funding requests. The five non-budgetary recommended changes were reviewed in December 2008 by the Deans and Executive Staff and approved as changes to the Five Year Vision Ohio Implementation Plan by President McDavis, Executive Vice President and Provost Krendl, and Senior Vice President Decatur. Those changes are reflected in this new draft of the plan and a list is included in the [appendix](#) to the document.

The remaining nine Vision Ohio Steering Committee endorsed submissions all involved a commitment of base or one-time-only funding. Disposition of those recommendations is as follows:

- “Year One” Vision Ohio one-time-only funding originally assigned to the Scripps College of Communication to hire an advisor became available after Scripps decided not to continue with the hiring in anticipation of budget cuts. The funding has been redirected to the College of Business to use in helping to meet with a 40% increase in advising load due to an influx of international students in this year’s entering class. This change was reviewed by the Deans and Executive Staff and approved by President McDavis, Executive Vice President and Provost Krendl, and Senior Vice President Decatur.
- Funding for a B.S.N. (Bachelor of Science in Nursing) program on the Athens campus. Initially the B.S.N. was part of “Year One,” but because of the time involved in securing university and state approval the launch was delayed until fall quarter 2009. Ohio University has now received all of the approvals necessary to begin recruiting a class for the fall and recruitment efforts are underway. Base funding for the program needed to be finalized. This recommendation for “Year Two” funding was reviewed by the Deans and Executive Staff and approved by President McDavis, Executive Vice President and Provost Krendl, and Senior Vice President Decatur.
- All other remaining approved submissions are for new funding for “Year Two.” During spring quarter, the Vision Ohio Steering Committee plans to collate all of the approved submissions with funding requests, place them in order of priority, and forward that list to Budget Planning Council for their input. The Vision Ohio Steering Committee rank order and the Budget Planning Council feedback will then be brought to the Deans and Executive Staff for their review with final decisions made by the President in consultation with the Executive Vice President and Provost and Senior Vice President.

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## VISION OHIO STEERING COMMITTEE

**David Descutner**, interim Executive Vice Provost & Dean, University College (Chair)  
**Ann Fidler**, interim Associate Provost for Strategic Initiatives (Committee Coordinator; non-voting member)  
**Tim Anderson**, Associate Professor & Chair (A&S) and Faculty Senator  
**Michael Adeyanju**, President, Student Senate  
**Hong Cheng**, Associate Professor (Scripps)  
**Valerie Martin Conley**, Associate Professor (EDU) and Faculty Senator  
**Terry Conry**, Associate Vice President for Finance and Administration  
**George Cheripko**, Senior Library Associate and Classified Senator  
**Steve Flaherty**, Senior Associate Vice President, University Outreach (Regional Campuses representative)  
**Shane Gilkey**, Assistant Vice President for Research and Sponsored Projects  
**David Ingram**, Professor (A&S)  
**Ming Li**, Professor & Director (HHS)  
**Ryan Lombardi**, Dean of Students  
**Doug Mann**, Assistant Professor (OU-COM)  
**David Matolak**, Associate Professor (Russ)  
**Sean McGann**, Associate Professor (COB)  
**Wendy Merb-Brown**, Director, Learning Community Programs and Administrative Senator  
**Ann Paulins**, Professor & Director (HHS)  
**Scott Seaman**, Dean of Libraries  
**Marty Tuck**, Associate Provost for Academic Affairs  
**Peter Wickman**, President, Graduate Student Senate  
**Mike Williford**, Associate Provost for Institutional Research and Assessment  
**Dora Wilson**, Professor & Director (CFA)

## Goals

1. Recruit and Retain Talented and Diverse Students, Faculty, and Staff
2. Strengthen Undergraduate Education
3. Enhance graduate and professional education and research
4. Enrich the environment for students, faculty, staff, and the region
5. Fortify and align infrastructure to enhance the academic missions of instruction, research, and service
6. Enhance prominence within Ohio, the nation, and the world

### PLAN KEY:

◆ Indicates a strategy and/or outcome to be pursued in AY2008-2009

\* Designates a unit with primary responsibility

✓ **USO ALIGNED** Indicates alignment with the University System of Ohio accountability measures

# OBJECTIVES

[USO ALIGNMENT]

1. Create and implement a strategic and comprehensive Human Resources Plan
2. Improve retention rate and engagement of first-year students to increase the graduation rate of undergraduate students
3. Invest in targeted undergraduate programs
4. Improve the quality of the General Education Program
5. Increase strategic investment in target graduate and professional programs
6. Invest in financial support for graduate students
7. Strengthen research and creative activity in targeted areas
8. Provide a dependable and secure network and systems infrastructure capable of ensuring effective information technology security practices and academic support
9. Utilize technology to enhance the academic mission of instruction, research, and service
10. Create and implement a strategic enrollment management plan that promotes fiscal stability and improvements in quality, access, and affordability/efficiency
11. Strategically support international programs and research
12. Clearly communicate our distinctive identity as an institution to all stakeholders, and using strategic communications (e.g. advertising, news media relations, print and electronic publications) and external relation practices (e.g. community affairs and government relations) to effectively position the university.
13. Increase annual philanthropic support from \$15 M to \$30 M and develop a major comprehensive campaign
14. Enhance positive engagement and cultural enrichment in campus and community life
15. Improve health and safety
16. Increase the efficiency, quality, and accountability of academic support units and academic units through assessment, improved productivity, strengthened student, faculty, and staff service, and strategic cost reductions
17. Establish a stronger financial, legal, and compliance infrastructure
18. Improve campus accessibility
19. Improve campus facilities and strengthen commitment to sustainability
20. Improve the overall health of our faculty and staff by creating a culture of wellness and by encouraging healthy lifestyles
21. Encourage faculty, students, and staff to aspire to national leadership in advancing knowledge and practices in their fields of expertise and facilitate notable student, faculty, and staff achievements and their recognition
22. Further integrate intercollegiate athletics in general campus activities

## ALIGNMENT OF THE FIVE YEAR VISION OHIO IMPLEMENTATION PLAN WITH THE [ACCOUNTABILITY MEASURES IN THE UNIVERSITY SYSTEM OF OHIO STRATEGIC PLAN](#)

**USO ALIGNED** Key Strategy: All universities will join the Voluntary System of Accountability (USO Master Plan, p. 109).

- [FYVOIP, Objective 16, Strategy 3](#)

**USO ALIGNED** Accountability Measure #1 (Access)—total post-secondary enrollment.

- [FYVOIP, Objective 10, Strategy 3, Regional Outcome \(m\)](#)

**USO ALIGNED** Accountability Measure #3 (Access)—total enrollees age 25 and older.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(i\)](#)

**USO ALIGNED** Accountability Measure #4 (Access)—total degrees awarded to first generation college students.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(e\)](#)
- [FYVOIP, Objective 10, Strategy 3, Outcome \(j\)](#)

**USO ALIGNED** Accountability Measure #5 (Access)—percent of degrees awarded to Black and Hispanic students.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(c\)](#)
- [FYVOIP, Objective 10, Strategy 3, Regional Outcome \(d\)](#)

**USO ALIGNED** Accountability Measure #6 (Quality)—Improvement in actual graduation rate over expected graduation rate.

- [FYVOIP, Objective 2, Strategy 3, Outcome \(c\)](#)

**USO ALIGNED** Accountability Measure #7 (Quality)—Number of first-time enrollees in top 20% SAT/ACT (at university main campuses).

- [FYVOIP, Objective 10, Strategy 2, Outcome \(a\)](#)

**USO ALIGNED** Accountability Measure #9 (Quality)—total size of endowments and foundations per FTE.

- [FYVOIP, Objective 13](#)

**USO ALIGNED** Accountability Measure #10 (Quality)—Federally financed research spending per capita—national rank.

- [FYVOIP, Objective 7, Strategy 6](#)

**USO ALIGNED** Accountability Measure #11 (Affordability & Efficiency)—Average out of pocket cost.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(b\)](#)

**USO ALIGNED** Accountability Measure #14 (Affordability & Efficiency)—percentage of first-time enrollees below age 21 with equivalent of one semester or more of college credit earned during high school.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(k\)](#)

**USO ALIGNED** Accountability Measure #15 (Affordability & Efficiency)—percentage of bachelor’s degree recipients with at least one year of credit from a community college.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(l\)](#)

**USO ALIGNED** Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.

- [FYVOIP, Objective 10, Strategy 3, Outcome \(f\)](#)
- [FYVOIP, Objective 10, Strategy 3, Outcome \(g\)](#)
- [FYVOIP, Objective 11, Strategy 2](#)

**USO ALIGNED** Accountability Measure #18 (Economic Leadership)—Invention disclosures filed + university start ups attracting more than \$1,000,000 of venture capital.

- [FYVOIP, Objective 7, Strategy 7, Outcome \(a\)](#)

**USO ALIGNED** Accountability Measure #20 (Economic Leadership)—number of students engaged in internships and co-ops.

- [FYVOIP, Objective 2, Strategy 4, Outcome \(a\)](#)
- [FYVOIP, Objective 15, Regional Strategy 6](#)

# FIVE YEAR VISION OHIO IMPLEMENTATION PLAN FOR ATHENS AND REGIONAL CAMPUSES

**OBJECTIVE ONE Create and Implement a Strategic and Comprehensive Human Resources Plan**  
 Goal: Recruit and retain talented and diverse students, faculty, and staff [Objectives List](#)

◆1. <b>STRATEGY:</b> Continue commitment to moving faculty salaries to the next quartile.
<b>Investment: Athens \$1.2 million (base)</b>
<i>Outcome:</i> Complete move to the next quartile
<b>Metrics:</b>
<b>Starting Point</b> Q <sub>1</sub> [9 <sup>th</sup> out of 10 peer institutions]
<b>5<sup>th</sup> Year Goal</b> Move to Q <sub>2</sub> [6 <sup>th</sup> out of 10 peer institutions]
<b>Accountable Unit(s): Executive Vice President and Provost Office</b>
◆2. <b>REGIONAL STRATEGY:</b> Increase annual raise pool of faculty above predicted state average.
<b>Investment: Regional \$110,000 (base)</b>
<i>Outcome:</i> Increase average of faculty salaries to top tier of Regional Systems in Ohio.
<b>Metrics:</b>
<b>Starting Point</b> Lower third of state salaries
<b>1<sup>st</sup> Year Goal</b> Move from lower third to top two thirds of state salaries
<b>5<sup>th</sup> Year Goal</b> Advance to top third of state salaries
<b>Accountable Unit(s): Regional Higher Education</b>
◆3. <b>STRATEGY:</b> Create and implement a strategic compensation plan for Group II faculty.
<i>Outcome:</i> Develop a strategic compensation plan for Group II faculty.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Review past compensation proposals for Group II faculty and develop a strategic compensation plan and a timetable for implementation.
<b>End Goal</b> Implementation of a strategic compensation plan for Group II faculty.
<b>Accountable Unit(s): Executive Vice President and Provost Office</b>
◆4. <b>STRATEGY:</b> Within existing resources, recruit a Vice Provost for Diversity, Access, and Equity with expertise in assisting academic units in hiring faculty from underrepresented groups.
a.) <i>Outcome:</i> Increase percentage of total female faculty by 1% each year for the next five years by focusing on hiring in targeted areas.
<b>Metrics:</b>
<b>Starting Point</b> 36%
<b>1<sup>st</sup> Year Goal</b> 37%
<b>5<sup>th</sup> Year Goal</b> 41%
<b>Accountable Unit(s): Colleges* and Diversity, Access, and Equity Office</b>
b.) <i>Outcome:</i> Increase percentage of total minority faculty by .5% each year for the next five years by focusing on hiring in targeted areas.
<b>Metrics:</b>
<b>Starting Point</b> 17.7%
<b>1<sup>st</sup> Year Goal</b> 18.2%

<b>5<sup>th</sup> Year Goal</b> 20.2%
<b>Accountable Unit(s):</b> Colleges* and Diversity, Access, and Equity Office
<b>◆5. REGIONAL STRATEGY:</b> Develop campus diversity plans to: increase the diversity of faculty and staff; hire staff to develop and promote diversity strategies; and increase the quality and quantity of diversity programming.
<b>Investment: Regional \$334,000 (base)</b>
<b>Outcome:</b> Lay the groundwork for comprehensive strategic diversity plans on regional campuses.
<b>Progress Indicators:</b>
<b>Starting Point</b> Establish campus committees to evaluate diversity needs.
<b>1<sup>st</sup> Year Goal</b> Based on committee recommendations create and implement diversity plans.
<b>5<sup>th</sup> Year Goal</b> Have in place staff charged with the development and promotion of diversity strategies and demonstrate evidence of gains in diversity of faculty and staff as well as increases in the quality and quantity of diversity programming.
<b>Accountable Unit(s):</b> *Regional Higher Education and Diversity, Access, and Equity Office
<b>6. STRATEGY:</b> Develop retention, orientation, and professional development programs for faculty, and develop the capacity to assist departments and schools with faculty employment related issues.
<b>◆a.) Outcome:</b> Use the Collaborative on Academic Careers in Higher Education (COACHE) survey to inform the development of a retention program for tenure-track faculty and work with Institutional Research to create benchmarks for progress based on the administration of the survey.
<b>Progress Indicators:</b>
<b>Starting Point</b> Institutional Research and Office of Executive Vice President and Provost to review results of 2006-2007 COACHE data for the purposes of constructing a framework for a retention program and determining benchmarks.
<b>1<sup>st</sup> Year Goal</b> Construct a pilot retention program in consultation with chairs & directors.
<b>End Goal</b> Retention program in place.
<b>Accountable Unit(s):</b> *Executive Vice President and Provost Office, Colleges, and Institutional Research
<b>◆b.) Outcome:</b> Develop and implement a staged faculty orientation that continues throughout the first year of a faculty member's employment.
<b>Progress Indicators:</b>
<b>Starting Point</b> Evaluate AY 2007-2008 faculty orientation
<b>1<sup>st</sup> Year Goal</b> Create a faculty orientation that extends throughout the first year of a faculty member's employment.
<b>End Goal</b> Creation of staged faculty orientation that includes essential information on faculty responsibilities, important teaching and research/creative activity resources, and university history and culture.
<b>Accountable Unit(s):</b> *Center for Teaching and Learning and the Executive Vice President and Provost Office
<b>◆c.) Outcome:</b> Develop priority programs in the Faculty Commons to respond to faculty development needs and interests.
<b>Progress Indicators:</b>

<p><b>Starting Point</b> Use multiple sources of data to identify priority faculty development programming needs and interests, including but not limited to meeting with faculty groups; meeting with deans and department chairs/directors; using assessments provided by participants in faculty development programs and workshops.</p>
<p><b>1<sup>st</sup> Year Goal</b> Prepare report outlining central findings from data sources; target top three programming needs for action.</p>
<p><b>End Goal</b> Offer targeted programs consistent with identified faculty development needs/interests, and demonstrate faculty satisfaction with program quality. Faculty development needs/interests to be evaluated on an ongoing basis, using multiple sources of data outlined above, with results disseminated annually.</p>
<p><b>Accountable Unit(s): Center for Teaching and Learning; Center for Writing Excellence; Center for Academic Technologies; Campus-Community Engagement</b></p>
<p>d.) <b>Outcome:</b> University Human Resources to work with deans, chairs, and directors to determine ways in which the administrative processes associated with faculty hiring can be made more efficient and effective.</p>
<p><b>Accountable Unit(s): University Human Resources* and Colleges</b></p>
<p><b>◆7. STRATEGY:</b> Through the establishment of strategic compensation philosophies develop appropriate alignment of classified and administrative salaries with market. †</p>
<p>a.) <b>Outcome:</b> Establish strategic compensation philosophies for administrative and classified pay plans including complete review of plans for legal compliance.</p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> Current compensation plans are not modern in design and features and lack cohesive university pay plan philosophies.</p>
<p><b>1<sup>st</sup> Year Goal</b> Establish Compensation Office; engage consultant to design new administrative and classified pay plan; evaluate purchase of compensation analysis software.</p>
<p><b>End Goal</b> Fully-functioning Compensation Office with comprehensive base and variable pay plans for administrators and classified staff.</p>
<p><b>Accountable Unit(s): Human Resources</b></p>
<p><b>†Investment: \$105,000 (base) for librarian compensation</b></p>
<p><b>◆8. STRATEGY:</b> Enhance Classified Professional Development (CPD) program</p>
<p>a.) <b>Outcome:</b> Implement program targeting skill building for increased productivity and supporting succession planning via the plan developed by UHR and Classified Senate.</p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> Lack of competency based CPD linked to strategic plan.</p>
<p><b>1<sup>st</sup> Year Goal</b> Create CPD</p>
<p><b>End Goal</b> Integrate all talent management strategies with the strategic plan</p>
<p><b>Accountable Unit(s): Human Resources</b></p>
<p><b>9. STRATEGY:</b> Enhance the employment services in University Human Resources</p>
<p>a.) <b>Outcome:</b> Provide efficient processes for on-boarding and off-boarding employees, using a shared services center for all transactional steps.</p>
<p>b.) <b>Outcome:</b> Provide analytical support to planning unit heads on projected turnover, and availability of talent in critical areas.</p>
<p><b>◆c.) Outcome:</b> Assess student hourly employment services and review policies relating to the hiring of student hourly employees by university departments. Based on the assessment of services, and the review of policies, develop and implement a comprehensive plan to improve student hourly employment.</p>

**OBJECTIVE TWO: Improve retention rate and engagement of first-year students to increase the graduation rate of undergraduate students**

Goal: Strengthen Undergraduate Education

[Objectives List](#)

<p><b>◆1. STRATEGY:</b> Expand availability of learning communities.</p>
<p>a.) <b>Outcome:</b> To improve the retention rate of first-year Athens students increase freshman participation in learning communities by six (6) percentage points each year for the next five years.</p>
<p><b>Investment: Athens \$450,000 (base)</b></p>
<p><b>Metrics:</b></p>
<p><b>Starting Point</b> 1955 students or 49% of freshman class</p>
<p><b>1<sup>st</sup> Year Goal</b> 2072 students</p>
<p><b>5<sup>th</sup> Year Goal</b> 2616 students</p>
<p><b>Accountable Unit(s): *Colleges and Learning Communities Programs Office</b></p>
<p>b.) <b>Regional Outcome:</b> To improve the retention rate of first-year regional campus students establish learning communities with the goal of having 10 learning communities with 200 participants by Year Five.</p>
<p><b>Investment: Regional \$113,000 (base)</b></p>
<p><b>Metrics:</b></p>
<p><b>Starting Point</b> 0 students</p>
<p><b>1<sup>st</sup> Year Goal</b> 60 students</p>
<p><b>5<sup>th</sup> Year Goal</b> 200 students</p>
<p><b>Accountable Unit(s): *Regional Higher Education and Learning Communities Programs Office</b></p>
<p><b>◆2. STRATEGY:</b> Improve academic advising for first year students</p>
<p>a.) <b>Outcome:</b> Ensure that all first year students during each quarter have a focused academic advising session beginning with undecided students in the College of Arts and Sciences and international students in the College of Business.</p>
<p><b>Investment: Athens \$125,000 (OTO)</b></p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> Document numbers of undecided freshmen in AY2007-2008 in University College and Arts &amp; Sciences who currently have quarterly focused academic advising sessions.</p>
<p><b>1<sup>st</sup> Year Goal</b> Provide all undecided first year students in UC and A&amp;S with quarterly focused academic advising sessions.</p>
<p><b>2<sup>nd</sup> Year Goal</b> Create strategies for extending quarterly focused academic advising sessions to schools and departments that do not currently engage in this practice.</p>
<p><b>Accountable Unit(s): University College, College of Arts &amp; Sciences, and other colleges as appropriate.</b></p>
<p>b.) <b>Regional Outcome:</b> Increase staff investment in the importance of academic advising.</p>
<p><b>Investment: Regional \$159,000 (base)</b></p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> According to a 2005 Noel Levitz survey on the importance of particular academic services on regional campuses, staff rated advising as 7<sup>th</sup> while students put it 1<sup>st</sup>.</p>
<p><b>1<sup>st</sup> Year Goal</b> Begin administering a freshmen engagement survey. Continue to administer in 2009 and 2010.</p>
<p><b>End Goal</b> Have staff rank advising as 1<sup>st</sup> priority</p>

<b>Accountable Unit(s): Regional Higher Education</b>
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<b>◆3. STRATEGY:</b> Set retention/graduation targets and monitor progress.
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a.) <b>Outcome:</b> Stabilize and then increase freshmen and sophomore student retention rate by four (4) percentage points.
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<b>Metrics:</b>
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<b>Starting Point</b> 78%
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<b>1<sup>st</sup> Year Goal</b> Stabilize rate at 78%
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<b>5<sup>th</sup> Year Goal</b> 82%
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<b>Accountable Unit(s): Enrollment Management Office, *Colleges, Division of Student Affairs, and the Executive Vice President and Provost Office</b>
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b.) <b>Regional Outcome:</b> Increase freshman to sophomore student retention rate by three (3) percentage points of the current rate over the next five years.
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<b>Metrics:</b>
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(a) <b>Starting Point</b> 57%
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(b) <b>1<sup>st</sup> Year Goal</b> 57.6%
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(c) <b>5<sup>th</sup> Year Goal</b> 60%
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<b>Accountable Unit(s): Office of Enrollment Management, *Regional Higher Education, and the Executive Vice President and Provost Office</b>
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c.) <b>Outcome:</b> Maintain position as one of the top three public institutions in the state in six- year graduation rates.
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<b>Metrics:</b>
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<b>1<sup>st</sup> – 5<sup>th</sup> Year Goals</b> Maintain top three standing for six-year graduation rates.
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<b>Accountable Units: *Colleges and Executive Vice President and Provost Office</b>
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<b>✓ USO ALIGNED</b> Accountability Measure #6 (Quality)—Improvement in actual graduation rate over expected graduation rate.
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d.) <b>Outcome/Regional Outcome:</b> Improve NSEE measures of first-year student engagement on the Athens campus and regional campuses.
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<b>Progress Indicators:</b>
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<b>Starting Point</b> Use NSEE studies from 2000-2008 to establish “engagement baseline.”
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<b>1<sup>st</sup> Year Goal</b> Begin administering a freshmen engagement survey. Continue to administer annual engagement survey.
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<b>5<sup>th</sup> Year Goal</b> Show increased engagement of Athens and regional campus freshmen compared to peer universities in next administration of NSEE (2011).
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<b>Accountable Unit(s): Institutional Research, Colleges, Division of Student Affairs (Athens) and Regional Higher Education</b>
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<b>◆4. STRATEGY:</b> Increase undergraduate involvement in research, applied projects, internships, co-ops, and service learning opportunities at the local, regional, national, and international level.
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a.) <b>Outcome:</b> Through curriculum and specially created academic programming increase numbers of undergraduates participating in funded or unfunded research, for-credit applied projects and internships, and for or non-credit service learning opportunities.
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<b>Progress Indicators:</b>
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<b>Starting Point</b> Determine current level of participation
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<b>1<sup>st</sup> Year Goal</b> Undertake a review of credit-based coursework to ensure these academic experiences are being captured by SIS. Create a sustainable plan for increasing levels of participation and set a fifth year target.
<b>5<sup>th</sup> Year Goal</b> Achieve participation target.
<b>Accountable Units:</b> Colleges, Research and Creative Activity Office, and *Institutional Research
✓ <b>USO ALIGNED</b> Accountability Measure #20 (Economic Leadership)—Number of students engaged in internships & co-ops.
b.) <b>Outcome:</b> Fund Provost Undergraduate Research Fund Awards (PURF) and undergraduate portion of Student Enhancement Awards (SEA) at the current level and through partnerships with colleges and external agencies seek funding for additional PURF and SEA opportunities.
<b>Investment:</b> Athens \$50,000 (OTO) PURF
<b>Metric:</b>
<b>Starting Point</b> \$50,000 PURF, 5 undergraduate SEAs
<b>1<sup>st</sup> Year Goal</b> \$55,000 PURF, 7 undergraduate SEAs
<b>5<sup>th</sup> Year Goal</b> \$70,000 PURF, 11 undergraduate SEAs
<b>Accountable Unit(s):</b> Colleges and Research and Creative Activity Office
c.) <b>Outcome:</b> Assess participation, funding, facilities, and publicity associated with the Student Research and Creativity Activity Expo.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Based on past Student Research and Creative events and prospective needs, establish goals for future expos along with recommendations on how to align funding, facilities, and publicity with those goals.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Implement recommendations and assess progress toward goals.
<b>Accountable Unit(s);</b> Colleges and *Research and Creative Activity Office
<b>5. STRATEGY:</b> Establish academic partnerships between colleges and Intercollegiate Athletics that incorporate student athletes into successful retention and engagement activities in effect within the broader university.
<b>Outcome:</b> Create an inventory of current university and ICA retention and engagement activities. Use the inventory to create integrative pilot programs for athletes in selected colleges.
<b>Accountable Unit(s):</b> Colleges and Intercollegiate Athletics

**OBJECTIVE THREE: Invest in targeted undergraduate programs**

Goal: Strengthen undergraduate education

[Objectives List](#)

◆ <b>STRATEGY:</b> Through Undergraduate Centers of Excellence Review, Task Force on the Future of Regional Campuses, and the Strategic Enrollment Management Plan (see, Objective 10) identify undergraduate programs for future investment.
◆ a.) <b>Outcome:</b> Conduct Undergraduate Centers of Excellence Review.
<b>Progress Indicators:</b>
<b>Starting Point</b> Design UG Centers of Excellence Review during Spring 2008
<b>1<sup>st</sup> Year Goal</b> Implement and complete review in AY 2008-2009
<b>End Year Goal</b> Identify undergraduate programs to receive targeted investments
<b>Accountable Unit(s):</b> *Colleges and the Executive Vice President and Provost Office

◆b.) <b>Regional Outcome:</b> Complete work of the Task Force on the Future of Regional Campuses.
<b>Progress Indicators:</b>
<b>Starting Point</b> Future of Regional Campuses Report completed by April 30, 2008
<b>1<sup>st</sup> Year Goal</b> Based on the task force identify areas for program development and investment.
<b>End Year Goal</b> Complete implementation of targeted recommendations of the task force report.
<b>Accountable Unit(s):</b> *Regional Higher Education and the Executive Vice President and Provost Office
◆c.) <b>Outcome:</b> Increase undergraduate enrollment in targeted areas on the main campus and the regional campuses.
<b>Progress Indicators:</b>
<b>Athens Campus Starting Point</b> Use UG Centers of Excellence Review combined with the Strategic Enrollment Management Plan to determine levels of enrollment.
<b>Regional Campus Starting Point</b> Use the recommendations of the Future of Regional Campuses report and Strategic Enrollment Management Plan to determine how to grow enrollment over five years to 10,000 students (from 7919), increase degrees awarded per year to 663 (from 572), meet identified community needs by expanding degree programs from 30 to 40 over five years, and expand dual enrollment initiatives from 2 to 5.
<b>Accountable Unit(s):</b> Colleges, Regional Higher Education, and the Executive Vice President and Provost Office
◆d.) <b>Outcome:</b> Increase faculty lines in targeted undergraduate areas on the main campus and regional campuses.
<b>Investment: Regional Investment \$183,000 (base)</b> [Athens campus investment to be determined in upcoming years of the plan]
<b>Progress Indicators:</b>
<b>Athens Campus Starting Point</b> On the Athens campus use UG Centers of Excellence Review combined with the Strategic Enrollment Management Plan to determine sufficient levels of instructional support.
<b>Regional Campus Starting Point</b> Use the recommendations of the Future of Regional Campuses report and the Strategic Enrollment Management Plan to determine sufficient levels of instructional support and invest \$183,000 to fund additional instruction.
<b>Accountable Unit(s):</b> Colleges, Regional Higher Education, and the Executive Vice President and Provost Office
e.) <b>Outcome:</b> As a targeted program, offer a B.S.N. (Bachelor of Science in Nursing) on the Athens campus beginning Fall 2009 with 100 students per year to respond to needs in the region and generate additional revenue.
<b>Metric:</b>
<b>1<sup>st</sup> Year Goal</b> Enroll 150 (with goal, after attrition, of having a cohort of 100 students)
<b>End Goal</b> Graduate first class in new B.S.N. program in AY 2012-2013
<b>Accountable Unit(s):</b> *College of Health and Human Services, Enrollment Management Office, and Office of Admissions
◆f.) <b>Outcome:</b> Improved equity in student/faculty ratios in academic programs beginning with the College of Health and Human Services.
<b>Investment: Athens \$251,912 (base)</b>
<b>Metric:</b>

<b>1<sup>st</sup> Year Goal</b> Improve student/faculty ratios in selected HHS academic programs with highest ratios.
<b>End Goal</b> Bring student/faculty ratios to median levels in selected HHS academic programs.
<b>Accountable Unit(s):</b> *College of Health and Human Services and the Executive Vice President and Provost Office

**OBJECTIVE FOUR: Improve the quality of the General Education program**

Goal: Strengthen undergraduate education

[Objectives List](#)

<b>◆1. STRATEGY:</b> Provide additional instructional resources for General Education
a.) <b>Outcome:</b> Increase reliance on full-time instructors in General Education courses in English, Mathematics, Linguistics, and Modern Languages.
<b>Investment:</b> Athens \$250,000 (OTO)
<b>Progress Indicators:</b>
<b>Starting point</b> Document current percentage of part-time v. full-time instructors teaching General Education courses in English, Mathematics, Linguistics, and Modern Languages.
<b>1<sup>st</sup> Year Goal</b> Determine appropriate balance of full-time instructors in General Education courses in English, Mathematics, Linguistics, and Modern Languages.
<b>End Goal</b> Facilitate the achievement of an appropriate balance of full-time instructors in General Education courses in English, Mathematics, Linguistics, and Modern Languages.
<b>Accountable Unit(s):</b> *College of Arts and Sciences and the Executive Vice President and Provost Office
b.) <b>Outcome:</b> Increase student retention in specific courses.
<b>Progress Indicators:</b>
<b>Starting Point</b> Using annual retention study document current retention rates in specific courses.
<b>1<sup>st</sup> Year Goal</b> Begin monitoring retention patterns among students enrolled in affected courses and establish a five year target for improvement.
<b>5<sup>th</sup> Year Goal</b> Reach five year target.
<b>Accountable Unit(s):</b> *College of Arts and Sciences and Institutional Research
<b>◆2. STRATEGY:</b> Implement an assessment plan for General Education
<b>Investment:</b> Athens \$55,000 (OTO)
<b>Outcome:</b> Establish student learning objectives and assess the extent to which students are meeting those objectives.
<b>Progress Indicators:</b>
<b>Starting Point</b> Create learning objectives.
<b>1<sup>st</sup> Year Goal</b> Have assessment plan in place.
<b>5<sup>th</sup> Year Goal</b> Have a reliable assessment tool that provides timely and accessible information about the degree to which students are meeting learning objectives.
<b>Accountable Unit(s):</b> Colleges and *Institutional Research

**OBJECTIVE FIVE: Increase strategic investment in targeted graduate and professional programs.**

Goal: Enhance graduate and professional education and research

[Objectives List](#)

<b>◆1. STRATEGY:</b> Continue GERB process for Future Growth (OTO) and Program Enhancement (Base) investments.
<b>Investment:</b> Athens \$250,000 (OTO)

a.) <b>Outcome:</b> For Future Growth GERB, increased enrollments in targeted areas.
<b>Progress Indicators:</b>
Documentation of increased enrollment and revenue generation (tuition, grants & contracts, etc). Specific enrollment targets will vary depending upon the program and the nature of the investment.
<b>Accountable Unit(s): Vice President for Research/Creative Activity Office, *Graduate College Office, and Executive Vice President and Provost</b>
b.) <b>Outcome:</b> For Program Enhancement GERB, enhance academic quality.
<b>Progress Indicators:</b>
Documentation of increased academic success in the realm of publications, award/fellowship recognition, collaborative ventures with nationally recognized institutions, or grant dollars.
<b>Accountable Unit(s): Vice President for Research/Creative Activity Office, *Graduate College Office, and Executive Vice President and Provost</b>
<b>◆2. STRATEGY:</b> Finish Graduate and Professional Centers of Excellence Review by January 2009.
<b>Outcome:</b> Use findings of Graduate and Professional Centers of Excellence Review to determine ongoing and additional support for programmatic and interdisciplinary academic programs and enrollment targets.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal:</b> Finish review
<b>End Goal:</b> Align graduate academic offerings and graduate resources with findings of the review.
<b>Accountable Unit(s): Colleges, Graduate College Office, *Executive Vice President and Provost Office, and Libraries</b>
<b>3. STRATEGY:</b> Provide additional or reallocated tuition waivers for Centers of Excellence programs.
a.) <b>Outcome:</b> Increased enrollments in targeted areas
b.) <b>Outcome:</b> Improved graduate student profiles
<b>4. STRATEGY:</b> Increase faculty lines to targeted graduate and professional program emerging from the Centers of Excellence Review.
a.) <b>Outcome:</b> Increased enrollments in targeted areas
b.) <b>Outcome:</b> Improved graduate student profiles
<b>◆5. STRATEGY:</b> Facilitate interdisciplinary work.
<b>Outcome:</b> Through the Interdisciplinary Council, review existing policies and procedures developing recommendations to remove barriers and promote sustainability of Centers of Excellence Interdisciplinary Programs (includes review of promotion and tenure processes, University Curriculum Council approval processes, etc.).
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Complete review of existing policies, recommend revisions, and set timetable for budgetary reallocation.
<b>End Goal</b> Combine recommendations of Interdisciplinary Council with the Centers of Excellence Review and develop an implementation plan to facilitate and strengthen interdisciplinary work with a particular focus on aligning base funding.
<b>Accountable Unit(s): Executive Vice President and Provost Office and Colleges</b>
<b>◆6. STRATEGY:</b> Implement the Graduate College.
a.) <b>Outcome:</b> Graduate College officially established by Board of Trustees by Spring 2008.

<b>Accountable Unit(s): Executive Vice President and Provost Office</b>
b.) <i>Outcome:</i> Develop governing infrastructure for the Graduate College during AY2008-2009.
<b>Progress Indicators:</b>
<b>Starting Point:</b> Graduate College Task Force completes its report.
<b>1<sup>st</sup> Year Goal:</b> Using the recommendations of the report as a guide, develop an initial infrastructure for the Graduate College.
<b>2<sup>nd</sup> Year Goal:</b> Further refine the Graduate College infrastructure.
<b>End Goal:</b> Have an efficient and effective Graduate College infrastructure that substantially enhances the quality of graduate education.
<b>Accountable Unit(s): Colleges, Graduate College Office, and *Executive Vice President and Provost Office</b>
c.) <i>Outcome:</i> Establish procedures within the Graduate College to measure quality of applicants, yield of admitted students, and visibility of graduate programs.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Work with Institutional Research to create the mechanisms needed to capture data on quality, yield, and visibility.
<b>5<sup>th</sup> Year Goal</b> At the end of five years have a fully functioning Graduate College with an effective governing structure and procedures necessary for capturing and utilizing longitudinal data.
<b>Accountable Unit(s): *Graduate College Office and Institutional Research</b>
d.) <i>Outcome:</i> Reengineer processing of graduate applications.
<b>Progress Indicator:</b>
Reengineering completed by Fall 2009
<b>Accountable Unit(s): *Graduate College Office and Colleges</b>
e.) <i>Outcome:</i> Improve student services and meet departmental/school needs in a timely manner.
<b>Progress Indicators:</b>
<b>Starting point:</b> Determine most critical improvements to be made.
<b>1<sup>st</sup> Year:</b> Prioritize and begin to execute implementation.
<b>End Goal:</b> Consistently provide the level and type of service needed by students and departments/schools that grows out of strong communication with stakeholders and attention to the prioritization of resources.
<b>Accountable Unit(s): Graduate College Office</b>
<b>7. STRATEGY:</b> Assess demand for graduate and professional programs on-line and at regional campuses.
a.) <i>Outcome:</i> Strategically increase graduate and professional programs on-line and at regional campuses.
b.) <i>Outcome:</i> Expand dual enrollment initiatives.

**OBJECTIVE SIX: Invest in financial support for graduate students**

Goal: Enhance graduate and professional education and research

[Objectives List](#)

◆1. STRATEGY: Rebalance split between tuition and general fee.

<b>Investment: Athens \$300,000 (base)</b>
<i>Outcome:</i> Reduce general fee costs to graduate students.
<b>Accountable Unit(s): VP for Finance and Administration Office and Executive Vice President and Provost Office</b>
<b>2. STRATEGY:</b> Subsidize the Ohio University Health Insurance Plan for stipend eligible graduate assistants (employed either as teaching assistants or research assistants funded by external sources).
<b>Investment: Athens \$110,000 (base)</b>
<i>Outcome:</i> Reduce health care costs for stipend eligible graduate assistants.

**OBJECTIVE SEVEN: Strengthen research and creative activity in targeted areas.**

Goal: Enhance graduate and professional education and research

[Objectives List](#)

<b>1. STRATEGY:</b> Align the GERB Process with Centers of Excellence Review
<b>Accountable Unit(s): *Vice President for Research/Creative Activity Office and Executive Vice President and Provost</b>
<b>◆2. STRATEGY:</b> Implement GERB recommendations for investments in areas of research and creative activity including Centers and Institutes as well as the promotion of programmatic and interdisciplinary work.
<b>Investment: Athens \$300,000 (base)</b>
<i>Outcome:</i> Will vary depending upon the nature of the GERB investment, but should include one or more of the following--improved graduate student profile in targeted area; improvement in faculty recruitment in targeted areas; increased grant and contract external funding; increased competitiveness for national and international graduate student and faculty awards.
<b>Progress Indicators:</b>
Will vary depending on the nature of the GERB investment
<b>Accountable Unit(s): *Vice President for Research/Creative Activity Office and Executive Vice President and Provost</b>
<b>◆3. STRATEGY:</b> Review distribution of funding for faculty research/creative activity paying particular attention to start-up costs, equipment/facility maintenance, library resources, appropriate provision for bad debt, and the ability to provide timely investments in promising research initiatives.
<i>Outcome:</i> Establish a short-term, university-wide committee to review Facilities and Administrative Cost Recovery Distribution
<b>Progress Indicators:</b>
<b>Starting Point</b> Create recommendations as to how to best use F&A cost recovery distribution by June 2008.
<b>1<sup>st</sup> Year Goal</b> Review recommendations and during AY2008-2009 implement those that offer the best opportunity to support and enhance the research and creative activity mission of the university.
<b>Accountable Unit(s): Colleges, Vice President for Research/Creative Activity Office and *Executive Vice President and Provost</b>
<b>◆4. STRATEGY:</b> Build faculty and staff expertise in grant writing, sponsored program fundamentals, intellectual property protection, entrepreneurship, ethics, and export control.
<i>Outcome:</i> Increase faculty and staff knowledge of these subjects through workshops, conferences, and certification options.
<b>Progress Indicators:</b>

<b>Starting Point</b> Determine current level of participation, and type and frequency of educational opportunities.
<b>1<sup>st</sup> Year Goal</b> Based on the level of participation and educational opportunities offered at aspirational peer institutions with comparably sized faculties and staffs, set targets for gradually increasing participation.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Establish optimal level of participation and educational offerings and maintain that level.
<b>Accountable Unit(s): Vice President for Research/Creative Activity Office</b>
<b>◆5. STRATEGY:</b> Develop annual plans to pursue state and federal government-funded grants.
<b>Outcome:</b> Actively pursue grants that bolster Centers of Excellence, developing areas of promise, and pedagogical improvement.
<b>Progress Indicators:</b>
<b>Starting Point</b> Review current strategies for grant acquisition.
<b>1<sup>st</sup> Year Goal</b> Develop annual planning process.
<b>End Goal</b> Have an annual process that facilitates the application and receipt of grants that bolster Centers of Excellence, areas of promise, and pedagogical improvement.
<b>Accountable Unit(s): Vice President for Research/Creative Activity Office and Government Relations Office</b>
<b>◆6. STRATEGY:</b> Improve research competitiveness.
<b>Outcome:</b> Grow our federally financed research spending per capita 2% for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> \$19,605 per capita
<b>1<sup>st</sup> Year Goal</b> \$20,397 per capita
<b>5<sup>th</sup> Year Goal</b> \$22,078 per capita
<b>Accountable Unit(s): Vice President for Research/Creative Activity Office, Centers, and Colleges</b>
✓ <b>USO ALIGNED</b> Accountability Measure #10 (Quality)—Federally financed research spending per capita—national rank.
<b>◆7. STRATEGY:</b> Improve contributions to innovation and commercialization of technologies
a.) <b>Outcome:</b> Increase number of invention disclosures filed
<b>Metrics:</b>
<b>Starting Point</b> 22 (FY 2007)
<b>1<sup>st</sup> Year</b> 25
<b>5<sup>th</sup> Year</b> 30
<b>Accountable Unit(s): *Technology Transfer Office, Vice President for Research/Creative Activity Office, Centers, and Colleges</b>
✓ <b>USO ALIGNED</b> Accountability Measure #18 (Economic Leadership)—Invention disclosures filed + university start ups attracting more than \$1,000,000 of venture capital.
b.) <b>Outcome:</b> Increase number of start-up companies associated with the licensing of university intellectual property
<b>Metrics:</b>
<b>Starting Point</b> 0
<b>1<sup>st</sup> Year</b> 1
<b>5<sup>th</sup> Year</b> 5
<b>Accountable Unit(s): *Technology Transfer Office, Vice President for Research/Creative</b>

<b>Activity Office, Centers, and Colleges</b>
c.) <i>Outcome:</i> Increase the number of licenses of university intellectual property
<b>Metrics:</b>
<b>1<sup>st</sup> Year Goal</b> 3 per year
<b>5<sup>th</sup> Year Goal</b> 5 per year
<b>Accountable Unit(s):</b> *Technology Transfer Office, Vice President for Research/Creative Activity Office, Centers, and Colleges

**OBJECTIVE EIGHT: Provide a dependable and secure network and systems infrastructure capable of ensuring effective information technology security practices and academic support including administrative systems**

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service [Objectives List](#)

<p>◆1. <b>STRATEGY:</b> Design and implement a modern 10Gb Core Network Infrastructure. The first year will involve replacement of the core switch gear and selected subnet sites. Implementation of the full network upgrade will depend on funding of the proposed IT Improvement Plan.</p>
a.) <i>Outcome:</i> Ensure 75% of all network hardware is six years old or less within 10 years.
<b>Investment:</b> \$300,000 (OTO) and \$100,000 (base)
<b>Metric:</b>
<b>Starting Point</b> 6.5 years
<b>1<sup>st</sup> Year Goal</b> 7.3 years
<b>End Year Goal</b> 6.0 years
<b>Accountable Unit(s):</b> Information Technology
b.) <i>Regional Outcome:</i> Establish a network upgrade and replacement plan.
<b>Investment:</b> Regional \$60,000 (base)
<b>Metric:</b>
<b>Starting Point</b> DS3 and twisted pair
<b>1<sup>st</sup> Year Goal</b> Review and upgrade connectivity
<b>End Goal</b> Link to Athens upgrade plan as appropriate
<b>Accountable Unit(s):</b> *Regional Higher Education and Information Technology
<p>◆2. <b>STRATEGY:</b> Establish a scalable and secure computer server and storage infrastructure. The first year of a long-term effort that will involve beginning consolidation of the Active Directory, DNS, Web, Virtual Machine (VM) server, OPM, security appliances, email, and storage environments.</p>
a.) <i>Outcome:</i> Reduce storage environment to one OS and server environment to four (4) OSs within 7 years.
<b>Investment:</b> \$300,000 (OTO)
<b>Metric (server environment):</b>
<b>Starting Point</b> 14
<b>1<sup>st</sup> Year Goal</b> 9
<b>End Year Goal</b> Four (4) OS and server environments within 7 years
<b>Accountable Unit(s):</b> Information Technology
<b>Metric (storage environment):</b>
<b>Starting Point</b> 4+

<b>1<sup>st</sup> Year Goal</b> 4
<b>End Year Goal</b> One storage environment within 7 years
<b>Accountable Unit(s): Information Technology</b>
b.) <b>Regional Outcome:</b> Minimize storage environment.
<b>Investment: Regional \$62,000 (base)</b>
<b>Metric:</b>
<b>Starting Point</b> 30 servers
<b>1<sup>st</sup> Year Goal</b> 25 servers
<b>End Year Goal</b> 10 servers
<b>Accountable Unit(s): *Regional Higher Education and Information Technology</b>
<b>◆3. STRATEGY:</b> Provide appropriate backup and disaster recovery on critical services.
a.) <b>Outcome:</b> Ensure all critical systems are on a scheduled DR program within 3 years.
<b>Metric:</b>
<b>Starting Point</b> 0%
<b>1<sup>st</sup> Year Goal</b> 20%
<b>End Year Goal</b> 100% of all critical systems on scheduled DR program within 3 years
<b>Accountable Unit(s): Information Technology</b>
b.) <b>Regional Outcome:</b> Establish backup and recovery plan.
<b>Investment: Regional \$64,000 (base)</b>
<b>Metric:</b>
<b>Starting Point</b> Participate in Strohl plan
<b>1<sup>st</sup> Year Goal</b> Comply with recommendations
<b>5<sup>th</sup> Year Goal</b> Consistent with Strohl applications
<b>Accountable Unit(s): *Regional Higher Education and Information Technology</b>
<b>◆4. STRATEGY:</b> Provide appropriate information security training and awareness for all OU faculty, staff, and students (main and regional campuses) to ensure effective protection of sensitive data and resources.
<b>Outcome:</b> Ensure all employees receive sensitive data training and awareness training within two (2) years. In addition, create advanced security training and certification for all central and distributed IT staff.
<b>Investment: \$50,000 (OTO)</b>
<b>Accountable Unit(s): Information Technology</b>

**OBJECTIVE NINE: Utilize technology to enhance the academic mission of instruction, research, and service**

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service [Objectives List](#)

<b>◆1. STRATEGY:</b> Maintain and enhance up-to-date course management systems and services. The first year will build upon the Spring 2008 Blackboard 7.3 pilot project to fully deploy the newest CMS version. In addition, the OIT Academic Technologies department will be redesigned to become a full partner in the Faculty Commons.
a.) <b>Outcome:</b> Implement the latest versions of the Blackboard CMS for the main and regional campuses.

<b>Investment: \$250,000 (base)</b>
<b>Metric:</b>
<b>Starting Point</b> Less than 10% course sections in Blackboard version 7.3
<b>1<sup>st</sup> Year Goal</b> 35% course sections in version 7.3
<b>5<sup>th</sup> Year Goal</b> All appropriate course sections in the latest version of Blackboard or the centrally-sponsored CMS
<b>Accountable Unit(s): *Information Technology and Libraries</b>
b.) <b>Regional Outcome:</b> Improve faculty/student satisfaction with technology services.
<b>Accountable Unit(s): *Regional Higher Education and Information Technology</b>
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Engage at least 15 regional campus faculty and staff in the 2008 Blackboard 7.3 pilot project.
<b>End Goal</b> Ensure that all regional campus faculty are engaged in or aware of Blackboard 7.3 and available OIT academic technology options, as well as how to use these technologies.
c.) <b>Regional Outcome:</b> Establish backup and recovery plan for academic technology
<b>Investment: Regional \$55,000 (base)</b>
<b>Metric:</b>
<b>1<sup>st</sup> Year Goal</b> Create backup and recovery plan
<b>End Goal</b> Implement backup and recovery plan
<b>Accountable Unit(s): *Regional Higher Education and Information Technology</b>
<b>◆2. STRATEGY:</b> Acquire and implement a fully-integrated student information system (\$23 M over three years)
<b>Outcome:</b> Web-enabled recruiting, admissions, registration, bursar functions, class scheduling, and BI warehousing systems.
<b>Metric:</b>
Provide competitive SIS services for students and faculty, a purchased system with vendor support, and the capability of supporting a quarters-to-semesters conversion.
<b>Accountable Unit(s): *Information Technology</b>
<b>3. STRATEGY:</b> Create fully-functioning academic technologies (AT) services and expertise in partnership with the Faculty Commons. These services would focus on supporting faculty use of technology for academic and research purposes (including disability services awareness) and build upon the Faculty Expectations of Technology document prepared by the Faculty Technology Advisory Group (FTAG) at the request of the IT Advisory Council (ITAC).
<b>Outcome:</b> Restructure the OIT AT department and services to be the one-stop-shop for faculty technology needs.
<b>Accountable Unit(s): *Information Technology and Libraries</b>

**OBJECTIVE TEN: Create and implement a strategic enrollment management plan that promotes fiscal stability and improvements in quality, access, and affordability/efficiency**

Goal: Recruit and retain talented and diverse students, faculty, and staff

[Objectives List](#)

<b>◆1. STRATEGY:</b> Establish Vice Provost for Enrollment Management Office
<b>Investment: Athens \$65,000 (base)</b>

<p><b>Outcome:</b> Building on the work of past enrollment management initiatives, create a Vice Provost for Enrollment Management Office that assists in developing fiscally sound enrollment targets, helps colleges to meet their strategic enrollment goals, and fully leverages financial aid to enable the university to meet its goals and the goals of the University System of Ohio in the areas of quality, access, and affordability.</p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> Vice Provost for Enrollment Management to begin work in May 2008; initiate an Enrollment and Retention Monitoring Committee to implement appropriate strategies consistent with the recommendations of the university-wide Strategic Enrollment Management Steering Committee.</p>
<p><b>1<sup>st</sup> Year Goal</b> Create and implement a strategic enrollment management plan for AY 2008-2009.</p>
<p><b>Accountable Units:</b> *Enrollment Management Office, Colleges, Regional Higher Education, Executive Vice President and Provost Office, and Vice President for Finance and Administration Office</p>
<p><b>◆2. STRATEGY:</b> Improve the Quality of First-Time Enrollees</p>
<p>a.) <b>Outcome:</b> Increase ACT composite mean scores of incoming freshman class by one-tenth (.1) of a point each year for next five years.</p>
<p><b>Metrics:</b></p>
<p><b>Starting Point</b> 23.6 ACT</p>
<p><b>1<sup>st</sup> Year Goal</b> 23.7 ACT</p>
<p><b>5<sup>th</sup> Year Goal</b> 24.1 ACT</p>
<p><b>Accountable Unit(s):</b> *Admissions Office, Enrollment Management Office, and Colleges</p>
<p>✓ <b>USO ALIGNED</b> Accountability Measure #7 (Quality)—Number of first-time enrollees in top 20% SAT/ACT (at university main campuses).</p>
<p>b.) <b>Outcome:</b> Increase academic quality of students by decreasing the acceptance rate of admitted students in incoming freshman class by .5 percentage point each year for the next five years.</p>
<p><b>Metric:</b></p>
<p><b>Starting Point</b> 82% acceptance rate</p>
<p><b>1<sup>st</sup> Year Goal</b> 81.5% acceptance rate</p>
<p><b>5<sup>th</sup> Year Goal</b> 79.5% acceptance rate</p>
<p><b>Accountable Unit(s):</b> Enrollment Management Office and *Office of Admissions</p>
<p>c.) <b>Outcome:</b> Ensure effectiveness of the Gateway Scholarship Program and other merit-based scholarship programs by funding them at a level that will provide meaningful assistance with improving incoming class quality and maintaining competitiveness with peer institutions.</p>
<p><b>Progress Indicators:</b></p>
<p><b>Starting Point</b> Review and adjust university-based scholarship aid programs awarded on the basis of merit.</p>
<p><b>1<sup>st</sup> Year Goal:</b> Make recommendations to the Strategic Enrollment Management Steering Committee on appropriate leveraging of merit-based scholarship aid programs.</p>
<p><b>Accountable Unit(s):</b> Enrollment Management Office</p>
<p>d.) <b>Regional Outcome:</b> Offer “Excellence Scholarships” to improve access for students.</p>
<p><b>Investment:</b> Regional \$13,746 (base)</p>
<p><b>Progress Indicators:</b></p>
<p><b>1<sup>st</sup> Year Goal:</b> Award “Excellence Scholarships” and determine impact.</p>

<b>2<sup>nd</sup> Year Goal:</b> Assess additional investments.
<b>Accountable Unit(s):</b> Enrollment Management Office and *Regional Higher Education
e.) <b>Outcome:</b> Increase out-of-state students in incoming freshman class by two (2) percentage points each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 459 students or 11 % of freshman class
<b>1<sup>st</sup> Year Goal</b> 469 students
<b>5<sup>th</sup> Year Goal</b> 506 students
<b>Accountable Unit(s):</b> *Office of Admissions, Enrollment Management Office and Colleges
<b>◆3. STRATEGY:</b> Improve access, affordability, and efficiency.
a.) <b>Outcome:</b> Ensure competitiveness of tuition and fees.
<b>Progress Indicators:</b>
<b>Starting Point</b> Enrollment Management Office to conduct analysis of competitiveness of tuition and fees.
<b>1<sup>st</sup> Year Goal:</b> Create a plan to improve and monitor competitiveness of tuition and fees.
<b>End Goal:</b> Annually review the competitiveness of tuition and fees.
<b>Accountable Unit(s):</b> Enrollment Management Office, *Executive Vice President and Provost Office, and *Vice President for Finance and Administration Office
b.) <b>Outcome:</b> Increase percent of students whose net attendance cost is equal to or less than their FAFSA Expected Family Contribution (EFC).
<b>Progress Indicators:</b>
<b>Starting Point</b> Determine percent of current students whose net attendance cost is equal to or less than their EFC.
<b>1<sup>st</sup> Year Goal</b> Use EFC data to make recommendations to the Strategic Enrollment Management Steering Committee on appropriate leveraging of need-based scholarship aid programs for students enrolled in residential academic programs.
<b>End Goal</b> Annually use EFC data to make recommendations to the Strategic Enrollment Management Steering Committee on appropriate leveraging of need-based scholarship aid programs for students enrolled in residential academic programs.
<b>Accountable Unit(s);</b> Institutional Research and *Enrollment Management Office
✓ <b>USO ALIGNED</b> Accountability Measure #11 (Affordability & Efficiency)—Average out of pocket cost.
c.) <b>Outcome:</b> Increase multicultural diversity of incoming freshman by two (2) percentage points each year for next five years.
<b>Metrics:</b>
<b>Starting Point</b> 393 students or 10% of freshman class
<b>1<sup>st</sup> Year Goal</b> 402 students
<b>5<sup>th</sup> Year Goal</b> 434 students
<b>Accountable Unit(s):</b> *Office of Admissions, *Office of Diversity, Access, and Equity, Enrollment Management Office, and Colleges
✓ <b>USO ALIGNED</b> Accountability Measure #5 (Access)—percent of degrees awarded to Black and Hispanic students.
d.) <b>Regional Outcome:</b> Increase diversity of students on regional campuses.
<b>Progress Indicators:</b>

<b>1<sup>st</sup> Year Goal</b> Begin development of recruiting and retention diversity programs on the regional campuses.
<b>2<sup>nd</sup> Year Goal</b> Assess initial recruiting and retention programs and make strategic choices about additional investments.
<b>End Goal</b> Create and maintain a diverse student body on regional campuses.
<b>Accountable Unit(s): Office of Admissions, Office of Diversity, Access, and Equity, Enrollment Management Office, and *Regional Higher Education</b>
✓ <b>USO ALIGNED</b> Accountability Measure #5 (Access)—percent of degrees awarded to Black and Hispanic students.
e.) <b>Outcome:</b> Increase the number of incoming freshmen from Ohio’s Appalachian counties by two (2) percentage points each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 520 students or 13% of freshman class
<b>1<sup>st</sup> Year Goal</b> 530 students
<b>5<sup>th</sup> Year Goal</b> 574 students
<b>Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and Regional Higher Education</b>
✓ <b>USO ALIGNED</b> Accountability Measure #4 (Access)—total degrees awarded to first generation college students.
f.) <b>Outcome:</b> Increase international students in incoming freshman class by two (2) percentage points each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 81 students
<b>1<sup>st</sup> Year Goal</b> 83 students
<b>5<sup>th</sup> Year Goal</b> 89 students
<b>Accountable Unit(s): Enrollment Management Office, *International Affairs Office, Office of Admissions, and Colleges</b>
✓ <b>USO ALIGNED</b> Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.
g.) <b>Outcome:</b> Increase international graduate students in entering class by one (1) percentage point each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 218 students or 24% of new graduate students
<b>1<sup>st</sup> Year Goal</b> 220 students
<b>5<sup>th</sup> Year Goal</b> 229 students
<b>Accountable Unit(s): Enrollment Management Office, *International Affairs Office, *Graduate College, and other Colleges with Graduate Programs</b>
✓ <b>USO ALIGNED</b> Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.
h.) <b>Outcome:</b> Increase transfer students by two (2) percentage points each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 618 students (note: no comparable duplicated total enrollment number)
<b>1<sup>st</sup> Year Goal</b> 638 students
<b>5<sup>th</sup> Year Goal</b> 677 students

<b>Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and Regional Higher Education</b>
i.) <b>Outcome:</b> Increase number of undergraduate enrollees age 25 and older by two (2) percentage points each year for the next five years.
<b>Metrics:</b>
<b>Starting Point</b> 4342 students or 15% of all-campus total
<b>1<sup>st</sup> Year Goal</b> 4429 students
<b>5<sup>th</sup> Year Goal</b> 4794 students
<b>Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and *Regional Higher Education</b>
✓ <b>USO ALIGNED</b> Accountability Measure #3 (Access)—total enrollees age 25 and older.
j.) <b>Outcome:</b> Increase total degrees awarded to first generation college students.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Develop a method for capturing data on first generation college student enrollment and begin collection of information.
<b>2<sup>nd</sup> Year Goal</b> Use data collected during the first year to set targets and develop programs for increasing degrees awarded to first generation college students.
<b>End Goal</b> Establish data-driven annual targets tied to retention programs for first generation college students.
<b>Accountable Unit(s): Institutional Research and Enrollment Management Office</b>
✓ <b>USO ALIGNED</b> Accountability Measure #4 (Access)—total degrees awarded to first generation college students.
k.) <b>Outcome:</b> Increase percentage of first-time enrollees below age 21 with the equivalent of one semester or more of college credit earned during high school.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Develop a method for capturing data on numbers of first-time enrollees below age 21 with at least one semester of college credit received before graduating high school.
<b>2<sup>nd</sup> Year Goal</b> Use data collected during the first year to set targets and develop strategies for increasing first-time enrollees below age 21 with the equivalent of one semester or more of college credit received before graduating high school.
<b>End Goal</b> Establish data-driven annual targets and strategies to increase the enrollment of students below age 21 with the equivalent of one semester or more of college credit earned during high school.
<b>Accountable Unit(s): Institutional Research and Enrollment Management Office</b>
✓ <b>USO ALIGNED</b> Accountability Measure #14 (Affordability & Efficiency)—percentage of first-time enrollees below age 21 with equivalent of one semester or more of college credit earned during high school.
l. <b>Outcome:</b> Percentage of bachelor's degree recipients with at least one year of credit from a community college.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Develop a method for capturing data on numbers of bachelor's degree recipients with at least one year of credit from a community college.
<b>2<sup>nd</sup> Year Goal</b> Use data collected during the first year to set targets and strategies for increasing enrollment of bachelor's degree recipients with at least one year of credit from a community college.

<b>End Goal</b> Establish data-driven annual targets and strategies to increase the enrollment of bachelor's degree recipients with at least one year of credit from a community college.
<b>Accountable Unit(s): Institutional Research and Enrollment Management Office</b>
✓ <b>USO ALIGNED</b> Accountability Measure #15 (Affordability & Efficiency)—percentage of bachelor's degree recipients with at least one year of credit from a community college.
m.) <b>Regional Outcome:</b> Increase post-secondary enrollment through dual enrollment initiatives.
<b>Investment: Regional \$40,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point</b> Establish policies to facilitate Ohio University's regional campus participation in the Seniors to Sophomore Program during AY2008-09.
<b>End Goal</b> Create strategies to increase post-secondary enrollment that facilitate other quality and access goals within the strategic enrollment plan.
<b>Accountable Unit(s): Executive Vice President and Provost Office, *Regional Higher Education, and Enrollment Management Office</b>
✓ <b>USO ALIGNED</b> Accountability Measure #1 (Access)—total post-secondary enrollment.
<b>◆4. STRATEGY:</b> Create and implement a student recruitment marketing campaign.
<b>Investment: \$120,000 (OTO)</b>
<b>Outcome:</b> Develop a new set of materials for recruiting undergraduates (including on-line and printed pieces). These materials to be used in high schools and mailed to prospects.
<b>Metrics:</b>
Printed materials and on-line resources ready to send by August 2008.
<b>Accountable Unit(s): *Communications and Marketing, Enrollment Management Office, and Office of Admissions</b>
<b>◆5. STRATEGY:</b> Expand marketing and advertising.
<b>Regional Outcome:</b> Demonstrate enrollment increase from 7919 to 10,000 undergraduates over five years tied to new marketing and advertising efforts that emphasize improved quality, access, and affordability.
<b>Investment: Regional \$49,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point</b> Review current marketing and advertising efforts.
<b>1<sup>st</sup> Year Goal</b> Develop a new marketing and advertising strategies designed to raise the profile of regional campuses among prospective students.
<b>2<sup>nd</sup> Year Goal</b> Undertake full implementation of marketing and advertising strategies and begin to document effectiveness.
<b>Accountable Unit(s): Regional Higher Education, *Communications and Marketing, and Office of Admissions</b>

**OBJECTIVE ELEVEN: Strategically support international programs and research**

Goal: Recruit and retain talented and diverse students, faculty, and staff

[Objectives List](#)

<b>◆1. STRATEGY</b> Provide funding for recruitment travel and invest in better student services for international students.
a.) <b>Outcome:</b> Improved international recruitment and retention efforts at both the undergraduate and the graduate level.
<b>Investment: Athens \$60,000 (base) &amp; \$90,000 (OTO)</b>

<b>Metrics:</b>
<b>Recruitment (See, Metrics, Objective Ten)</b>
<b>Retention, Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Develop a method for capturing data on international student retention and begin collection of information.
<b>2<sup>nd</sup> Year Goal</b> Use data collected during the first year to set targets for international student retention targets.
<b>Accountable Unit(s): *International Affairs Office, Admissions Office, Graduate College, and Enrollment Management Office</b>
b.) <b>Outcome:</b> Provide funding for an international student travel service to and from Port Columbus Airport.
<b>Investment: Athens \$30,000 (OTO)</b>
<b>Metrics:</b>
<b>Starting Point</b> 209 arriving international students served in 2007-2008
<b>1<sup>st</sup> Year Goal</b> Provide service to 265 arriving international students in 2008-2009
<b>5<sup>th</sup> Year Goal</b> 350 students a year by 2012
<b>Accountable Unit(s): International Student and Faculty Services Office</b>
<b>◆2. STRATEGY:</b> Create an International House – one-stop services for international students and faculty and for domestic students seeking assistance about international academic opportunities.
<b>Outcome:</b> Improve student services and meet departmental/school needs in a timely manner.
<b>Progress Indicators:</b>
<b>Starting Point:</b> Determine most critical improvements to be made
<b>1<sup>st</sup> Year:</b> Prioritize and begin to execute implementation
<b>End Goal:</b> Develop a sustainable culture of strong service to students and departments/schools/programs that has documentable effects upon student and faculty recruitment, retention, participation in Education Abroad and the Fulbright program, and success in securing national and international grants.
<b>Accountable Unit(s): International Student and Faculty Services Office, Education Abroad, International Affairs Office, and *Executive Vice President and Provost Office</b>
<b>✓ USO ALIGNED</b> Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.
<b>3. STRATEGY:</b> Target recruitment for international students and faculty in programs emerging from the Centers of Excellence Review and the GERB processes.
<b>Outcome:</b> Create recruitment plans for international students and faculty in programs emerging from Centers of Excellence Review and the GERB processes.
<b>Accountable Unit(s): International Affairs Office, Admissions Office, Graduate College Office, and *Enrollment Management Office</b>

**OBJECTIVE TWELVE:** Clearly communicate our distinctive identity as an institution to all stakeholders, and using strategic communications, (e.g. advertising, news media relations, print and electronic publications) and external relation practices (e.g. community affairs and government relations) to effectively position the university.

Goal: Enhance prominence within Ohio, the nation, and the world

[Objectives List](#)

**◆1. STRATEGY:** Undertake an Academic Marketing Campaign a.k.a. “branding and positioning.”

a.) <b>Outcome:</b> Advance and build awareness of Ohio University’s academic excellence and build the University’s brand to prospective students, parents, guidance counselors, alumni, and other influencers.
<b>Investment:</b> Athens \$325,000 (OTO)
<b>Progress Indicators:</b>
Conduct post-campaign assessment of media buy to gauge campaign’s reach; conduct post-campaign assessment of media buy to gauge campaign’s reach; survey prospective students and parents visiting campus and High School Guidance Counselor Advisory Board about the campaign.
<b>Accountable Unit(s):</b> <b>Communications and Marketing</b>
b.) <b>Regional Outcome:</b> Increase state and national media attention on target programs/activities.
<b>Investment:</b> \$103,000 (base)
<b>Progress Indicators:</b>
<b>Starting Point</b> 5 national stories
<b>1<sup>st</sup> Year Goal</b> 7 national stories
<b>Fifth Year Goal</b> 15 national stories
<b>Accountable Unit(s):</b> <b>Regional Higher Education and *Communications and Marketing</b>
<b>◆2. STRATEGY:</b> Develop strategic community relations and government affairs.
a.) <b>Outcome:</b> Enhance personal contact with public officials and university involvement in policy matters.
<b>Progress Indicators:</b>
<b>Starting Point</b> Determine number of substantive meetings with public officials on Ohio University matters and degree to which university personnel are involved in policy matters (service on panels, testimony, etc.).
<b>1<sup>st</sup> Year Goal</b> Increase number of substantive meetings with public officials on Ohio University matters and degree to which university personnel are involved in policy matters (service on panels, testimony, etc.).
<b>2<sup>nd</sup>-5<sup>th</sup> Year Goals</b> Establish and pursue appropriate benchmarks relating to number of substantive meetings with public officials on Ohio University matters and degree to which university personnel are involved in policy matters (service on panels, testimony, etc.).
<b>Accountable Unit(s):</b> <b>Government Relations Office</b>
b.) <b>Outcome:</b> Provide strategic advice on how to successfully position Ohio University in the University System of Ohio.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Help educate the university community on how Ohio University can contribute to the first year of the USO within the framework of its own strategic plan.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Benchmark on a yearly basis successful integration of Ohio University into the USO.
<b>Accountable Unit(s):</b> <b>Government Relations Office</b>

**OBJECTIVE THIRTEEN: Increase annual philanthropic support from \$15 M to \$30 M and develop a major comprehensive campaign**

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service [Objectives List](#)

✓ <b>USO ALIGNED</b> Accountability Measure #9 (Quality)—total size of endowments and foundations per FTE.
◆1. <b>STRATEGY:</b> Working with academic leaders establish fundraising goals and criteria for development professionals.
<i>Outcome:</i> Increase the level of face-to-face solicitation of prospects by 25%
<b>Metric:</b>
<b>Starting Point</b> \$14.4 million in gifts and commitments
<b>1<sup>st</sup> Year Goal</b> \$20 million in gifts and commitments; 180 face-to-face visits per fundraiser; 150 formal proposals delivered
<b>End Goal</b> \$30 million in gifts and commitments
<b>Accountable Unit(s): University Advancement and Deans</b>
◆2. <b>STRATEGY:</b> Increase Advancement staffing and continue implementation of agreed upon external assessment.
<b>Investment: Athens \$400,000 (base)</b>
<i>Outcome:</i> Increase frontline fundraising staff, adding a minimum of seven (7) fulltime positions by FY2009 and enhance the infrastructure in order to support a comprehensive campaign per the Benz Whaley Flessner recommendations including systems, research, stewardship and staffing in those areas.
<b>Metric:</b>
<b>Starting Point</b> 12 front-line fundraisers
<b>1<sup>st</sup> Year Goal</b> 19 front-line fundraisers
<b>End Goal</b> 19 front-line fundraisers
<b>Accountable Unit(s): University Advancement</b>
◆3. <b>STRATEGY:</b> Enlist and engage a greater number of volunteers in fundraising and recruitment functions.
a.) <i>Outcome:</i> Increase the involvement of leadership volunteers in fundraising by a factor of 10 to 100.
<b>Metrics:</b>
<b>1<sup>st</sup> Year Goal</b> Identify and recruit 10 new Foundation Trustees and ensure that they, like other new trustees appointed after 2006, participate in an Ohio University Foundation orientation that places an emphasis on fundraising.
<b>End Goal</b> 100 leadership volunteers
<b>Accountable Unit(s): University Advancement, Deans, and Executive Staff</b>
b.) <i>Outcome:</i> Create a fundraising “sales force” within the Ohio University Foundation Board of Trustees.
<b>Progress Indicators:</b>
<b>Starting Point</b> Foundation Trustees Board meetings in FY08 have included training and information necessary to become a “sales force.” Resources such as a Trustee Web site have been created.
<b>End Goal</b> Majority of our leadership volunteers understand and are engaged in fundraising.
<b>Accountable Unit(s): University Advancement</b>
◆4. <b>STRATEGY:</b> Cultivate and engage “family and friends” of the university.

<b>Outcome:</b> Enlist the support of top benefactors in securing access and introduction to like-minded individuals, corporations, or foundations.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Continue the engagement of leadership volunteers through hosting of events; peer solicitations; identification of prospects
<b>2<sup>nd</sup> - 5<sup>th</sup> Fifth Year Goals</b> Continue to expand and enhance involvement of top benefactors in securing additional gifts.
<b>Accountable Unit(s): University Advancement, Deans, and Executive Staff</b>
<b>◆5. STRATEGY:</b> Select counsel for major comprehensive campaign.
<b>Outcome:</b> Campaign counsel engaged in FY 2009.
<b>Accountable Unit(s): University Advancement</b>
<b>◆6. STRATEGY:</b> Define operational plan for the implementation of a comprehensive campaign.
a.) <b>Outcome:</b> Determine staffing, funding, goal, and timeline.
<b>Progress Indicators:</b>
In 2009 conduct interviews with top prospects to determine interest and propensity for participation (particularly at the \$100,000+ level); conduct internal interviews with university leadership to determine funding priorities; determine overall campaign dollar goal and other campaign objectives based on established university and unit priorities; determine staffing based on campaign goals; set timeline.
<b>Accountable Unit(s): University Advancement, Deans, and Executive Staff</b>
b.) <b>Outcome:</b> Electronic wealth/demographic screening of the database to be completed by December 2008.
<b>Progress Indicators:</b>
In 2008, select vendor for screening of database and negotiate contract; update Advance (alumni/development software system) with new data; analyze data to identify and evaluate new and existing leadership prospects.
<b>Accountable Unit(s): University Advancement</b>
<b>◆7. STRATEGY:</b> Identify and recruit Board and top-level volunteers capable of leading the campaign and making transformational gifts.
<b>Outcome:</b> Volunteer leadership engaged and integrated into the fundraising enterprise starting FY 2008 and extending through the campaign.
<b>Progress Indicators:</b>
Continue engagement of leadership volunteers begun in fiscal year 2008, integrating these volunteers into the Foundation Board of Trustees and/or the comprehensive campaign [July 2008-June 2009].
Determine campaign volunteer structure and hierarchy for the university and each participating unit [July 2008-December 2008].
Screen and rate all board members and leadership volunteers to determine giving capacity and ability to consider a transformational gift (\$1 million or greater) [December 2008].
Determine most appropriate committee role for each volunteer and invite participation [January 2009-June 2009].
As lead donors emerge, engage them in the identification of new leadership volunteers and a comprehensive program of peer solicitation [July 2008-June 2009]. <i>These processes will continue through the life of the campaign.</i>
<b>Accountable Unit(s): University Advancement, Deans, and Executive Staff</b>

◆8. <b>STRATEGY:</b> Seek principal gifts from top-level prospects.
<i>Outcome:</i> Seek principal lead gifts secured by 2012 to meet the 50% requirement.
<b>Progress Indicators:</b>
Establish campaign goal and timeline in order to determine number of lead gifts needed to reach the 50% requirement prior to public kick-off.
Continue to engage in an active program of donor solicitation with the established goal of 180 face-to-face visits per fundraiser and submission of 150 formal proposals totaling a minimum of \$82 million each year.
Identify new lead gift prospects through electronic screening; peer identification; external interviews by counsel with alumni and friends to determine interest in and propensity for giving to the campaign; and internal development research.
<b>Accountable Unit(s): University Advancement, Deans, and Executive Staff</b>
◆9. <b>REGIONAL STRATEGY:</b> Increase annual giving.
<b>Investment: Regional \$55,000 (base)</b>
<i>Outcome:</i> Develop the capacity on the regional campuses to conduct annual giving campaigns.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal:</b> Have staff in place to begin developing an approach to annual giving for the regional campuses.
<b>2<sup>nd</sup> Year Goal:</b> Begin to implement annual giving strategies.
<b>3<sup>rd</sup> – 5<sup>th</sup> Year Goals:</b> Assess effectiveness of annual giving strategies and expand as appropriate.
<b>Accountable Unit(s): University Advancement and Regional Higher Education</b>

**OBJECTIVE FOURTEEN: Enhance positive engagement and cultural enrichment in campus and community life**

**Goal:** Enrich the environment for students, faculty, staff and the region

[Objectives List](#)

◆1. <b>STRATEGY:</b> Provide additional funds for student programming.
<b>Investment: Athens \$100,000 (OTO)</b>
<i>Outcome:</i> In FY 2009 direct all of FYVOIP Year One investment in student programming to Student Activities Commission’s budget.
<b>Accountable Unit(s): Division of Student Affairs</b>
◆2. <b>STRATEGY:</b> Enhance students’ out-of-class experience in order to increase student involvement in out-of-class activities.
a.) <i>Outcome:</i> Provide better ways of communicating programming.
<b>Progress Indicators:</b>
<b>Starting Point</b> Current out-of-class involvement is 77%--based on 06-07 Involvement Study [Current advertising for programming is not comprehensive; Student Activities Calendar is not effective.]
<b>1<sup>st</sup> Year Goal</b> Purchase student organization management system “Symplicity,” a web-based interface to manage student organizations and events.
<b>5<sup>th</sup> Year Goal</b> Increased involvement by students in out-of-class activities by 1% each year to reach 83% student involvement in out-of-class activities [to be measured by administration of the Involvement Study].
<b>Accountable Unit(s): Division of Student Affairs</b>

b.) <i>Outcome:</i> Attract the most highly qualified students to resident assistant (RA) positions by improving resident assistant compensation.
<b>Investment: Athens \$150,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point</b> 2006 Human Resources comparison of RA compensation at 39 Ohio colleges and universities ranked Ohio University as 23 <sup>rd</sup> .
<b>1<sup>st</sup> Year Goal</b> Auxiliary Services has committed to an investment of \$70,000 for the next three years to increase coverage of room costs for RAs. The investment represents 58% of the \$360,000 needed to provide 100% coverage of room costs for RAs.
<b>5<sup>th</sup> Year Goal</b> Compensate RAs in an amount equivalent to the cost of their entire room which would rank Ohio University in the top 13 of Ohio colleges and universities
<b>Accountable Unit(s): Auxiliary Services and Division of Student Affairs</b>
c.) <i>Outcome:</i> Improve satisfaction rate of residence hall students by 1 percentage point each year for the next five years [as measured by the Educational Benchmarking Institute (EBI) survey jointly given and sponsored every two years by Auxiliary Services and Residence Life].
<b>Progress Indicators:</b>
<b>Starting Point</b> 10 Year Capital Improvements Master Plan identified recommendations for residence hall capital improvements.
<b>1<sup>st</sup> Year Goal</b> Continue to implement the Master Plan by completing Lincoln Hall renovation and implement Shively residence hall and dining renovation in FY 08-09.
<b>5<sup>th</sup> Year Goal</b> At the end of the 10 Year Master Plan, projected renovations would update 27% of the existing 7,790 beds.
<b>Accountable Unit(s): Auxiliary Services</b>
d.) <i>Regional Outcome:</i> Increase availability of out-of-class experiences by 5% over the next five years.
<b>Investment: Regional \$38,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point:</b> Use Student Involvement survey to establish a baseline of current out-of-class experiences.
<b>1<sup>st</sup> Year Goal:</b> Develop a prioritized set of student out-of-class experiences to be developed and time them to realize a 1% yearly increase in availability of out-of-class experiences.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals:</b> Realize 5% increase in the number of student out-of-class experiences.
<b>Accountable Unit(s): Regional Higher Education</b>
e.) <i>Regional Outcome:</i> Expand first-year student participation in campus activities.
<b>Investment: Regional \$24,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point:</b> Use Student Involvement survey to establish a baseline of current first-year student participation in campus activities.
<b>1<sup>st</sup> Year Goal:</b> Develop campus-wide strategies for fostering first-year student participation and communicating availability of activities.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals:</b> Enact strategies and document increases first-year student participation.
<b>Accountable Unit(s): Regional Higher Education</b>
<b>◆3. STRATEGY:</b> Continue funding for Arts for OHIO at the current level.
<b>Investment: Athens \$300,000 (OTO)</b>

<i>Outcome:</i> Demonstrate significant student attendance at Arts for OHIO events and integration of Arts for Ohio programs and activities into the curriculum.
<b>Progress Indicators:</b>
<b>Starting point</b> Establish a baseline (attendance number of events, number of non-arts unit collaborators, number of institutional supporters)
<b>1<sup>st</sup> Year Goal</b> Develop qualitative measures to accompany baseline information
<b>5<sup>th</sup> Year Goal</b> Fully document the cultural and curricular contributions made by the Arts for OHIO Program
<b>Accountable Unit(s):</b> * <b>College of Fine Arts and Executive Vice President and Provost Office</b>
<b>◆4. STRATEGY:</b> Support programs for students that target the development of citizenship and exposure to a wide range of cultures.
a.) <i>Outcome:</i> Develop a set of student expectations and communicate them broadly, frequently, and consistently.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Create a set of common expectations
<b>End Goal</b> Communicate the expectations through recruiting materials, Pre-College, major public student events such as Freshmen Convocation, during college Welcome Week sessions, in Residence Life programming, and Judiciaries.
<b>Accountable Unit(s):</b> <b>Division of Student Affairs, Communications and Marketing, and Colleges</b>
b.) <i>Outcome:</i> Increase number of graduating students who choose to undertake public service opportunities.
<b>Progress Indicators:</b>
<b>Starting point</b> Determine current levels of participation
<b>1<sup>st</sup> Year Goal</b> Design and implement ways of bringing public service opportunities to the attention of juniors and help to facilitate their applications as seniors.
<b>5<sup>th</sup> Year Goal</b> Demonstrate improvements in the numbers of students undertaking public service opportunities.
<b>Accountable Unit(s):</b> * <b>Career Services Office, Division of Student Affairs, and Colleges</b>
<b>◆5. STRATEGY:</b> Improve the integration of academic units and Division of Student Affairs.
a.) <i>Outcome:</i> Coordinate Student Affairs and academic programming to promote the development of a robust intellectual environment.
<b>Progress Indicators:</b>
<b>Starting Point</b> Student Affairs 2007-2008 staff focus goal #1 is to “Support Student Academic Success” Currently there is no intentional tracking or coordination of collaborative programming efforts.
<b>1<sup>st</sup> Year Goal</b> Inventory programs already occurring in co-curricular units and academic units separately and outline collaborative opportunities and potential overlap.
<b>5<sup>th</sup> Year Goal</b> Increased collaborative programs by 20%
<b>Accountable Unit(s):</b> <b>Division of Student Affairs and Colleges</b>
b.) <i>Outcome:</i> Increase the number of projects and programs that are jointly developed.
<b>Progress Indicators:</b>
<b>Starting Point</b> Identify all co-curricular and academic affairs project and programmatic committees.

<b>1<sup>st</sup> Year Goal</b> Increase cross-membership in committees.
<b>2<sup>nd</sup> - 5<sup>th</sup> Year Goal</b> Increased number of jointly developed projects and programs as a result of increased cross-membership in committees.
<b>Accountable Unit(s):</b> Division of Student Affairs and Colleges
c.) <b>Outcome:</b> Establish greater faculty ties with Student Affairs via joint planning.
<b>Progress Indicators:</b>
<b>Starting Point</b> Charge the Student Affairs sponsored Faculty Involvement Committee to establish a strategic plan for collaborative efforts and assessment.
<b>1<sup>st</sup> Year Goal</b> Establish a presence from faculty and members from other co-curricular units on the committee.
<b>End Goal</b> Have in place a strategic plan to guide collaborative programming and assessment between co-curricular units and academic affairs.
<b>Accountable Unit(s):</b> Division of Student Affairs and Colleges
<b>6. STRATEGY:</b> Foster leadership development
a.) <b>Outcome:</b> Expand LeaderShape program to offer second annual session and increase student participation in LeaderShape by 100 percentage points over the next five years.
b.) <b>Outcome:</b> Appoint a director to develop and implement a comprehensive approach to student leadership development.
<b>Accountable Unit(s):</b> Division of Student Affairs

**OBJECTIVE FIFTEEN: Improve health and safety**

Goal: Enrich the environment for students, faculty, staff and the region

[Objectives List](#)

<b>◆1. STRATEGY:</b> Expand voluntary participation in education and counseling interventions aimed at reducing risk or harm.
<b>Regional Outcome:</b> Extend personal and counseling services to regional campus students.
<b>Investment:</b> Regional \$28,000 (base)
<b>Progress Indicators:</b>
<b>Starting Point</b> Survey current needs and present services.
<b>1<sup>st</sup> Year Goal</b> Develop a staged implementation plan to provide personal and counseling services for regional campus students.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Implement plan.
<b>Accountable Unit(s):</b> Regional Higher Education
<b>2. STRATEGY:</b> Reduce the incidence of high risk drinking and drug use through continued refinement of discipline, law enforcement, education, programming, and communication efforts.
a.) <b>Outcome:</b> Reduce the self-reported rate of binge drinking by 1% each year for the next five years.
b.) <b>Outcome:</b> Reduce the rate of drug-related judicial referrals by 2% each year for the next five years.
<b>Accountable Unit(s):</b> Division of Student Affairs
<b>3. STRATEGY:</b> Develop and implement a coordinated protocol for responding to difficult student behavior/mental health cases not well-suited for the judicial process (e.g. suicide attempts, eating disorders, etc.)

<i>Outcome:</i> Address fifteen (15) difficult student behavior/mental health cases through a pilot protocol in Year One. Increase cases addressed by 100% over Years Two through Five.
<b>Accountable Unit(s): Division of Student Affairs</b>
<b>4. STRATEGY:</b> Improve access to health services for students through Student Health Services and Counseling and Psychological Services at Hudson Health Center.
a.) <i>Outcome:</i> Diminish average “time to next available regular appointment” for psychologists and psychiatrists.
b.) <i>Outcome:</i> Improve Student Health Services (use the Keeling and Associates report as a guide).
<b>Progress Indicators:</b>
<b>Starting Point:</b> Develop assessment measures to determine student satisfaction and the level of effective achievement of the enhancements of Student Health Services.
<b>1<sup>st</sup> Year Goal</b> Implement assessment measures and develop strategic initiatives using baseline information.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Implement strategic initiatives and continue to refine assessment measures.
<b>Accountable Unit(s): Division of Student Affairs</b>
<b>◆5. STRATEGY:</b> Develop emergency readiness and business continuity plans for every department on all campuses.
◆ a.) <i>Regional Outcome:</i> Expand law enforcement presence on campuses.
<b>Investment: Regional \$103,000 (base)</b>
<b>Progress Indicators:</b>
<b>Starting Point</b> Survey current needs and present law enforcement presence on campuses.
<b>1<sup>st</sup> Year Goal</b> Develop a staged implementation plan to increase law enforcement presence on campuses.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Implement plan.
<b>Accountable Unit(s): Regional Higher Education</b>
b.) <i>Outcome:</i> All employees are aware of actions that need to be taken to minimize the disruption of services in an emergency for the utmost protection of life and property. Complete fifty (50) additional operating unit plans each year.
c.) <i>Outcome:</i> Maintain an effective Critical Incident Response Team. Complete a formal team exercise annually.
<b>◆6. REGIONAL STRATEGY:</b> Expand community health and safety partnerships.
<b>Investment: Regional \$103,000 (base)</b>
<i>Outcome:</i> Provide increased training opportunities for students in health and safety.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Create career internships in health and safety and marketing programs to promote them.
<b>2<sup>nd</sup> – 5<sup>th</sup> Year Goals</b> Assess and create additional internship opportunities along with effective marketing strategies to encourage the development of internships and student knowledge of their availability.
<b>Accountable Unit(s): Regional Higher Education</b>
✓ <b>USO ALIGNED</b> Accountability Measure #20 (Economic Leadership—number of students engaged in internships and co-ops.

<b>7. STRATEGY:</b> Improve the management of risk for the university through implementation of an enterprise risk management system.
a.) <b>Outcome:</b> Identify strategic, financial, regulatory, and operational threats to the university.
b.) <b>Outcome:</b> Analyze threats and opportunities to achievement of university objectives and develop strategies or recommendations for minimizing threats or taking advantage of opportunities.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Assemble a university cross functional enterprise risk management committee.
<b>2<sup>nd</sup> – 3<sup>rd</sup> Year Goals</b> Complete an organizational risk assessment within 2 years.
<b>Accountable Unit(s): VP for Finance and Administration Office</b>
<b>8. STRATEGY:</b> Improve employee safety
a.) <b>Outcome:</b> Reduce incidents and costs related to employee injuries.
b.) <b>Outcome:</b> Reduce university workers' compensation costs.
c.) <b>Outcome:</b> Reduce time lost to injuries.
<b>Accountable Unit(s): VP for Finance and Administration Office</b>

**OBJECTIVE SIXTEEN: Increase the efficiency, quality, and accountability of academic support units and academic units through assessment, improved productivity, strengthened student, faculty, and staff service, and strategic cost reductions**

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service

[Objectives List](#)

<b>◆1. STRATEGY:</b> Academic support units to adopt a continuous improvement and customer-focused style while reducing costs whenever possible.
<b>Outcome:</b> Through Academic Support Unit Program Review develop and implement a Baldrige-based unit assessment process that results in a standard format for evaluating the centrality and effectiveness of every support unit. Both formative and summative evaluations will be conducted.
<b>Progress Indicator:</b>
<b>1<sup>st</sup> Year Goal</b> Conduct 5 Academic Support Unit Program Reviews
<b>5<sup>th</sup> Year Goal</b> Within five years every academic support unit will undergo a review.
<b>Accountable Unit(s): VP for Finance and Administration Office and Executive Vice President and Provost Office</b>
<b>◆2. STRATEGY:</b> Encourage academic and academic support units to assess their programs for improving teaching, learning, and services to students and to others.
<b>Outcome:</b> Reduce non-necessary and redundant student, faculty, and staff surveys in favor of more appropriate and efficient assessment methods.
<b>Progress Indicators:</b>
<b>Starting Point</b> Develop guidelines for best practices in assessment at Ohio University
<b>1<sup>st</sup> Year Goal</b> Improved coordination and usage of sample surveys and other assessment methods
<b>Accountable Unit(s): Institutional Research</b>
<b>◆3. STRATEGY:</b> Participate in the Voluntary System of Accountability (VSA).
<b>Outcome:</b> Establish procedures to collect and report information required by VSA: consumer information; undergraduate success and progress rates; future plans of bachelor's degree

recipients; student experiences and perceptions; student learning outcomes.
<b>Progress Indicators</b> [timed from formal commitment to join in fall 2008]:
Consumer information reported [3 months]
Undergraduate success and progress rates reported and College Portrait Web site up and running with the required documents [1 year]
Future plans of bachelor's degree recipients [2 years]
Student experiences and perceptions [experience data—3 months & NSEE results—2 years]
Student learning outcomes [learning objectives—3 months & test results—4 years]
<b>Accountable Unit(s): Institutional Research</b>
✓ <b>USO ALIGNED</b> Key Strategy: All universities will join the Voluntary System of Accountability (USO Master Plan, p. 109).
<b>4. STRATEGY:</b> Target the professional and organizational development offerings of the Center for Organizational Development and Effectiveness where there is a clear return on the investment already made.
<i>Outcome:</i> Drawing on the FYVOIP, regular surveys of academic and administrative leadership, and measurement of prior programs CODE will add value to the organization in terms of reduced risk through increased compliance and support of succession planning, and reduced costs through increased productivity. Success will be measured by customer satisfaction surveys and the extent to which programming is linked to the requirements of the strategic plan.
<b>Accountable Unit(s): VP for Finance and Administration</b>

**OBJECTIVE SEVENTEEN: Establish a stronger financial, legal, and compliance infrastructure**

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service

[Objectives List](#)

◆1. <b>STRATEGY:</b> Improve the balance sheet and overall financial strength of the university. [The outcomes that follow use a series of financial ratios established in Ohio Senate Bill 6 as standard indicators of financial health for institutions of higher education. SB6 scores for each financial ratio run from 0 to 5.]
a.) <i>Outcome:</i> Move our Primary Reserve Ratio to an SB6 score of 4.0 or greater. The primary reserve score provides a snapshot of the financial strength and flexibility of the University by showing how long the institution can function using its expendable reserves without relying on additional assets from operations.
<b>Metrics:</b>
<b>Starting Point</b> .239 Primary Reserve Ratio
<b>1<sup>st</sup> Year Goal</b> .250 Primary Reserve Ratio
<b>End Goal</b> Maintain .250 or higher for a SB6 score of at least 4.00
<b>Accountable Unit(s): VP for Finance and Administration Office</b>
b.) <i>Outcome:</i> Move our Net Income Ratio to an SB6 score of 4.0 or greater. The net income score provides a comparison of the change in total net assets to total revenues and is an indicator of current year surplus or deficit condition.
<b>Metrics:</b>
<b>Starting Point</b> .043 Net Income Ratio
<b>1<sup>st</sup> Year Goal</b> .050 Net Income Ratio
<b>End Goal</b> Maintain .050 or higher for a SB6 score of at least 5.0
<b>Accountable Unit(s): VP for Finance and Administration Office</b>

c.) <b>Outcome:</b> Maintain a Viability Ratio of at least an SB6 score of 3.0. The viability score measures the availability of expendable net assets to cover long-range debt.
<b>Metrics:</b>
<b>Starting Point</b> - .6 SB6 score (assuming the HDL purchase and construction of student health center)
<b>1<sup>st</sup> Year Goal</b> – Maintain .6 or greater Viability Ratio
<b>End Goal</b> - Maintain .6 or greater Viability Ratio
<b>Accountable Unit(s): VP for Finance and Administration Office</b>
d.) <b>Outcome:</b> Move our SB6 Composite Score to at least the average of Ohio institutions. The current average SB6 Composite Score for universities is 3.87.
<b>Metrics:</b>
<b>Starting Point</b> 3.2 SB6 Composite Score
<b>1<sup>st</sup> Year Goal</b> - 3.7 SB6 Composite Score
<b>End Goal</b> - State wide average SB6 Composite Score or better (currently 3.87)
<b>Accountable Unit(s): VP for Finance and Administration Office</b>
<b>◆2. STRATEGY:</b> Improve the financial controls and risk management environments.
a.) <b>Outcome:</b> Internal audit findings are promptly addressed.
<b>Progress Indicators:</b>
<b>Starting Point</b> Findings addressed at widely variable times or appear as repeat findings in next audit.
<b>1<sup>st</sup> Year Goal</b> Findings formally addressed within one year of initial finding.
<b>End Goal</b> Findings formally addressed within six months of initial finding.
<b>Accountable Unit(s): *Internal Audit Office, VP for Finance and Administration, and Executive Vice President and Provost Office</b>
b.) <b>Outcome:</b> Develop a robust, sustainable university control climate.
<b>Progress Indicators:</b>
<b>Starting Point</b> Develop and administer control climate survey. Determine effectiveness.
<b>1<sup>st</sup> Year Goal</b> Develop a strategic implementation plan for improving the control climate in conjunction with university stakeholders.
<b>End Goal</b> Maintain a robust, sustainable university control climate
<b>Accountable Unit(s): Internal Audit Office, VP for Finance and Administration, and Executive Vice President and Provost Office</b>
<b>◆3. STRATEGY:</b> Ensure legal regulatory and ethical compliance.
a.) <b>Outcome:</b> Financial and research conflicts of interest identified and establish regular training opportunities for university faculty and staff in these areas.
<b>Progress Indicators:</b>
<b>Starting Point</b> Use procedures established in the area of research to help develop policies regarding financial conflicts of interest and create training sessions.
<b>End Goal</b> Self-certification procedures in place.
<b>Accountable Unit(s): VP for Research/Creative Activity/Graduate College Office, VP for Finance and Administration, and Executive Vice President and Provost Office</b>
b.) <b>Outcome:</b> Establish a University Code of Ethics understood and practiced by all employees.
<b>Progress Indicators:</b>
<b>1<sup>st</sup> Year Goal</b> Develop code in conjunction with stakeholder groups and establish an annual

method of refreshing/increasing employee familiarity with the code.
<b>End Goal</b> Establishment of a clear and accessible University Code of Ethics
<b>Accountable Unit(s): Executive Staff and Deans</b>

**OBJECTIVE EIGHTEEN: Improve campus accessibility**

Goal: Enrich the environment for students, faculty, staff and the region

[Objectives List](#)

◆1. <b>STRATEGY:</b> Improve physical accessibility of campus for students, employees, and visitors to campus.
<b>Outcome:</b> Establish and maintain compliance with federal disabilities law (ADA/Sec. 504)
<b>Progress Indicators:</b>
<b>Starting Point:</b> The campus topography and aged physical plant present challenges to universal accessibility. Progress to date has generally been tied to planned renovations and in response to specific complaints.
<b>1<sup>st</sup> Year Goal:</b> President’s Advisory Committee on Disabilities (Physical Accessibility Subcommittee) will coordinate with the Facilities Planning Advisory Committee to plan an inventory of campus physical accessibility needs and priorities. A consultant will be retained to complete this work. Annual allocation of funds will be made to undertake and complete priority improvements as identified by the inventory.
<b>End Goal:</b> Improved architectural accessibility, compliance with building code requirements in regard to ADA, increased awareness of accessibility processes and needs, and a more proactive approach to improving accessibility resulting in fewer complaints.
<b>Accountable Unit(s): *University Planning and Implementation, Disability Services</b>
◆2. <b>STRATEGY:</b> Improve web accessibility for students, employees, and members of the public.
<b>Outcome:</b> Establish and maintain for Ohio University’s Web appropriate international standard as recognized by the Web Accessibility Initiative ( <a href="http://www.w3.org/WAI/">http://www.w3.org/WAI/</a> )
<b>Progress Indicators:</b>
<b>Starting Point:</b> Campus awareness of and accountability for web accessibility is minimal. Information Technology, Disability Services and the President’s Advisory Committee on Disabilities have commenced collaborations on planning for accessible web sites university-wide.
<b>1<sup>st</sup> Year Goal:</b> A plan for campus web accessibility will be developed which will identify priorities, timeline, tasks, costs and responsible parties.
<b>End Goal:</b> Campus web presence will have achieved an appropriate level of accessibility, in relationship to international standards, and ongoing web accessibility will be embedded in university web operations.
<b>Accountable Unit(s): *Information Technology, Disability Services, Communications and Marketing.</b>
◆3. <b>STRATEGY:</b> Create a collaborative relationship of shared responsibility and education between academic units and the Office of Disability Services in the implementation of academic adjustments and auxiliary aids for students.
<b>Outcome:</b> Equitable implementation of academic adjustments to students, in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, while maintaining academic integrity.
<b>Progress Indicators:</b>
<b>Starting Point:</b> The Office for Institutional Equity & Disability Services does not have sufficient human resources or space to proctor exams for students with disabilities.

<b>1<sup>st</sup> Year Goal:</b> Establish a committee composed of representatives from each academic college, University Planning and Implementation and Disability Services to develop a plan of transition and shared responsibility for proctoring services.
<b>End Goal:</b> Proctoring sites established within each college and sufficient proctoring space housed within the Office of Disability Services.
<b>Accountable Unit(s):</b> Office of Disability Services and Colleges

**OBJECTIVE NINETEEN: Improve campus facilities and strengthen commitment to sustainability.**  
 Goal: Enrich the environment for students, faculty, staff and the region. [Objectives List](#)

<b>◆STRATEGY:</b> Promote sustainability and the continued “greening” of all campuses
a.) <b>Outcome:</b> Expand the Office of Sustainability to be fully functional given current mission scope--the reduction of the university’s purchased utilities, the reduction of our carbon footprint, and the change from a campus culture of consumption to one of conservation.
<b>Progress Indicators:</b>
<b>Starting Point</b> Current operations are funded at 50% of current required capacity.
<b>1<sup>st</sup> Year Goal</b> Expand operation to be fully functional.
<b>2<sup>nd</sup>-5<sup>th</sup> Year Goals</b> Further enhance operations by adding resources in conjunction with reductions in waste for the continued greening of Ohio University.
<b>Accountable Unit(s):</b> VP for Finance and Administration Office
b.) <b>Outcome:</b> Develop recycling/reuse programs that conserve resources and also produce a net return to the university.
<b>Progress Indicators:</b>
<b>Starting Point</b> Create an outline for a new Waste Management Plan.
<b>1<sup>st</sup> Year Goal</b> Develop a project proposal for a Materials Recovery Facility (MRF).
<b>End Goal</b> Fund, develop, and implement an MRF.
<b>Accountable Unit(s):</b> Office of Sustainability and VP for Finance and Administration Office
c.) <b>Outcome:</b> Develop construction and maintenance standards that support the President’s Climate Commitment and the State’s energy use standards.
<b>Progress Indicators:</b>
<b>Starting Point</b> Collect data and inventory current energy use and carbon footprint.
<b>1<sup>st</sup> Year Goal</b> Develop strategies and propose standards.
<b>End Goal</b> Adopt and implement building and operating standards.
<b>Accountable Unit(s):</b> VP for Finance and Administration
d.) <b>Outcome:</b> Develop a campus culture of sustainability and conservation. Reduce energy consumption per square foot by 5% per year, with one fifth of that reduction resulting from low-cost behavioral and process changes.
<b>Metrics:</b>
<b>Starting Point</b> Collecting and documenting current consumption.
<b>1<sup>st</sup> Year Goal</b> 5% reduction in energy use per square foot
<b>5<sup>th</sup> Year Goal</b> 23% reduction in energy use per square foot
<b>Accountable Unit(s):</b> VP for Finance and Administration

e.) <b>Outcome:</b> Reduce Ohio University’s carbon footprint and develop a phased plan toward climate neutrality.
<b>Progress Indicators:</b>
<b>Starting Point</b> No footprint measure.
<b>1<sup>st</sup> Year Goal</b> Define carbon footprint annually starting in 1990.
<b>End Goal</b> Complete a climate strategy and target a date for climate neutrality.
<b>Accountable Unit(s): VP for Finance and Administration</b>

**OBJECTIVE TWENTY: Improve the overall health of our faculty and staff by creating a culture of wellness and by encouraging healthy lifestyles**

Goal: Enrich the environment for students, faculty, staff, and the region

[Objectives List](#)

◆1. <b>STRATEGY:</b> Through the Health Benefits Committee determine effective strategies for employee health and wellness by examining best practices at other institutions of higher education and exemplary models in the private sector.
<b>Outcome:</b> Compile a list of prioritized recommendations of employee health and wellness practices along with estimated costs of each initiative.
<b>Progress Indicators:</b>
<b>Starting Point</b> Begin survey of practices in Spring 2008.
<b>1<sup>st</sup> Year Goal</b> Complete and present recommendations.
<b>2<sup>nd</sup> Year Goal</b> Begin implementation of selected recommendations.
<b>Accountable Unit(s): Human Resources</b>
◆2. <b>STRATEGY:</b> Support the collaborative initiative “Healthy Ohio” through campus-wide communications and incentives on all campuses.
<b>Investment: Athens \$15,000 (OTO)</b>
<b>Outcome:</b> Increase the Health Risk Appraisal participation by 5% each year for the next five years.
<b>Proposed for Investment</b>
<b>Progress Indicators:</b>
<b>Starting Point</b> Current level of participation.
<b>1<sup>st</sup> Year Goal</b> Level of programming and participation based on Health Risk Appraisal group results and evaluations.
<b>End Goal</b> Level of programming and participation based on Health Risk Appraisal group results and evaluations.
<b>Accountable Unit(s): Human Resources</b>
◆3. <b>STRATEGY:</b> Enhance health and wellness education initiatives for faculty and staff.
<b>Outcome:</b> Implement a variety of educational programs/services (didactic and skill-based) for faculty and staff—based and prioritized on the Health Risk Appraisal group results and evaluations.
<b>Progress Indicators:</b>
<b>Starting Point</b> Current level of participation.
<b>1<sup>st</sup> Year Goal</b> Level of programming and participation based on Health Risk Appraisal group results and evaluations.
<b>End Goal</b> Level of programming and participation based on Health Risk Appraisal group results and evaluations.
<b>Accountable Unit(s): Human Resources</b>

**OBJECTIVE TWENTY-ONE: Encourage faculty, students, and staff to aspire to national leadership in advancing knowledge and practices in their fields of expertise and facilitate notable student, faculty, and staff achievements and their recognition**

Goal: Enhance prominence within Ohio, the nation, and the world

[Objectives List](#)

<b>STRATEGY:</b> Develop the appropriate expertise, resources, and facilities to provide the information and assistance needed to encourage national leadership and support notable achievements and their recognition.
◆ a.) <b>Regional Outcome:</b> Establish a visible national presence in key organizations.
<b>Investment: Regional \$5000 (base)</b>
<b>Progress Indicator:</b>
Increase in participation level in national organizations.
<b>Accountable Unit(s): Regional Higher Education</b>
<b>b.) Outcome:</b> Establish a campus culture that supports, facilitates, and recognizes the efforts of students, faculty, and staff who accept the challenges of national leadership and the pursuit of notable achievements.
<b>Accountable Unit(s): All units</b>
<b>c.) Outcome:</b> Demonstrate steady and successful participation in opportunities overseen by the Office of Nationally Competitive Awards, the Center for Teaching and Learning, the Office of International Affairs, and the Center for Organization Development and Effectiveness.
<b>Accountable Unit(s): Executive Vice President and Provost Office, Colleges, and VP for Finance and Administration</b>

**OBJECTIVE TWENTY-TWO: Further integrate intercollegiate athletics in general campus activities**

Goal: Enrich the environment for students, faculty, staff, and the region

[Objectives List](#)

<b>1. STRATEGY:</b> Expand faculty involvement in the student athlete experience
<b>2. STRATEGY:</b> Dedicate resources to improve the Division 1A athletic experience for all students.
<b>3. STRATEGY:</b> Expand the role of the Student Athlete Advisory Committee
<b>Outcomes:</b> ICA will be wholly embedded in the mission of Ohio University and will make positive contributions to the undergraduate and graduate student experiences.
<b>Accountable Unit(s): Intercollegiate Athletics and Colleges</b>

# COLLEGE OF OSTEOPATHIC MEDICINE FIVE YEAR VISION OHIO IMPLEMENTATION PLAN

The College of Osteopathic Medicine is a participant in the Five Year Vision Ohio Implementation Plan process, but because they have a different mission requiring unique objectives their plan has not been incorporated into the main document.

## College of Osteopathic Medicine Five Year Vision Ohio Implementation Plan Goals

Goal: Strengthen OU-COM Medical Education and Research

*Estimated Investment: \$1.36 M over five years*

Goal: Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research

*Estimated Investment: \$2 M to \$6 M over five years*

Goal: Improve Faculty, Staff, and Student Quality and Diversity

*Estimated Investment: \$1.94 M over five years*

Goal: Enrich Environment

*Estimated Investment: \$40 K over five years*

Goal: Fortify infrastructure

*Estimated Investment: \$2.61 M over five years*

Goal: Enhance local, regional and national prominence

*Estimated Investment: \$4.7 M over five years*

### **OBJECTIVE ONE: Validate curricula and take steps to address any identified weaknesses**

Goal: Strengthen OU-COM Medical Education and Research

1. <b>STRATEGY:</b> Compare content to internal and external standards, and track student performance on objective assessments, and address any weaknesses.
2. <b>STRATEGY:</b> Evaluate the learning process by examining the proportion of active, integrative learning activities, and student and faculty satisfaction, and address any weaknesses.
3. <b>STRATEGY:</b> Evaluate curriculum outcomes against internal and external criteria, and address any weaknesses.
<i>Outcome:</i> Benchmarks will be set and the curriculum evaluated against standards for curriculum content learning processes, and outcomes, and any deficiencies will be addressed by focused curriculum development projects over a five year period.

### **OBJECTIVE TWO: Find ways to increase the efficiency of teaching in both curricula while maintaining overall quality**

Goal: Strengthen OU-COM Medical Education and Research

<b>STRATEGY:</b> Analyze costs of the two OU-COM curricula, including faculty workload, and identify areas of possible cost savings.
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**Outcome:** Curricular costs will be analyzed and compared, with areas of cost savings that do not compromise quality identified and implemented over a five-year period.

**OBJECTIVE THREE: Provide dynamic curricula open to new developments in medicine and in society, and open to questioning by students, faculty, and staff**

Goal: Strengthen OU-COM Medical Education and Research

**STRATEGY:** Increase the presence of multicultural issues, patient safety, evidence-based medicine, human sexuality, and other current social and medical topics in the curricula, based on input from students, faculty, and staff.

**Outcome:** Develop and implement focused curriculum development projects continuously over a five-year period.

**OBJECTIVE FOUR: Incorporate research design and analysis into the student experience**

Goal: Strengthen OU-COM Medical Education and Research

**STRATEGY:** Analyze the current research design thread in the curricula, compare it to standards, and increase its quality and integration into the curricula.

**Outcome:** Develop and implement focused research design curriculum development projects continuously over a five-year period.

**OBJECTIVE FIVE: Promote excellence and innovation in predoctoral and graduate osteopathic medical education**

Goal: Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research

**1. STRATEGY:** Recruit and retain skilled and dedicated clinical preceptors for our trainees.

**Outcome:** Pay and support predoctoral clinical preceptors. All CORE GME program directors will have paid, protected teaching time provided by their hospital sponsors, implemented over a five year period.

**2. STRATEGY:** Promote structured, consistent learning experiences and uniform learning outcomes in required rotations.

**Outcome:** Key progress indicators such as explicit learning objectives and learning outcomes for the AOA core clinical competencies will be defined and measured by collaborative teams from OU-COM and the CORE, so that all rotations provide a structured learning experience leading to achievement of outcome measures. This is a five-year project.

**OBJECTIVE SIX: Work with the CORE member hospitals to recruit and retain OU-COM students and affiliated COM students in CORE GME programs in Ohio**

Goal: Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research

**1. STRATEGY:** 80% or more of CORE member hospitals' medical education units will participate in recruitment workshops provided by OU-COM's Admissions Office.

**2. STRATEGY:** Increase the visibility of CORE hospital programs on the Athens campus.

*Outcome:* 60% or more of OU-COM seniors will matriculate and complete CORE GME programs.

**OBJECTIVE SEVEN: Optimize the integration and cost-effectiveness of the OU-COM and CORE hospital relationship**

Goal: Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research

**1. STRATEGY:** Implement New Innovations software features and enhancements sufficiently to prepare federal reports, accreditation reports (Board of Regents, CORE, AOA, COCA, OPTI), and better utilize rotation slots.

**2. STRATEGY:** Increase the visibility of CORE hospital programs on the Athens campus.

**OBJECTIVE EIGHT: Develop and expand education programs in strategic areas.**

Goal: Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research

**STRATEGY:** Identify faculty champions; develop key curricular topics, objectives, materials, and assessment methods; develop implementation strategies.

*Outcome:* Over a five-year period, rotations will be developed or supplemented concerning: rural and small-community medicine, practice management, managed health care, patient safety, risk management, EBM (Evidence-Based Medicine).

**OBJECTIVE NINE: Support faculty succession planning within academic departments to maintain sufficient Group I faculty in appropriate disciplines to carry out the College's academic mission**

Goal: Improve Faculty, Staff, and Student Quality and Diversity

**STRATEGY:** Negotiate departmental staffing with chairs.

*Outcome:* Within five years, all academic departments will maintain at least two tenure-track faculty members who are receiving faculty development in administrative skills.

**OBJECTIVE TEN: Maintain appropriate compensation for faculty and staff**

Goal: Improve Faculty, Staff, and Student Quality and Diversity

**STRATEGY:** Conduct market-based review of salaries for faculty and staff on a regular basis.

*Outcome:* Maintain salaries and benefits that are consistent with the external market and internally consistent within OU-COM.

**OBJECTIVE ELEVEN: Recruit underrepresented minority and socioeconomically diverse students, faculty, and staff**

Goal: Improve Faculty, Staff, and Student Quality and Diversity

**STRATEGY:** Continue and strengthen student recruitment pipeline programs and faculty diversity recruitment efforts.

**Outcome:** The composition of each incoming class should reflect no less than 15% URM (under-represented minority) and 15% economically disadvantaged enrollment. The College will move toward a 20% URM enrollment over a period of five years.

**OBJECTIVE TWELVE: Cultivate an environment of professionalism at OU-COM**

Goal: Enrich Environment

**STRATEGY:** Promote professionalism as part of the College's core values and expectations of students.

**Outcome:** Within two years, student and faculty knowledge of and commitment to standards of professionalism will approach 100%.

**OBJECTIVE THIRTEEN: Provide appropriate support services for osteopathic medical students**

Goal: Enrich Environment

**STRATEGY:** Maintain and strengthen programs in student affairs, financial aid, student academic assistance, mentoring, and health care.

**Outcome:** Within five years, student satisfaction with these programs will exceed 90%.

**OBJECTIVE FOURTEEN: Continue to foster growth and leadership opportunities for our students and graduates through special fellowship, international programs, and the like**

Goal: Enrich Environment

**1. STRATEGY:** Document and standardize the quality of student experiences; track and identify the effects of special programs experiences on student careers after graduation.

**2. STRATEGY:** Provide every OU-COM student with the educational opportunity to work with the uninsured and underserved residents of SE Ohio.

**Outcome:** Within five years, student participation in leadership opportunities will exceed 25%, and participation in service to SE Ohio residents will approach 100%.

**OBJECTIVE FIFTEEN: Provide a safe, secure learning and research environment for students, faculty, and staff**

Goal: Enrich Environment

**STRATEGY:** Secure OU-COM facilities using current technologies and appropriate policies and identification systems for students, faculty, and staff.

**Outcome:** Implement faculty and staff IDs intended to be worn at work within three years, and use them to help implement improved building security via key card access within three years.

**OBJECTIVE SIXTEEN: Develop and maintain a fiscal reserve sufficient to buffer the College against the many budget variables that are beyond our control**

Goal: Fortify infrastructure

**STRATEGY:** Integrate fiscal reserve planning into budgeting processes.

**Outcome:** In 2008 and for the foreseeable future, a fiscal reserve of 10-12% of the total OU-COM budget will be maintained.

**OBJECTIVE SEVENTEEN: Raise sufficient funds through development efforts to support several significant and ongoing College priorities**

**Goal:** Fortify infrastructure

**STRATEGY:** Support OU-COM by developing a college endowment. Support the College's academic mission (teaching, learning, and research) by raising funds to support the Academic Research Center, student scholarships, and endowed professor and chair positions. Support the College's service and diversity mission by raising funds to institutionalize and strengthen diversity programs.

**Outcome:** Development goals to be agreed upon with Ohio University development officers at a sufficient level to accomplish the listed strategies.

**OBJECTIVE EIGHTEEN: Work at state level to secure additional base and one-time-only funding for OU-COM**

**Goal:** Fortify infrastructure

**STRATEGY:** Enhance current efforts by the Dean and other OU-COM senior officers to secure additional state funding.

**Outcome:** Achieve increased state funding for medical education.

**OBJECTIVE NINETEEN: Develop an OU-COM facilities planning, construction, and renovation cycle that implements OU-COM programmatic priorities**

**Goal:** Fortify infrastructure

**STRATEGY:** Work with partners to build a new clinic facility. Continue and strengthen the annual facilities planning process.

**Outcome:** Obtain partner commitments and funding for a new clinic building within one year.

**Outcome:** Assist clinical faculty in transitioning to the new clinical facility.

**OBJECTIVE TWENTY: Strengthen the CORE System**

**Goal:** Fortify infrastructure

**1. STRATEGY:** Promote CORE membership for multiple-hospital Ohio health care systems.

**Outcome:** Further develop the mechanism for membership for larger Ohio health care systems.

**2. STRATEGY:** Increase the geographic diversity of the CORE System in Ohio.

**Outcome:** Within five years, the CORE System will have training sites in each major region of the state.

**OBJECTIVE TWENTY-ONE: Enhance the development of the network infrastructure for the Ohio University College of Osteopathic Medicine/Centers for Osteopathic Research and Education (OU-COM/CORE)**

Goal: Fortify infrastructure

<b>1. STRATEGY:</b> Plan, design and implement appropriate network technologies including hardware and telecommunications infrastructure for medical education, research and direct services.
<i>Outcome:</i> 100% compatibility with educational partners for technical and legal compliance.
<i>Outcome:</i> Reduce hardware footprint by 75% and implement “green IT” solutions to reduce operating cost.
<i>Outcome:</i> Implement virtualization technology where appropriate.
<b>2. STRATEGY:</b> Maintain a scalable and secure computer server and storage infrastructure.
<i>Outcome:</i> Continue migration to blade servers to reduce server inventory.
<i>Outcome:</i> Migrate storage and data management to comprehensive data lifecycle tools.
<b>3. STRATEGY:</b> Complete an annual review process for continued quality improvement (CQI).
<i>Outcome:</i> Implement a CQI program to include: security and privacy policies and procedures, backup and disaster recovery, Health Insurance Portability and Accountability Act (HIPAA), and Family Educational Rights and Privacy Act (FERPA) and other appropriate state and federal requirements.

**OBJECTIVE TWENTY-TWO: Ensure effective information technology security practices**

Goal: Fortify infrastructure

<b>STRATEGY:</b> Work collaboratively with university Office of Information Technology (OIT) to enhance appropriate information technology (IT) security policies and procedures that serve both the university and the college’s unique requirements.
<i>Outcome:</i> Maintain or exceed established best practices for data and network management.
<i>Outcome:</i> Maintain and enhance current OU-COM data protection.
<i>Outcome:</i> Protect and maintain current OU-COM partners’ data.

**OBJECTIVE TWENTY-THREE: Maintain a collegial relationship with faculty and staff and offer consultation on technology issues**

Goal: Fortify infrastructure

<b>1. STRATEGY:</b> Enhance knowledge in support of medical education, research and healthcare delivery.
<i>Outcome:</i> Improve understanding of needs and issues concerning medical informatics, educational technology and business solutions.
<b>2. STRATEGY:</b> Maintain and develop appropriate educational facilities to meet the demands of a dynamic medical curriculum.
<i>Outcome:</i> Work collaboratively with curriculum directors and deans to ensure appropriate development of educational technologies to meet the mission and goals of OU-COM’s academic program.

**OBJECTIVE TWENTY-FOUR: Utilize technology to enhance the academic mission of instruction, research and service**

Goal: Fortify infrastructure

<b>1. STRATEGY:</b> Investigate and recommend appropriate electronic testing solutions.
<i>Outcome:</i> Deploy and evaluate electronic testing per curriculum guidelines.
<b>2. STRATEGY:</b> Continue external funding for Health Information Technology (HIT) initiatives supporting academic and service missions.
<i>Outcome:</i> Submit two (2) National Institutes of Health (NIH) or National Science Foundation (NSF) grants and three (3) additional state/federal program grants.
<b>3. STRATEGY:</b> Achieve regional, state and national recognition as HIT leader, especially in rural health and the Appalachian region.
<i>Outcome:</i> Continue to develop annual rural health conference.
<i>Outcome:</i> Continue to develop southeast Ohio Regional Health Information Organizational (RHIO)
<b>4. STRATEGY:</b> Improve work flow processes
<i>Outcome:</i> Continue to implement and promote more effective and efficient applications

**OBJECTIVE TWENTY-FIVE: Fortify the SE Ohio healthcare delivery system**

Goal: Enhance local, regional and national prominence

<b>STRATEGY:</b> Maintain the viability, improve the effectiveness, and expand the clinical services of the practice plan by forming strong partnerships with other healthcare agencies and funders.
<i>Outcome:</i> Increase the quality and availability of medical services to the Athens community and OU staff and students.
<i>Outcome:</i> Within two years, form partnerships with at least two additional health care systems.

**OBJECTIVE TWENTY-SIX: Expand community services in SE Ohio**

Goal: Enhance local, regional and national prominence

<b>STRATEGY:</b> Continue to provide medical care to those unable to pay through the free clinic, the family practice residency program, and other programs.
<i>Outcome:</i> Increase the annual level of medical care provided to those unable to pay.

**OBJECTIVE TWENTY-SEVEN: Promote drug discovery and commercialization of research**

Goal: Enhance local, regional and national prominence

<b>STRATEGY:</b> Provide funding and faculty release time for drug discovery and research commercialization projects.
<i>Outcome:</i> Within five years, conduct three new projects related to drug discovery and research commercialization.

**OBJECTIVE TWENTY-EIGHT: Increase internal and external research funding**

Goal: Enhance local, regional and national prominence

<b>1. STRATEGY:</b> Continue and strengthen current programs that support applications for research funding.
<i>Outcome:</i> Increase external research by 5% per year for five years.
<b>2. STRATEGY:</b> Develop and recruit more research-active faculty.
<i>Outcome:</i> Recruit additional faculty dedicated to research over the next five years.
<i>Outcome:</i> Complete and equip new research facility (ARC).

## APPENDIX

### DESCRIPTIONS OF CHANGES TO THE TEXT OF THE PLAN AUTHORIZED, DECEMBER 2008

#### 1. Make changes to the wording of Outcome (d) of Objective 19.

##### Action #1: Reword Outcome (d)

Facilities requested a change in the wording of Outcome (d) so that it would incorporate “the cultural aspect of conservation and stress the importance and advantage of low-cost solutions.”

*Original Outcome (d):* “Reduce energy consumption per square foot by 5% per year.”

*Revised Outcome (d):* “Develop a campus culture of sustainability and conservation. Reduce energy consumption per square foot by 5% per year, with one fifth of that reduction resulting from low-cost behavioral and process changes.”

##### Action #2: Change the 5<sup>th</sup> Year metric

Facilities requested a revision in the 5<sup>th</sup> year metric in order to “correct the 5<sup>th</sup> year reduction calculation.”

*Original Metric:* 24% reduction in energy use per square foot

*Revised Metric:* 23% reduction in energy use per square foot

#### **FYVOIP Gloss**

Strategy: Promote sustainability and the continued “greening” of all campuses

Objective 19: Improve campus facilities and strengthen commitment to sustainability.

Goal: Enrich the environment for students, faculty, staff, and the region.

#### 2. Delay the implementation of Objective 1, Strategy 6, Outcome (d) until Year Two. Change the wording of Outcome (d).

University Human Resources requested the change to “allow new leadership in UHR to discuss this issue with deans, chairs, and directors to determine the best path forward.”

In the course of discussing this request, VOSC suggested that the outcome as currently written was vague and needed to be clarified.

Action #1: Delay the implementation of Outcome (d), Strategy 6, Objective 1 until Year Two.

Action #2: Change Outcome (d) as follows:

*Original:* University Human Resources to survey deans, chairs, and directors to determine faculty employment needs and work with academic leadership to determine which areas should be prioritized.

*Revised:* University Human Resources to work with deans, chairs, and directors to determine ways in which the administrative processes associated with faculty hiring can be made more efficient and effective. [N.B. the change was run past UHR].

#### **FYVOIP Gloss**

Strategy 6: Develop retention, orientation, and professional development programs for faculty, and develop the capacity to assist departments and schools with faculty employment related issues.

Objective 1: Create and implement a Strategic and Comprehensive Human Resources Plan

Goal: Recruit and retain talented and diverse students, faculty, and staff

3. Move Outcome (c) of Strategy 9, Objective 1 to Year One.

Outcome (c) involves the assessment of student hourly employment services with the goal of developing and implementing a comprehensive plan to improve student hourly employment. University Human Resources has funded this project out of existing resources and it is now moving forward with it.

**FYVOIP Gloss**

Strategy 9: Enhance the employment services in University Human Resources

Objective 1: Create and implement a Strategic and Comprehensive Human Resources Plan

Goal: Recruit and retain talented and diverse students, faculty, and staff

4. Change progress indicators for Outcome (c), Strategy 6, Objective 1

Outcome (c) concerns the development of priority programs in the Faculty Commons to respond to faculty development needs and interests. The submission sought to strengthen the progress indicators by making them more specific and including the other units that make up the Faculty Commons.

*Original progress indicators:*

**Starting Point** Undertake an assessment to identify priority programming needs/interests.

**1<sup>st</sup> Year Goal** Provide training in areas identified in needs/interests assessment.

**End Goal** Offer a changing menu of development opportunities throughout the academic year and demonstrate sufficient levels of faculty participation and satisfaction.

**Accountable Unit(s): Center for Teaching and Learning**

*Revised progress indicators:*

**Starting Point** Use multiple sources of data to identify priority faculty development programming needs and interests, including but not limited to meeting with faculty groups; meeting with deans and department chairs/directors; using assessments provided by participants in faculty development programs and workshops.

**1<sup>st</sup> Year Goal** Prepare report outlining central findings from data sources; target top three programming needs for action.

**End Goal** Offer targeted programs consistent with identified faculty development needs/interests, and demonstrate faculty satisfaction with program quality. Faculty development needs/interests to be evaluated on an ongoing basis, using multiple sources of data outlined above, with results disseminated annually.

**Accountable Unit(s): \*Center for Teaching and Learning; Center for Writing Excellence; Center for Academic Technologies; Campus-Community Engagement**

**FYVOIP Gloss**

Strategy 6: Develop retention, orientation, and professional development programs for faculty, and develop the capacity to assist departments and schools with faculty employment related issues.

Objective 1: Create and implement a Strategic and Comprehensive Human Resources Plan

Goal: Recruit and retain talented and diverse students, faculty, and staff

5. Add metrics to Regional Outcome (b), Strategy 1, Objective 9

Outcome (b) reads as follows: “Improve faculty/student satisfaction with technology services.” Currently there are no metrics for this outcome. The proposed metrics are:

**1<sup>st</sup> Year Goal** Engage at least 15 regional campus faculty and staff in the 2008 Blackboard 7.3 pilot project.

**End Goal** Ensure that all regional campus faculty are engaged in or aware of Blackboard 7.3 and available OIT academic technology options, as well as how to use these technologies.

**FYVOIP Gloss**

Strategy 1: Maintain and enhance up-to-date course management systems and services. The first year will build upon the Spring 2008 Blackboard 7.3 pilot project to fully deploy the newest CMS version. In addition, the OIT Academic Technologies department will be redesigned to become a full partner in the Faculty Commons.

Objective 9: Use technology to enhance the academic mission of instruction, research, and service

Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service.

6. Add metrics and accountability to Outcome (e), Objective 3

Outcome (e) reads as follows: “As a targeted program, offer a B.S.N. (Bachelor of Science in Nursing) on the Athens campus beginning Fall 2009 with 100 students per year to respond to needs in the region and generate additional revenue.” The proposed metrics and accountability are:

**Metric:**

**1<sup>st</sup> Year Goal** Enroll 150 (with goal, after attrition, of having a cohort of 100 students)

**End Goal** Graduate first class in new B.S.N. program in AY 2012-2013

**Accountable Unit(s):** \*College of Health and Human Services, Enrollment Management Office, and Office of Admissions

**FYVOIP Gloss**

Strategy: Through Undergraduate Centers of Excellence Review, Task Force on the Future of Regional Campuses, and the Strategic Enrollment Management Plan (see, Objective 10) identify undergraduate programs for future investment.

Objective 3: Invest in targeted undergraduate programs.

Goal: Strengthen undergraduate education