



DRAFT FIVE YEAR VISION OHIO IMPLEMENTATION PLAN

Executive Summary

A revised draft action plan, grounded in *Vision Ohio* and responsive to feedback gathered during Fall 2007, will be formally presented to the campuses on January 16. The revised plan, now known as the *Five Year Vision Ohio Implementation Plan*, identifies a set of strategic initiatives to undertake in three high-priority areas: (1) strengthening undergraduate education; (2) making targeted investments in graduate education and research; (3) enhancing the recruitment and retention of students. These initiatives will bolster the University and position it to succeed in an external environment replete with significant challenges, including an uncertain economic outlook for the State of Ohio and the public's opposition to increases in tuition and fees. Funding for the initiatives in the first year will not come from budget cuts and reallocations but instead from institutional reserves and carryforward accounts. In subsequent years, investments will be funded from new revenues generated from recruitment and retention efforts and from cost savings generated by productivity improvements. Any reallocation in future years will be based on results of program prioritization processes conducted in academic units and academic support units.

Points of Note

- This document is a work in progress. It captures one stage of an ongoing process.
- This document is an amalgamation of many suggestions, concerns, and ideas. It reflects the FYAAP Committee summary report, the reports submitted by each of the constituent groups, the report prepared by the Executive Vice President and Provost, and the multiple meetings that brought together the President, the Executive Vice President and Provost, the Vice Presidents, members of the Executive Staff, and the Deans.
- This document maintains the original structure of the plan with goals derived from Vision Ohio followed by objectives, strategies, and outcomes. Wording of some of the goals and objectives have changed. Strategies and outcomes have been revised, added, or subtracted. The reshaped goals of the Five Year Vision Ohio Implementation Plan are:
 - Strengthen undergraduate education
 - Enhance graduate and professional education and research
 - Recruit and retain talented and diverse students, faculty, and staff
 - Enrich the environment for students, faculty, staff, and the region
 - Fortify and align infrastructure to enhance the academic missions of instruction, research, and service
 - Enhance prominence within Ohio, the nation, and the world
- This document is structured, however, around objectives rather than goals. In this plan, objectives will drive implementation.

- This document reflects a strategic ordering process undertaken by the Academic Leadership and the Executive Staff. Each objective in this document was deemed to be significant. It would not be included otherwise. Implementation, however, necessitates establishing a point of departure. The implementation rubric for the plan calls for fiscal discipline in the service of academic and institutional excellence. The strategic ordering of objectives reflects that rubric.
- This document consists of three parts. Part I is a full strategic ordering of objectives, strategies, and outcomes. Part II is a list of strategies being considered for new investment in the First Year of the plan. Part III is a list of first-order strategies (e.g. Centers of Excellence Reviews, improve balance sheet, etc.) to be prioritized within existing resources in the First Year of the plan.
- The success of the implementation of the objectives in this document depends on a multi-year commitment to pursuing revenue generation and cost savings, and on following through on the results of program prioritization processes. A list of strategies for accomplishing each of these activities can be found in Appendix I.
- The Five Year Vision Ohio Implementation Plan for the College of Osteopathic Medicine is provided in Appendix II. Completion of a Five Year Plan for the Regional campuses is expected shortly.

VISION OHIO Core Values and Guiding Principles

As Ohio University works to achieve its vision, a set of fundamental principles guide our decisions:

1. Strong undergraduate programs with a liberal arts core are a vital and necessary foundation.
2. Strong graduate and professional programs are necessary to achieve our educational, research, and creative mission.
3. All forms of research, scholarship, and creative activity are vital to the intellectual life of the university, and their integration into both graduate and undergraduate curricula is a key component of student success.
4. Learning at the university is enhanced by creating a community of students, faculty, and staff who come from diverse backgrounds. That community benefits from our commitment to international education and the inclusion of global perspectives in our curricula.
5. Advising, mentoring, personal interaction, and active engagement among faculty, staff, students, and alumni greatly enhance the educational experience.
6. Learning is derived from the totality of the college experience, including activities both inside and outside the classroom.
7. Shared governance—the inclusion of input from all constituent groups is central to our decision-making processes.
8. Our continuing success requires judgments about and selective investment in initiatives that will advance our mission.
9. Accountability is essential to effective management and requires commitments to assessment, planning, decision making, and continual improvement.

To support our educational mission in achieving the goals outlined above, we require a well-maintained infrastructure of people and facilities. Our academic support services exist to serve the academic mission: they should be effective, efficient, and continually improving. A sense of community and an appealing environment provide a special place in which to learn, live, and work. All individuals in the university community are valued; their skills and knowledge should be cultivated, their work supported, and their leadership skills developed. Interactions among all individuals in the university community should be built on standards of civility, integrity, caring, and collaboration. Our commitment to the region is expressed through stewardship of shared resources, access to programs and services, and contribution to economic development.

PART I— STRATEGIC ORDERING OF OBJECTIVES, STRATEGIES, OUTCOMES

- 1) **OBJECTIVE:** Improve retention rate, engagement, and graduation rate of undergraduate students. [**Goal: Strengthen undergraduate education**]
 - a) **Strategy:** Expand availability of learning communities including regional campuses
 - (1) **Outcome:** Increase freshman participation in learning communities by six (6) percentage points each year for the next five years.
 - (2) **Outcome:** Improve NSSE measures of student engagement among freshmen
 - b) **Strategy:** Improve academic advising
 - (1) **Outcome:** Increase four and six year graduation rates of undergraduate students by one (1) percentage point each year for the next five years.
 - c) **Strategy:** Increase undergraduate involvement in research, applied projects, and service learning opportunities at the local, regional, national, and international level
 - (1) **Outcome:** Increased applications and awards for PURF competition
 - (2) **Outcome:** Increased participation in applied internships and hands-on experience (e.g. WOUB, Voinovich School, Ralph and Lucy Schey Sales Centre, etc.)
 - (3) **Outcome:** Increased number of businesses served and placements made
 - (4) **Outcome:** Demonstrable evidence of knowledge transfer from university to region through undergraduate involvement in research, applied projects, and service learning
 - d) **Strategy:** Establish academic partnerships between colleges and ICA
 - (1) **Outcome:** Lead the Mid-American Conference in graduation rates
 - (2) **Outcome:** Assist ICA in meeting the “commitment to Academic Excellence” goal connected to the NCAA’s Challenging Athlete’s Minds for Personal Success (CHAMPS) program.
- 2) **OBJECTIVE:** Invest in targeted undergraduate programs. [**Goal: Strengthen undergraduate education**]
 - a) **Strategy:** Initiate an Undergraduate Centers of Excellence Review
 - (1) **Outcome:** Identify Undergraduate Programs targeted for investment/growth
 - b) **Strategy:** Use findings of Undergraduate Centers of Excellence Review to strategically support undergraduate interdisciplinary work and programs
 - c) **Strategy:** Increase faculty lines in targeted undergraduate areas
 - (1) **Outcome:** Increased undergraduate enrollment in targeted areas
 - (2) **Outcome:** Improved equity in faculty/student ratios in the College of Health and Human Services
 - d) **Strategy:** As a targeted program, offer a B.S.N. (Bachelor of Science in Nursing) on the Athens campus beginning Fall 2008 with 100 students per year to respond to needs in the region and generate additional revenue.
 - (1) **Outcome:** One hundred (100) additional undergraduate FTE per year each year for the next four years
- 3) **OBJECTIVE:** Improve the quality of the General Education program. [**Goal: Strengthen undergraduate education**]
 - a) **Strategy:** Provide additional instructional resources for General Education courses

- (1) Outcome: Increase freshman to sophomore student retention rate by one (1) percentage point each year for the next five years
- b) **Strategy**: Implement an assessment plan for General Education
 - (1) Outcome: Establish baseline for students' learning objectives and assess the extent to which students are meeting those objectives
- 4) **OBJECTIVE**: Increase strategic investment in targeted graduate and professional programs. [**Goal: Enhance graduate and professional education and research**]
 - a) **Strategy**: Finish Graduate and Professional Centers of Excellence Review.
 - (1) Outcome: Use findings of Graduate and Professional Centers of Excellence Review to determine ongoing and additional support for interdisciplinary academic programs
 - (2) Outcome: Through the Interdisciplinary Council, review existing policies and procedures to remove barriers inhibiting Centers of Excellence Interdisciplinary Program development and to recommend revisions to provide incentives for Center of Excellence Interdisciplinary Program development (includes review of promotion and tenure processes, University Curriculum Council approval processes, etc.).
 - b) **Strategy**: Implement a Graduate College
 - (1) Outcome: Improved visibility of graduate programs
 - (2) Outcome: Improved graduate student profile
 - (3) Outcome: Increased graduate applications by 2 percentage points each year for five years
 - (4) Outcome: Expedited processing of graduate applications
 - c) **Strategy**: Continue GERB process for Future Growth and Stipend Enhancement investments
 - (1) Outcome: Increased enrollments in targeted areas
 - d) **Strategy**: Provide additional or reallocated tuition waivers for Centers of Excellence programs
 - (1) Outcome: Increased enrollments in targeted areas
 - (2) Outcome: Improved graduate student profile
 - e) **Strategy**: Increase faculty lines to targeted graduate and professional programs emerging from the Centers of Excellence process
 - (1) Outcome: Increased enrollments in targeted areas
 - (2) Outcome: Improved graduate student profile
 - (3) Outcome: Improved placement of graduate students
- 5) **OBJECTIVE**: Invest in financial support for graduate students [**Goal: Enhance graduate and professional education and research**]
 - a) **Strategy**: Colleges to reallocate graduate stipends/tuition waivers to targeted areas
 - (1) Outcome: Increased support for graduate students in targeted areas
 - (2) Outcome: Increased enrollments in targeted areas
 - b) **Strategy**: Rebalance split between tuition and general fee
 - (1) Outcome: Reduce general fee costs to graduate students by \$300,000.
- 6) **OBJECTIVE**: Strengthen research and creative activity in targeted areas. [**Goal: Enhance graduate and professional education and research**]
 - a) **Strategy**: Implement GERB recommendations for investments in areas of research and creative activity including Centers and Institutes and the promotion of interdisciplinary work

- (1) Outcome: Improved graduate student profile in targeted areas
 - (2) Outcome: Improved placement of graduate students from targeted areas
 - (3) Outcome: Improvement in faculty recruitment in targeted areas
 - (4) Outcome: Increased grant and contract external funding in targeted areas
- b) **Strategy**: When Centers of Excellence Review is complete align GERB process with recommendations of Centers of Excellence Review to determine ongoing and additional support for research and creative activity in Centers and Institutes and in interdisciplinary work
- (1) Outcome: Improved graduate student profile in targeted areas
 - (2) Outcome: Improved placement of graduate students from targeted areas
 - (3) Outcome: Improved faculty recruitment in targeted areas
 - (4) Outcome: Allocation of faculty lines
 - (5) Outcome: Improvement in faculty recruitment in targeted areas
 - (6) Outcome: Increased grant and contract external funding in targeted areas
- c) **Strategy**: Review funding for faculty research/creative activity start-up and create guidelines for the establishment of base funding for start-up
- (1) Outcome: Increased grant and contract external funding for research
 - (2) Outcome: Improved faculty recruitment and retention
- 7) **OBJECTIVE**: Provide a dependable and secure network and systems infrastructure capable of ensuring effective information technology security practices and academic support. [**Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service**]
- a) **Strategy**: Design and implement a modern 10Gb Core Network Infrastructure
- (1) Outcome: Ensure 75% of all network hardware is six years old or less within 5 years
- b) **Strategy**: Establish a scalable and secure computer server and storage infrastructure
- (1) Outcome: Reduce storage environment to one OS and server environment to 3OSs within 5 years
- c) **Strategy**: Provide appropriate backup and disaster recovery on critical services
- (1) Outcome: Ensure all critical systems are on a scheduled DR program within 2 years
- d) **Strategy**: Develop and implement appropriate IT security policies and procedures
- (1) Outcome: Classify and appropriately protect all data within 3 years
- e) **Strategy**: Establish Identity Management (IdM) framework for secure and seamless protection of identities
- (1) Outcome: Migrate all identity systems to one encrypted secure architecture within five years
- f) **Strategy**: Implement ITIL Service Model (Single Point of Contact)
- (1) Outcome: Improve customer satisfaction rating by 5% each year
- g) **Strategy**: Establish IT “Campus Zone” Model for university-wide support
- (1) Outcome: Standardize all IT service providers onto central tracking system within 3 years
- h) **Strategy**: Maintain technology-enhanced classrooms across campus
- (1) Outcome: Achieve an annual average of 10 minute response time for all classroom technology problems

- 8) **OBJECTIVE:** 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**]
- a) **Strategy:** Maintain and enhance up-to-date course management systems and services
- (1) **Outcome:** Improve faculty/student satisfaction rating by 5% each year
- b) **Strategy:** Acquire and implement a fully-integrated student information system
- (1) **Outcome:** Web-enabled recruiting, admissions, registration, bursaring, class scheduling, and BI warehousing systems
- 9) **OBJECTIVE:** Create and implement a strategic enrollment management plan. [**Recruit and retain talented and diverse students, faculty, and staff**]
- a) **Strategy:** Recruit a Vice Provost for Enrollment Management
- (1) **Outcome:** Increase ACT composite mean scores of incoming freshman class by one-tenth (.1) of a point each year for next five years.
- (2) **Outcome:** Effective leveraging of financial aid resources
- (3) **Outcome:** Increase out-of-state students in incoming freshman class by two (2) percentage points each year for the next five years
- (4) **Outcome:** Increase multicultural diversity of incoming freshman by two (2) percentage points each year for next five years
- (5) **Outcome:** Increase multicultural diversity of incoming graduate students by two (2) percentage points each year for the next five years
- (6) **Outcome:** Increase the number of incoming freshmen from Ohio's Appalachian counties by two (2) percentage points each year for the next five years.
- (7) **Outcome:** Increase international students in incoming freshman class by two (2) percentage points each year for the next five years
- (8) **Outcome:** Increase international graduate students in entering class by two (2) percentage points each year for the next five years
- (9) **Outcome:** Increase transfer students by two (2) percentage points each year for the next five
- (10) **Outcome:** Decrease the acceptance rate of admitted students in incoming freshman class by one (1) percentage point each year for the next five year
- b) **Strategy:** Strategically expand enrollment in areas that meet state, regional, and national needs.
- c) **Strategy:** Create and implement a student recruitment marketing campaign.
- (1) **Outcome:** 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.
- 10) **OBJECTIVE:** Strategically support international programs and research. [**Recruit and retain talented and diverse students, faculty, and staff**]
- a) **Strategy:** Create an International House – one-stop services for international students and faculty and for domestic students seeking assistance about international academic opportunities.
- (1) **Outcome:** Improved recruitment and retention of international students (See 9.a.6 & 7--increase undergraduate and graduate international students by two (2) percentage points each year for next five years)
- (2) **Outcome:** Improved recruitment and retention of international faculty
- (3) **Outcome:** Increase rate of participation in Education Abroad and Fulbright Scholars Program
- b) **Strategy:** Target recruitment for international students and faculty in programs emerging from Centers of Excellence processes

- c) **Strategy:** Target recruitment for international students and faculty in programs emerging from GERB processes
 - d) **Strategy:** Provide funding for international recruitment and retention efforts at both the undergraduate and the graduate level.
 - (1) **Outcome:** Improved recruitment and retention of international students (See 9.a.6 & 7--increase undergraduate and graduate international students by two (2) percentage points each year for next five years)
 - e) **Strategy:** Provide funding for international student travel to and from Port Columbus Airport
 - (1) **Outcome:** Improved recruitment and retention of international students (See 9.a.6 & 7--increase undergraduate and graduate international students by two (2) percentage points each year for next five years)
- 11) **OBJECTIVE:** 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]**
- a) **Strategy:** Undertake an Academic Marketing Campaign a.k.a. “branding and positioning”
 - (1) **Outcome:** Tell the story of Ohio University’s academic excellence and build the University’s brand to prospective students, parents, guidance counselors, alumni, and other influencers.
 - b) **Strategy:** Develop strategic community relations and government affairs
- 12) **OBJECTIVE:** Establish a stronger financial, legal, and compliance infrastructure **[Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service]**
- a) **Strategy:** Improve the balance sheet and overall financial strength of the university.
 - (1) **Outcome:** Within five years, move our Primary Reserve Ratio to at least the mean of state universities
 - (2) **Outcome:** Within five years, move our Net Income Ratio to at least the mean of state universities
 - b) **Strategy:** Improve the financial controls and risk management environments.
 - (1) **Outcome:** Establish a University Code of Ethics understood and practiced by all employees
 - (2) **Outcome:** Internal audit findings are promptly addressed
 - (3) **Outcome:** The control climate survey is regularly used as a measure of progress
 - c) **Strategy:** Ensure legal regulatory and ethical compliance.
 - (1) **Outcome:** Financial and research conflicts of interest identified
- 13) **OBJECTIVE:** 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]**
- a) **Strategy:** Working with academic leaders establish fundraising goals and criteria for development professionals
 - (1) **Outcome:** Increase the level of face-to-face solicitation of prospects by 25%
 - (2) **Outcome:** Increase frontline fundraising staff, adding a minimum of 7 fulltime positions
 - b) **Strategy:** Increase Advancement staffing and continue implementation of agree upon external assessment
 - (1) **Outcome:** Staffing phase-in completed by FY 2009

- c) **Strategy:** Enlist and engage a great number of volunteers in fundraising and recruitment functions
 - (1) **Outcome:** Increase the involvement of leadership volunteers in fundraising by a factor of 10 to 100
 - (2) **Outcome:** Create a fundraising “sales force” within the Ohio University Foundation Board of Trustees
 - (3) **Outcome:** Establish an Ohio University Foundation orientation which includes a significant role in fundraising
- d) **Strategy:** Cultivate and engage “family and friends” of the university
 - (1) **Outcome:** Enlist the support of top benefactors in securing access and introduction to like-minded individuals, corporations, or foundations.
- e) **Strategy:** Select counsel for major comprehensive campaign
 - (1) **Outcome:** Campaign counsel engaged in FY 2009
- f) **Strategy:** Define operational plan for the implementation of a comprehensive campaign
 - (1) **Outcome:** Determine staffing, funding, goal and timeline
 - (2) **Outcome:** Electronic wealth/demographic screening of the database to be completed by December 2008
- g) **Strategy:** Identify and recruit Board and top level volunteers capable of leading the campaign and making transformational gifts
 - (1) **Outcome:** Volunteer leadership engaged and integrated into the fundraising enterprise starting FY 2008 and extending through the campaign
- h) **Strategy:** Seek principal gifts from top level prospects
 - (1) **Outcome:** Principal lead gifts secured by 2012 to meet the 50% requirement
- 14) **OBJECTIVE:** Enhance positive engagement and cultural enrichment in campus and community life. [**Goal: Enrich the environment for students, faculty, staff and the region**]
 - a) **Strategy:** Provide additional funds for student programming
 - b) **Strategy:** Foster leadership development
 - (1) **Outcome:** Expand LeaderShape program to offer second annual session and increase student participation in LeaderShape by 100 percentage points over the next five years.
 - (2) **Outcome:** Appoint a director to develop and implement a comprehensive approach to student leadership development
 - c) **Strategy:** Instill a sense of personal and civic responsibility
 - (1) **Outcome:** Establish clear cut expectations for all students
 - (2) **Outcome:** Increase involvement in initiatives that relate to expectations
 - d) **Strategy:** Support programs for students that target the development of citizenship and exposure to a wide range of cultures
 - (1) **Outcome:** Increase degree to which expectations are communicated in recruiting, in pre-college, within academic units, and within Student Affairs programming
 - (2) **Outcome:** Increase number of graduating students who choose to undertake opportunities such as Teach for America, Peace Corps, or Fulbright Scholarships
 - (3) **Outcome:** Increase rate of participation in Study Abroad programs
 - e) **Strategy:** Improve the integration of academic units and academic support units

- (1) Outcome: Coordinate Student Affairs and academic programming to promote the development of a robust intellectual environment
 - (2) Outcome: Increase the number of projects and programs that are jointly developed
 - (3) Outcome: Establish greater faculty ties with Student Affairs via joint planning
- f) **Strategy**: Enhance students' out-of-class experience
- (1) Outcome: Attract the most highly qualified students to resident assistant positions by improving resident assistant compensation
 - (2) Outcome: Improve satisfaction rate of residence hall students by 1 percentage point each year for the next five year
- g) **Strategy**: Establish ongoing funding for Arts for OHIO
- (1) Outcome: Demonstrate significant student attendance at Arts for OHIO events and integration into the curriculum
 - (2) Outcome: Improve the quality and diversity of cultural opportunities for the campus, community, and region
- 15) **OBJECTIVE**: Improve health and safety. [**Goal: Enrich the environment for students, faculty, staff and the region**]
- a) **Strategy**: Expand participation in education and counseling interventions aimed at reducing risk or harm
- (1) Outcome: Increase participation in research-based alcohol interventions (CHOICES, Prime for Life, BASICS, and similar programs) by 2 percentage points each year for the next five years
- b) **Strategy**: Reduce the incidence of high risk drinking and drug use through continued refinement of discipline, law enforcement, education, programming, and communication efforts
- (1) Outcome: Reduce the self-reported rate of binge drinking by 1 percentage point each year for the next five years.
 - (2) Outcome: Reduce the rate of drug-related judicial referrals by 2 percentage points each year for the next five years.
- c) **Strategy**: Develop and implement a coordinated protocol for responding to difficult student behavior/mental health cases not well-suited for judicial process (i.e. suicide attempts, eating disorders, etc.)
- (1) Outcome: Address fifteen (15) difficult student behavior/mental health cases through the protocol in Year One. Increase cases addressed by 100 percentage points over Years Two through Five.
- d) **Strategy**: Improve access to health services for students through Student Health Services and Counseling and Psychological Services at Hudson Health Center
- (1) Outcome: Diminish average "time to next available regular appointment" for psychologists and psychiatrists
 - (2) Outcome: Improve Student Health Service (method of measurement and rate of improvement to be determined—dependent on report from consultant).
- e) **Strategy**: Hire a risk manager for the campus to actively assess risk in all forms and to mitigate the university's risk through proper transfer strategies, e.g. insurance
- (1) Outcome: Protect the university's human, physical, and financial resources from unnecessarily erosion by unplanned or unexpected events.
 - (2) Outcome: Complete an organizational risk assessment within two years.
- f) **Strategy**: Improve employee safety

- (1) Outcome: Reduce incidents and costs related to employee injuries
- (2) Outcome: Reduce university workers' compensation costs
- (3) Outcome: Reduce time lost to injuries

- g) **Strategy**: Develop emergency readiness and business continuity plans for every department
 - (1) Outcome: 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.
 - (2) Outcome: Maintain an effective Critical Incident Response Team. Complete a formal team exercise annually.

16) **OBJECTIVE**: Create and implement a strategic and comprehensive human resources management plan. [**Goal: Recruit and retain talented and diverse students, faculty, and staff**]

- a) **Strategy**: Continue commitment to moving faculty salaries to next quartile
 - (1) Outcome: Improvements in faculty recruitment and retention
- b) **Strategy**: Review administrative and classified compensation plans to ensure an appropriate tie to market
 - (1) Outcome: Development of a strategic compensation philosophy including pay for performance and employee recognition while completing a review of compensation plans for legal compliance. Success will be initially measured by completion of the project and secondarily by the incorporation of the new strategic philosophy in all compensation plans.
 - (2) Outcome: Bring salaries of our librarians to equitable Association of Research Libraries (ARL) levels. Success will be measured by closing the gap.
 - (3) Outcome: Appropriate alignment of all administrative and classified salaries with market. Success will be measured by annual reviews of progress.
- c) **Strategy**: Facilitate professional development for faculty and staff
 - (1) Outcome: Develop priority programs to respond to faculty needs in Faculty Commons
 - (a) Improved faculty recruitment and retention
 - (b) Improvements in program and course assessment processes
 - (c) Increases in faculty grants and contracts in pedagogy
 - (d) Improvements in quality of on-line course offerings
 - (e) Increased enrollments in on-line course offerings (net revenue estimates included in Outreach addendum)
 - (2) Outcome: Enhance classified professional development program targeting skill building for increased productivity and to support succession planning via the plan developed by UHR and Classified Senate. Success will be measured by the extent to which development programs link to the strategic plan, support both succession planning and organizational development, and by employee evaluations of the quality of the programs.
 - (3) Outcome: Build expertise in grant writing, sponsored program fundamentals, intellectual property protection, entrepreneurship, ethics, and export control
 - (4) Outcome: Develop the Center for Organizational Development and Effectiveness offerings to match identified needs to take full advantage of our current investment
- d) **Strategy**: Enhance the employment services in University Human Resources
 - (1) Outcome: Provide efficient processes for on-boarding and off-boarding employees, using a shared services center for all transactional steps
 - (2) Outcome: Provide analytical support to planning unit heads on projected turnover, and availability of talent in critical areas.

- e) **Strategy:** Develop capacity to assist with faculty employee relations
- (1) **Outcome:** UHR provides expert advice and administrative support for academic leadership in working on academic employee relations issues. Satisfaction of academic leadership with service provided will be the measure of success.
- 17) **OBJECTIVE:** Increase the efficiency and quality of academic support units through assessment, improved productivity, strengthened customer service, and strategic cost reductions. [**Goal: Fortify and align infrastructure to enhance the academic missions of instruction, research, and service**]
- a) **Strategy:** Prioritize services provided by academic support units and invest in necessary infrastructure
- (1) **Outcome:** The findings of the Academic Support Unit Review will provide information on centrality to mission and operational efficiency to Budget Planning Council, planning unit heads, and executive leadership. Progress will be evaluated by implementation of the plan and completion of program reviews for all units within a five year cycle.
- (2) **Outcome:** Utilize the Academic Quality Improvement Program (AQIP) process to complete specific improvement projects.
- b) **Strategy:** Through Academic Support Unit 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
- (1) **Outcome:** Academic support units adopt a continuous improvement and customer-focused style while reducing costs whenever possible
- (2) **Outcome:** More effective and efficient data collection to support assessment by coordinating all non-academic survey work through Institutional Research. Progress will be measured by the rate of development of a standard database that provides for longitudinal analysis of progress in quality and cost of academic support units.
- c) **Strategy:** Target the professional and organizational development offerings of Center for Organizational Development and Effectiveness where there is a clear return on the investment already made
- (1) **Outcome:** Drawing on the Five Year Vision Ohio Implementation Plan, 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.
- 18) **OBJECTIVE:** Improve campus-wide issues of accessibility, sustainability, classroom quality, and critical facility needs consistent with the 10 Year Capital Plan and basic renovation plans. [**Goal: Enrich the environment for students, faculty, staff and the region**]
- a) **Strategy:** Incorporate improved accessibility into the Ten Year Capital and basic renovation plans and departmental operating budgets for both General Fund and Auxiliary facilities
- (1) **Outcome:** Reduced exposure to complaints filed under Americans with Disabilities Act
- (2) **Outcome:** Improved opportunity to recruit and serve disabled students, faculty, and staff
- b) **Strategy:** Promote sustainability and the continued “greening” of all campuses
- (1) **Outcome:** Fully fund the Office of Sustainability. Success will be measured by 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.
- (2) **Outcome:** Develop recycling/reuse programs that conserve resources and also produce a net return to the university. Success will be measured by the reduction in refuse tonnage sent to landfills and by the operation of the program within defined budgets.

- (3) Outcome: Develop construction and maintenance standards that support the President’s Climate Commitment and the State’s energy use standards. Progress will be measured in terms of the impact of standards on operational costs and purchase utility costs.
 - (4) Outcome: Reduce energy consumption per square foot by 5% per year
 - (5) Outcome: Reduce Ohio University’s carbon footprint and develop a phased plan toward climate neutrality.
- c) **Strategy**: Develop a campus culture of conservation
- (1) Outcome: Incorporate “sustainability” into the curriculum. Progress will be measured by percentage of classes incorporating some aspect of sustainability.
 - (2) Outcome: Ensure that all members of the campus community understand their energy choice options and the consequences of their actions. Progress will be measured by the impact on purchased utilities and the participation rate in planned events by the Office of Sustainability.
 - (3) Outcome: Central scheduling of all campus activities to conserve energy with the initial focus being evenings, weekends, and breaks between academic quarters. Progress will be measured by the reduction in occupied space resulting in lower purchased utility costs.
- 19) **OBJECTIVE**: Enhance service to the region and promote economic development through partnerships and technology commercialization [**Goals: Enrich the environment for students, faculty, staff, and the region & Enhance prominence within Ohio, the nation, and the world**]
- a) **Strategy**: Provide entrepreneurial and operational assistance to businesses
- (1) Outcome: Number of businesses assisted in the region
 - (2) Outcome: Number of business startups
 - (3) Outcome: Number of jobs created or retained
- b) **Strategy**: Support a research and technology park
- (1) Outcome: New jobs, diversification of economy through higher paying jobs
 - (2) Outcome: New business attraction and retention of current businesses through expansion opportunities
- c) **Strategy**: Expand workforce training and development program
- (1) Outcome: Number of workforce training programs
 - (2) Outcome: Number of people placed in jobs
 - (3) Outcome: Initiate and strengthen partnerships with other higher education institutions in the region
- d) **Strategy**: Encourage faculty, staff, and students to commercialize university technology and intellectual property
- (1) Outcome: Increase the number of startup companies
 - (2) Outcome: Increase the number of jobs and higher paying jobs
 - (3) Outcome: Increase student retention
- e) **Strategy**: Encourage active participation in state and national organizations to increase exposure of university research and intellectual property
- (1) Outcome: Increased Ohio University reputation
 - (2) Outcome: Increased licensing and research opportunities
- f) **Strategy**: Encourage research and licensing of intellectual property to private industries with preference to Ohio companies
- (1) Outcome: Companies invited to university for technology showcases
 - (2) Outcome: Outreach to Ohio-based companies

- g) **Strategy:** Begin planning for the formation of a research foundation
 (1) **Outcome:** Identify legal, structural, and resource issues associated with the formation of a research foundation
- h) **Strategy:** Augment health and wellness services to the region
 (1) **Outcome:** Expand access in the region to medical care and health and wellness education.
- 20) **OBJECTIVE:** 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]**
 a) **Strategy:** 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.
 (1) **Outcome:** 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.
 (2) **Outcome:** 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.
- 21) **OBJECTIVE:** Further integrate intercollegiate athletics in general campus activities. **[Goal: Enrich the environment for students, faculty, staff and the region]**
 a) **Strategy:** Expand faculty involvement in the student athlete experience
 b) **Strategy:** Dedicate resources to improve the Division 1A athletic experience for all students.
 c) **Strategy:** Expand the role of the Student Athlete Advisory Committee
 (1) **Outcomes:** ICA will be wholly embedded in the mission of Ohio University and will make positive contributions to the undergraduate and graduate student experience

PART II—STRATEGIES PROPOSED FOR NEW INVESTMENT DURING YEAR ONE

1. **Strategy:** Continue commitment to moving faculty salaries to the next quartile. [16 (a)]
2. **Strategy:** Expand availability of learning communities including regional campuses. [1(a)]
3. **Strategy:** Improve academic advising. [1(b)]
4. **Strategy:** Increase undergraduate involvement in research, applied projects, and service learning opportunities at the local, regional, national, and international level. [1(c)]
5. **Strategy:** Increase faculty lines in targeted undergraduate areas. [2(c)]
6. **Strategy:** As a targeted program, offer a B.S.N. (Bachelor of Science in Nursing) on the Athens campus beginning Fall 2008 with 100 students per year to respond to needs in the region and generate additional revenue. [2(d)]
7. **Strategy:** Provide additional instructional resources for General Education courses. [3(a)]
8. **Strategy:** Implement an assessment plan for General Education. [3(b)]
9. **Strategy:** Continue GERB process for Future Growth and Stipend Enhancement. [4(c)]
10. **Strategy:** Rebalance the split between tuition and general fee [reduce general fee costs to graduate students by \$300,000]. [5(b)]

11. **Strategy:** Implement GERB recommendations for investments in areas of research and creative activity including Centers and Institutes and the promotion of interdisciplinary work. [6(a)]
12. **Strategies:** Pursue selected priority strategies for providing a dependable and secure network and systems infrastructure. [7(a-c)]
13. **Strategy:** Recruit a Vice Provost for Enrollment Management. [9(a)]
14. **Strategy:** Create and implement a student recruitment marketing campaign. [9(c)]
15. **Strategy:** Provide funding for international recruitment and retention efforts at both the undergraduate and the graduate level. [10(d)]
16. **Strategy:** Provide funding for international student travel to and from Port Columbus airport. [10(e)]
17. **Strategy:** Undertake an academic marketing campaign. [11(a)]
18. **Strategies:** Pursue selected priority strategies for increasing philanthropic support. [13]
19. **Strategy:** Enhance students' out-of-class experience. [14(f)]
20. **Strategy:** Establish ongoing funding for Arts for OHIO. [14(g)]
21. **Strategy:** Review administrative and classified compensation plans to ensure an appropriate tie to market. [16(b)]

PART III—FIRST-ORDER STRATEGIES TO BE PRIORITIZED WITHIN EXISTING RESOURCES DURING YEAR ONE

1. **Strategy:** Finish Graduate and Professional Centers of Excellence Review. [4(a)]
2. **Strategy:** Initiate Undergraduate Centers of Excellence Review. [2(a)]
3. **Strategy:** Through the Academic Support Unit 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. [17(b)]
4. **Strategy:** Improve the balance sheet and overall financial strength of the university. [12(a)]
5. **Strategy:** Improve the financial controls and risk management environments. [12(b)]
6. **Strategy:** Ensure legal and regulatory compliance. [12(c)]
7. **Strategy:** Review funding for faculty research/creative activity start-up and create guidelines for the establishment of base funding for start-up. [6(c)]
8. **Strategy:** Implement the Graduate College. [4(b)]
9. **Strategy:** Facilitate professional development for faculty and staff. [16(c)]
10. **Strategy:** Support programs that target the development of citizenship and exposure to a wide range of cultures. [14(d)]
11. **Strategy:** Improve integration of academic units and academic support units. [14(e)]
12. **Strategy:** Promote sustainability and the continued “greening” of all campuses. [18(b)]
13. **Strategy:** Create an International House—one-stop services for international students and faculty, and for domestic students seeking assistance about international academic opportunities. [10(a)]

APPENDIX I STRATEGIES FOR FUNDING FYVOIP—YEARS TWO THROUGH SIX**1. Revenue Generation**

- a. Strategic enrollment growth
- b. Tuition and fees strategies
- c. Tuition discounting
- d. Entrepreneurial “related” and “unrelated” business ventures
- e. Private fund raising
- f. International program opportunities
- g. Other

2. Productivity and efficiency driven cost reduction strategies, opportunities, and tools

- a. Shared services
 - i. Budget & finance transaction processing
 - ii. HR transaction processing
 - iii. Information Technology
 - iv. Budget and HR knowledge support
 - v. Communication and Marketing
 - vi. Student Advising
 - vii. Integrated Student registration and financial services
 - viii. Student records management
 - ix. Placement and internship functions
 - x. Other
- b. Strategic Procurement
- c. Energy management
- d. Healthcare
 - i. Cost containment
 - ii. Cost allocation
- e. Safety and risk management
 - i. Direct costs related to employee injuries
 - ii. Worker’s compensation
 - iii. Settlements
- f. Space management
- g. Strategic outsourcing
- h. Strategic partnering (internal and external)
- i. ERIP and other early retirement strategies
- j. Overload and extra compensation
- k. Centralized position control
- l. Other

3. Academic and Support Unit Program Prioritization and other tools for strategic reallocation

- a. Graduate and research centers of excellence process
- b. Undergraduate program prioritization process
- c. Support unit program prioritization process
- d. Support unit assessment process
- e. RCB driven rebasing of planning units
- f. Performance budgeting