

YEAR ONE

Academic Year 2008-2009, Fiscal Year 2009

FIVE YEAR VISION OHIO IMPLEMENTATION PLAN



OHIO
UNIVERSITY

APRIL 2008

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Introduction

Year One of the Five Year Vision Ohio Implementation Plan marks another stage in the iterative strategic planning process that began with a request from the Ohio University Board of Trustees in June 2007 to create a five year plan for implementation of Vision Ohio. In January 2008, a revised five year plan that drew on an August 2007 draft, was presented to the campus along with a process to ensure that the plan would continue to be a product of the university community at large. During Winter Quarter, the Vision Ohio Steering Committee, the Executive Staff-Deans group, and the Budget Planning Council (membership of these three groups are listed below) shaped Year One of the plan.

In undertaking this work, each group honored the guiding principles that were laid out in the January 2008 version of the plan. Those principles emphasized that a strategic plan grounded in Vision Ohio must:

- Privilege the academic mission and recognize student achievement and faculty excellence as fundamental institutional commitments;
- Adopt a conservative approach in its implementation budget that avoids front-loading investments;
- Use an ordering principle for selecting strategies/priorities for funding based on their contribution to academic excellence and revenue growth and the likely breadth and depth of their impact;
- Acknowledge the need to solve incrementally the infrastructure problems;
- And recognize the university's obligation to coordinate its planning and decisions in ways consistent with the evolving University System of Ohio.

As work on Year One drew to a close, Board of Regents Chancellor Eric Fingerhut issued the University System of Ohio's "Strategic Plan for Higher Education." In that document, a directive is given that "by December 31, 2008, the presidents of each institution, with the approval of their Board of Trustees, will submit to the Chancellor a document indicating how the institution will contribute to meeting the system-wide accountability measures." Year One incorporates 14 of the 20 USO accountability measures making it possible for Ohio University not only to pursue its own mission which is global in reach, but also to contribute significantly to raising the educational attainment of citizens of the state of Ohio.

Year One of the Five Year Vision Ohio Implementation Plan, as with its predecessors, is a work in progress. It is an amalgamation of many suggestions, concerns, and ideas. It is also a testament to commitment of the community to past traditions and future possibilities.

April 8, 2008

Vision Ohio Steering Committee

David Descutner, interim Executive Vice Provost & Dean, University College (Chair)
Ann Fidler, Dean, Honors Tutorial College (Committee Coordinator; non-voting member)
Tim Anderson, Associate Professor & Chair (A&S) and Faculty Senator
Cheryl Branham, Administrative Assistant and Classified Senator
Brittany Buxton, Graduate 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
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) and Faculty Senator
Ming Li, Professor & Director (HHS)
Doug Mann, Assistant Professor (OU-COM)
David Matolak, Associate Professor (Russ)
Scott Seaman, Dean of Libraries
Sean McGann, Associate Professor (COB)
Wendy Merb-Brown, Director, Learning Community Programs and Administrative Senator
Ann Paulins, Professor & Director (HHS)
Marty Tuck, Associate Provost for Academic Affairs
Tim Vonville, Student Senate
Mike Williford, Associate Provost for Institutional Research and Enrollment Planning
Dora Wilson, Professor & Director (CFA) and Faculty Senator

Budget Planning Council

William Decatur, Vice President for Finance/Administration, (Co-Chair)
Kathy Krendl, Executive Vice President and Provost, (Co-Chair)
Dominic Barbato, Graduate Student Senate President
Gail Houlette, Classified Senate Chair
Dennis Irwin, Dean of Russ College of Engineering and Technology
Sergio Lopez, Faculty Senate Chair
Joseph McLaughlin, Finance & Facilities Chair, Faculty Senate
Wendy Merb-Brown, Administrative Senate Chair
Shawn Osterman, Chair, Chairs & Directors
Gregory Shepherd, Dean of Scripps College of Communication
Hugh Sherman, Dean of College of Business
Kent Smith, Vice President for Student Affairs
David Thomas, Faculty Senate Vice Chair
Morgan Vis, Faculty-at-Large
Tim Vonville, Student Senate President

Executive Staff-Deans Group

Roderick J. McDavis, President, (Chair)
Kathy Krendl, Executive Vice President and Provost
Bill Decatur, Vice President for Finance and Administration
Rich Bebee, Dean, Chillicothe
John Biancamano, interim, Director of Legal Affairs
Brice Bible, Chief Information Officer
Jack Brose, Dean, Medicine
Gina Calcamuggio, interim Executive Director, Communications and Marketing
David Descutner, interim Executive Vice Provost and Dean, University College
Dan Evans, Executive Dean of Regional Campuses

Ann Fidler, Dean, Honors Tutorial College
Jim Fonseca, Dean, Zanesville
Teri Geiger, Director, Government Relations
Rich Greenlee, interim Dean, Eastern
Kirby Hocutt, Director, Intercollegiate Athletics
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MaryAnn Janosik, Dean, Lancaster
Howard Lipman, Vice President, University Advancement
Chuck McWeeny, Dean, Fine Arts
Renée Middleton, Dean, Education
Gary Neiman, Dean, Health & Human Services
Ben Ogles, Dean, Arts & Sciences
Jim Rankin, interim Vice President, Research
Scott Seaman, Dean, Libraries
Greg Shepherd, Dean, Scripps College of Communication
Hugh Sherman, Dean, Business
Kent Smith, Vice President, Student Affairs
Bill Willan, interim Dean, Southern

OBJECTIVE ONE Create and Implement a Strategic and Comprehensive Human Resources Plan

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

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

OBJECTIVE ONE: Create and Implement a Strategic and Comprehensive Human Resources Plan

Asterisk () indicates unit with primary accountability.*

5th Year Goal 20.2%
Accountable Unit(s): Colleges* and Diversity, Access, and Equity Office
5. REGIONAL STRATEGY: 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.
Proposed for Investment
Outcome: Lay the groundwork for comprehensive strategic diversity plans on regional campuses.
Progress Indicators:
Starting Point Establish campus committees to evaluate diversity needs.
1st Year Goal Based on committee recommendations create and implement diversity plans.
5th Year Goal 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.
Accountable Unit(s): *Regional Higher Education and Diversity, Access, and Equity Office
6. STRATEGY: Develop retention, orientation, and professional development programs for faculty.
a.) Outcome: 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.
Progress Indicators:
Starting Point 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.
1st Year Goal Construct a pilot retention program in consultation with chairs & directors.
End Goal Retention program in place.
Accountable Unit(s): *Executive Vice President and Provost Office, Colleges, and Institutional Research
b.) Outcome: Develop and implement a staged faculty orientation that continues throughout the first year of a faculty member's employment.
Progress Indicators:
Starting Point Evaluate AY 2007-2008 faculty orientation
1st Year Goal Create a faculty orientation that extends throughout the first year of a faculty member's employment.
End Goal Creation of staged faculty orientation that includes essential information on faculty responsibilities, important teaching and research/creative activity resources, and university history and culture.
Accountable Unit(s): *Center for Teaching and Learning and the Executive Vice President and Provost Office

OBJECTIVE ONE: Create and Implement a Strategic and Comprehensive Human Resources Plan
Asterisk () indicates unit with primary accountability.*

c.) Outcome: Develop priority programs in the Faculty Commons to respond to faculty development needs and interests.
Progress Indicators:
Starting Point Undertake an assessment to identify priority programming needs/interests.
1st 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
7. STRATEGY: Through the establishment of strategic compensation philosophies develop appropriate alignment of classified and administrative salaries with market.
a.) Outcome: Establish strategic compensation philosophies for administrative and classified pay plans including complete review of plans for legal compliance.
Progress Indicators:
Starting Point Current compensation plans are not modern in design and features and lack cohesive university pay plan philosophies.
1st Year Goal Establish Compensation Office; engage consultant to design new administrative and classified pay plan; evaluate purchase of compensation analysis software.
End Goal Fully-functioning Compensation Office with comprehensive base and variable pay plans for administrators and classified staff.
Accountable Unit(s): Human Resources
8. STRATEGY: Enhance Classified Professional Development (CPD) program
a.) Outcome: Implement program targeting skill building for increased productivity and supporting succession planning via the plan developed by UHR and Classified Senate.
Progress Indicators:
Starting Point Lack of competency based CPD linked to strategic plan.
1st Year Goal Create CPD
End Goal Integrate all talent management strategies with the strategic plan
Accountable Unit(s): Human Resources

OBJECTIVE ONE: Create and Implement a Strategic and Comprehensive Human Resources Plan
Asterisk () indicates unit with primary accountability.*

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

Goal: Strengthen Undergraduate Education.

1. STRATEGY: Expand availability of learning communities.
a.) Outcome: 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.
Proposed for Investment
Metrics:
Starting Point 1955 students or 49% of freshman class
1st Year Goal 2072 students
5th Year Goal 2616 students
Accountable Unit(s): *Colleges and Learning Communities Programs Office
b.) Regional Outcome: 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.
Proposed for Investment
Metrics:
Starting Point 0 students
1st Year Goal 60 students
5th Year Goal 200 students
Accountable Unit(s): *Regional Higher Education and Learning Communities Programs Office
2. STRATEGY: Improve academic advising for first year students
a.) Outcome: Ensure that all first year students during each quarter have a focused academic advising session beginning with undecided students in University College (with special provisions for Scripps-intended students housed in UC) and in the College of Arts and Sciences
Proposed for Investment
Progress Indicators:
Starting Point Document numbers of undecided freshmen in AY2007-2008 in University College and Arts & Sciences who currently have quarterly focused academic advising sessions.
1st Year Goal Provide all undecided first year students in UC and A&S with quarterly focused academic advising sessions.
2nd Year Goal Create strategies for extending quarterly focused academic advising sessions to schools and departments that do not currently engage in this practice.
Accountable Unit(s): University College, College of Arts & Sciences, and other colleges as appropriate.
b.) Regional Outcome: Increase staff investment in the importance of academic advising.
Proposed for Investment

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

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Progress Indicators:
Starting Point According to a 2005 Noel Levitz survey on the importance of particular academic services on regional campuses, staff rated advising as 7 th while students put it 1 st .
1st Year Goal Begin administering a freshmen engagement survey. Continue to administer in 2009 and 2010.
End Goal Have staff rank advising as 1 st priority
Accountable Unit(s): Regional Higher Education

3. STRATEGY: Set retention/graduation targets and monitor progress.
a.) Outcome: Stabilize and then increase freshmen and sophomore student retention rate by four (4) percentage points.
Metrics:
Starting Point 78%
1st Year Goal Stabilize rate at 78%
5th Year Goal 82%
Accountable Unit(s): Enrollment Management Office, *Colleges, Division of Student Affairs, and the Executive Vice President and Provost Office
b.) Regional Outcome: Increase freshman to sophomore student retention rate by three (3) percentage points of the current rate over the next five years.
Metrics:
(a) Starting Point 57%
(b) 1st Year Goal 57.6%
(c) 5th Year Goal 60%
Accountable Unit(s): Office of Enrollment Management, *Regional Higher Education, and the Executive Vice President and Provost Office
c.) Outcome: Maintain position as one of the top three public institutions in the state in six- year graduation rates.
Metrics:
1st – 5th Year Goals Maintain top three standing for six-year graduation rates.
Accountable Units: *Colleges and Executive Vice President and Provost Office
✓ USO ALIGNED Accountability Measure #6 (Quality)—Improvement in actual graduation rate over expected graduation rate.
d.) Outcome/Regional Outcome: Improve NSEE measures of first-year student engagement on the Athens campus and regional campuses.
Progress Indicators:
Starting Point Use NSEE studies from 2000-2008 to establish “engagement baseline.”
1st Year Goal Begin administering a freshmen engagement survey. Continue to administer annual engagement survey.
5th Year Goal Show increased engagement of Athens and regional campus freshmen compared

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

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to peer universities in next administration of NSEE (2011).
Accountable Unit(s): Institutional Research, Colleges, Division of Student Affairs (Athens) and Regional Higher Education
4. STRATEGY: Increase undergraduate involvement in research, applied projects, internships, co-ops, and service learning opportunities at the local, regional, national, and international level.
a.) Outcome: 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
Progress Indicators:
Starting Point Determine current level of participation
1st Year Goal 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.
5th Year Goal Achieve participation target.
Accountable Units: Colleges, Research and Creative Activity Office, and *Institutional Research
✓ USO ALIGNED Accountability Measure #20 (Economic Leadership)—Number of students engaged in internships & co-ops.
b.) Outcome: 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.
Proposed for Investment
Metric:
Starting Point \$50,000 PURF, 5 undergraduate SEAs
1st Year Goal \$55,000 PURF, 7 undergraduate SEAs
5th Year Goal \$70,000 PURF, 11 undergraduate SEAs
Accountable Unit(s): Colleges and Research and Creative Activity Office
c.) Outcome: Assess participation, funding, facilities, and publicity associated with the Student Research and Creativity Activity Expo.
Progress Indicators:
1st Year Goal 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.
2nd – 5th Year Goals Implement recommendations and assess progress toward goals.
Accountable Unit(s); Colleges and *Research and Creative Activity Office

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

Asterisk () indicates unit with primary accountability.*

OBJECTIVE THREE: Invest in targeted undergraduate programs

Goal: Strengthen undergraduate education

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.
a.) Outcome: Conduct Undergraduate Centers of Excellence Review.
Progress Indicators:
Starting Point Design UG Centers of Excellence Review during Spring 2008
1st Year Goal Implement and complete review in AY 2008-2009
End Year Goal Identify undergraduate programs to receive targeted investments
Accountable Unit(s): *Colleges and the Executive Vice President and Provost Office
b.) Regional Outcome: Complete work of the Task Force on the Future of Regional Campuses.
Progress Indicators:
Starting Point Future of Regional Campuses Report completed by April 30, 2008
1st Year Goal Based on the task force identify areas for program development and investment.
End Year Goal Complete implementation of recommendations of the task force report.
Accountable Unit(s): *Regional Higher Education and the Executive Vice President and Provost Office
c.) Outcome: Increase undergraduate enrollment in targeted areas on the main campus and the regional campuses.
Progress Indicators:
Athens Campus Starting Point Use UG Centers of Excellence Review combined with the Strategic Enrollment Management Plan to determine levels of enrollment.
Regional Campus Starting Point 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.
Accountable Unit(s): Colleges, Regional Higher Education, and the Executive Vice President and Provost Office
d.) Outcome: Increase faculty lines in targeted undergraduate areas on the main campus and regional campuses.
Proposed for Investment
Progress Indicators:
Athens Campus Starting Point On the Athens campus use UG Centers of Excellence Review combined with the Strategic Enrollment Management Plan to determine sufficient levels of instructional support.
Regional Campus Starting Point 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.

OBJECTIVE THREE: Invest in targeted undergraduate programs

Asterisk () indicates unit with primary accountability.*

Accountable Unit(s): Colleges, Regional Higher Education, and the Executive Vice President and Provost Office
e.) Outcome: Improved equity in student/faculty ratios in academic programs beginning with the College of Health and Human Services.
Proposed for Investment
Metric:
1st Year Goal Improve student/faculty ratios in selected HHS academic programs with highest ratios.
End Goal Bring student/faculty ratios to median levels in selected HHS academic programs.
Accountable Unit(s): *College of Health and Human Services and the Executive Vice President and Provost Office

OBJECTIVE THREE: Invest in targeted undergraduate programs
Asterisk () indicates unit with primary accountability.*

OBJECTIVE FOUR: Improve the quality of the General Education program

Goal: Strengthen undergraduate education

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

OBJECTIVE FOUR: Improve the quality of the General Education program

Asterisk () indicates primary accountability.*

OBJECTIVE FIVE: Increase strategic investment in targeted graduate and professional programs.
Goal: Enhance graduate and professional education and research

1. STRATEGY: Continue GERB process for Future Growth and Program Enhancement investments.
Proposed for Investment
Outcome: Increased enrollments in targeted areas.
Progress Indicators:
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.
Accountable Unit(s): Vice President for Research/Creative Activity Office, *Graduate College Office, and Executive Vice President and Provost
2. STRATEGY: Finish Graduate and Professional Centers of Excellence Review by January 2009.
Outcome: 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.
Progress Indicators:
1st Year Goal: Finish review
End Goal: Align graduate academic offerings and graduate resources with findings of the review.
Accountable Unit(s): Colleges, Graduate College Office, and *Executive Vice President and Provost Office
3. STRATEGY: Facilitate interdisciplinary work.
Outcome: 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.).
Progress Indicators:
1st Year Goal Complete review of existing policies, recommend revisions, and set timetable for budgetary reallocation.
End Goal 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.
Accountable Unit(s): Executive Vice President and Provost Office and Colleges
4. STRATEGY: Implement the Graduate College.
a.) Outcome: Graduate College officially established by Board of Trustees by Spring 2008.
Accountable Unit(s): Executive Vice President and Provost Office
b.) Outcome: Develop governing infrastructure for the Graduate College during AY2008-2009.
Progress Indicators:
Starting Point: Graduate College Task Force completes its report.
1st Year Goal: Using the recommendations of the report as a guide, develop an initial infrastructure for the Graduate College.
2nd Year Goal: Further refine the Graduate College infrastructure.

OBJECTIVE FIVE: Increase strategic investment in targeted graduate and professional programs
Asterisk () indicates unit with primary accountability.*

End Goal: Have an efficient and effective Graduate College infrastructure that substantially enhances the quality of graduate education.
Accountable Unit(s): Colleges, Graduate College Office, and *Executive Vice President and Provost Office
c.) Outcome: Establish procedures within the Graduate College to measure quality of applicants, yield of admitted students, and visibility of graduate programs.
Progress Indicators:
1st Year Goal Work with Institutional Research to create the mechanisms needed to capture data on quality, yield, and visibility.
5th Year Goal 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.
Accountable Unit(s): *Graduate College Office and Institutional Research
d.) Outcome: Reengineer processing of graduate applications.
Progress Indicator:
Reengineering completed by Fall 2009
Accountable Unit(s): *Graduate College Office and Colleges
e.) Outcome: Improve student services and meet departmental/school needs in a timely manner.
Progress Indicators:
Starting point: Determine most critical improvements to be made.
1st Year: Prioritize and begin to execute implementation.
End Goal: 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.
Accountable Unit(s): Graduate College Office

OBJECTIVE FIVE: Increase strategic investment in targeted graduate and professional programs
Asterisk () indicates unit with primary accountability.*

OBJECTIVE SIX: Invest in financial support for graduate students

Goal: Enhance graduate and professional education and research

STRATEGY: Rebalance split between tuition and general fee.
Proposed for Investment
<i>Outcome:</i> Reduce general fee costs to graduate students.
Accountable Unit(s): VP for Finance and Administration Office and Executive Vice President and Provost Office

OBJECTIVE SIX: Invest in financial support for graduate students

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

Goal: Enhance graduate and professional education and research

1. STRATEGY: 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.
Proposed for Investment
Outcome: 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.
Progress Indicators:
Will vary depending on the nature of the GERB investment
Accountable Unit(s): *Vice President for Research/Creative Activity Office and Executive Vice President and Provost
2. STRATEGY: 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.
Outcome: Establish a short-term, university-wide committee to review Facilities and Administrative Cost Recovery Distribution
Progress Indicators:
Starting Point Create recommendations as to how to best use F&A cost recovery distribution by June 2008.
1st Year Goal 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.
Accountable Unit(s): Colleges, Vice President for Research/Creative Activity Office and *Executive Vice President and Provost
3. STRATEGY: Build faculty and staff expertise in grant writing, sponsored program fundamentals, intellectual property protection, entrepreneurship, ethics, and export control.
Outcome: Increase faculty and staff knowledge of these subjects through workshops, conferences, and certification options.
Progress Indicators:
Starting Point Determine current level of participation, and type and frequency of educational opportunities.
1st Year Goal 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.
2nd – 5th Year Goals Establish optimal level of participation and educational offerings and maintain that level.
Accountable Unit(s): Vice President for Research/Creative Activity Office
4. STRATEGY: Develop annual plans to pursue state and federal government-funded grants.

OBJECTIVE SEVEN: Strengthen research and creative activity in targeted areas

Asterisk () indicates unit with primary accountability.*

Outcome: Actively pursue grants that bolster Centers of Excellence, developing areas of promise, and pedagogical improvement.
Progress Indicators:
Starting Point Review current strategies for grant acquisition.
1st Year Goal Develop annual planning process.
End Goal Have an annual process that facilitates the application and receipt of grants that bolster Centers of Excellence, areas of promise, and pedagogical improvement.
Accountable Unit(s): Vice President for Research/Creative Activity Office and Government Relations Office
5. STRATEGY: Improve research competitiveness.
Outcome: Grow our federally financed research spending per capita 2% for the next five years.
Metrics:
Starting Point \$19,605 per capita
1st Year Goal \$20,397 per capita
5th Year Goal \$22,078 per capita
Accountable Unit(s): Vice President for Research/Creative Activity Office, Centers, and Colleges
✓ USO ALIGNED Accountability Measure #10 (Quality)—Federally financed research spending per capita—national rank.
6. STRATEGY: Improve contributions to innovation and commercialization of technologies
a.) Outcome: Increase number of invention disclosures filed
Metrics:
Starting Point 22 (FY 2007)
1st Year 25
5th Year 30
Accountable Unit(s): *Technology Transfer Office, Vice President for Research/Creative Activity Office, Centers, and Colleges
✓ USO ALIGNED Accountability Measure #18 (Economic Leadership)—Invention disclosures filed + university start ups attracting more than \$1,000,000 of venture capital.
b.) Outcome: Increase number of start-up companies associated with the licensing of university intellectual property
Metrics:
Starting Point 0
1st Year 1 per year
5th Year 2 per year
Accountable Unit(s): *Technology Transfer Office, Vice President for Research/Creative Activity Office, Centers, and Colleges
c.) Outcome: Increase the number of licenses of university intellectual property
Metrics:
1st Year Goal 3 per year
5th Year Goal 5 per year

OBJECTIVE SEVEN: Strengthen research and creative activity in targeted areas
Asterisk () indicates unit with primary accountability.*

Accountable Unit(s): *Technology Transfer Office, Vice President for Research/Creative Activity Office, Centers, and Colleges

OBJECTIVE SEVEN: Strengthen research and creative activity in targeted areas
Asterisk () indicates unit with primary accountability.*

OBJECTIVE EIGHT: 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

Proposed for Investment
1. STRATEGY: Design and implement a modern 10Gb Core Network Infrastructure.
a.) Outcome: Ensure 75% of all network hardware is six years old or less within 10 years.
Metric:
Starting Point 6.5 years
1st Year Goal 7.3 years
End Year Goal 6.0 years
Accountable Unit(s): Information Technology
b.) Regional Outcome: Establish a network upgrade and replacement plan.
Metric:
Starting Point DS3 and twisted pair
1st Year Goal Review and upgrade connectivity
End Goal Link to Athens upgrade plan as appropriate
Accountable Unit(s): *Regional Higher Education and Information Technology
2. STRATEGY: Establish a scalable and secure computer server and storage infrastructure.
a.) Outcome: Reduce storage environment to one OS and server environment to four (4) OSs within 7 years.
Metric (server environment):
Starting Point 14
1st Year Goal 9
End Year Goal Four (4) OS and server environments within 7 years
Accountable Unit(s): Information Technology
Metric (storage environment):
Starting Point 4+
1st Year Goal 4
End Year Goal One storage environment within 7 years
Accountable Unit(s): Information Technology
b.) Regional Outcome: Minimize storage environment.
Metric:
Starting Point 30 servers
1st Year Goal 25 servers
End Year Goal 10 servers
Accountable Unit(s): *Regional Higher Education and Information Technology

OBJECTIVE EIGHT: Provide a dependable and secure network and systems infrastructure capable of ensuring effective information technology security practices and academic support
Asterisk () indicates unit with primary accountability.*

3. STRATEGY: Provide appropriate backup and disaster recovery on critical services.
a.) Outcome: Ensure all critical systems are on a scheduled DR program within 3 years.
Metric:
Starting Point 0%
1st Year Goal 20%
End Year Goal 100% of all critical systems on scheduled DR program within 3 years
Accountable Unit(s): Information Technology
b.) Regional Outcome: Establish backup and recovery plan.
Metric:
Starting Point Participate in Strohl plan
1st Year Goal Comply with recommendations
5th Year Goal Consistent with Strohl applications
Accountable Unit(s): *Regional Higher Education and Information Technology

OBJECTIVE EIGHT: Provide a dependable and secure network and systems infrastructure capable of ensuring effective information technology security practices and academic support
Asterisk () indicates unit with primary accountability.*

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

STRATEGY: Maintain and enhance up-to-date course management systems and services
Regional Outcome: Establish backup and recovery plan
Proposed for Investment
Metric:
1st Year Goal Create backup and recovery plan
End Goal Implement backup and recovery plan
Accountable Unit(s): *Regional Higher Education and Information Technology

OBJECTIVE NINE: Utilize technology to enhance the academic mission of instruction, research, and service
Asterisk () indicates unit with primary accountability.*

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

1. STRATEGY: Establish Vice Provost for Enrollment Management Office
Proposed for Investment
Outcome: 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.
Progress Indicators:
Starting Point 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.
1st Year Goal Create and implement a strategic enrollment management plan for AY 2008-2009.
Accountable Units: *Enrollment Management Office, Colleges, Regional Higher Education, Executive Vice President and Provost Office, and Vice President for Finance and Administration Office
2. STRATEGY: Improve the Quality of First-Time Enrollees
a.) Outcome: Increase ACT composite mean scores of incoming freshman class by one-tenth (.1) of a point each year for next five years.
Metrics:
Starting Point 23.6 ACT
1st Year Goal 23.7 ACT
5th Year Goal 24.1 ACT
Accountable Unit(s): *Admissions Office, Enrollment Management Office, and Colleges
✓ USO ALIGNED Accountability Measure #7 (Quality)—Number of first-time enrollees in top 20% SAT/ACT (at university main campuses).
b.) Outcome: 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.
Metric:
Starting Point 82% acceptance rate
1st Year Goal 81.5% acceptance rate
5th Year Goal 79.5% acceptance rate
Accountable Unit(s): Enrollment Management Office and *Office of Admissions
c.) Outcome: 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.
Progress Indicators:

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

Asterisk () indicates unit(s) with primary responsibility.*

Starting Point Review and adjust university-based scholarship aid programs awarded on the basis of merit.
1st Year Goal: Make recommendations to the Strategic Enrollment Management Steering Committee on appropriate leveraging of merit-based scholarship aid programs.
Accountable Unit(s): Enrollment Management Office
d.) <i>Regional Outcome:</i> Offer “Excellence Scholarships” to improve access for students.
Proposed for Investment
Progress Indicators:
1st Year Goal: Award “Excellence Scholarships” and determine impact.
2nd Year Goal: Assess additional investments.
Accountable Unit(s): Enrollment Management Office and *Regional Higher Education
e.) <i>Outcome:</i> Increase out-of-state students in incoming freshman class by two (2) percentage points each year for the next five years.
Metrics:
Starting Point 459 students or 11 % of freshman class
1st Year Goal 469 students
5th Year Goal 506 students
Accountable Unit(s): *Office of Admissions, Enrollment Management Office and Colleges
3. STRATEGY: Improve access, affordability, and efficiency.
a.) <i>Outcome:</i> Ensure competitiveness of tuition and fees.
Progress Indicators:
Starting Point Enrollment Management Office to conduct analysis of competitiveness of tuition and fees.
1st Year Goal: Create a plan to improve and monitor competitiveness of tuition and fees.
End Goal: Annually review the competitiveness of tuition and fees.
Accountable Unit(s): Enrollment Management Office, *Executive Vice President and Provost Office, and *Vice President for Finance and Administration Office
b.) <i>Outcome:</i> Increase percent of students whose net attendance cost is equal to or less than their FAFSA Expected Family Contribution (EFC).
Progress Indicators:
Starting Point Determine percent of current students whose net attendance cost is equal to or less than their EFC.
1st Year Goal 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.
End Goal 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.
Accountable Unit(s); Institutional Research and *Enrollment Management Office

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

Asterisk () indicates unit(s) with primary responsibility.*

✓ USO ALIGNED Accountability Measure #11 (Affordability & Efficiency)—Average out of pocket cost.
c.) Outcome: Increase multicultural diversity of incoming freshman by two (2) percentage points each year for next five years.
Metrics:
Starting Point 393 students or 10% of freshman class
1st Year Goal 402 students
5th Year Goal 434 students
Accountable Unit(s): *Office of Admissions, *Office of Diversity, Access, and Equity, Enrollment Management Office, and Colleges
✓ USO ALIGNED Accountability Measure #5 (Access)—percent of degrees awarded to Black and Hispanic students.
d.) Regional Outcome: Increase diversity of students on regional campuses.
Proposed for Investment
Progress Indicators:
1st Year Goal Begin development of recruiting and retention diversity programs on the regional campuses.
2nd Year Goal Assess initial recruiting and retention programs and make strategic choices about additional investments.
End Goal Create and maintain a diverse student body on regional campuses.
Accountable Unit(s): Office of Admissions, Office of Diversity, Access, and Equity, Enrollment Management Office, and *Regional Higher Education
✓ USO ALIGNED Accountability Measure #5 (Access)—percent of degrees awarded to Black and Hispanic students.
e.) Outcome: Increase the number of incoming freshmen from Ohio’s Appalachian counties by two (2) percentage points each year for the next five years.
Metrics:
Starting Point 520 students or 13% of freshman class
1st Year Goal 530 students
5th Year Goal 574 students
Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and Regional Higher Education
✓ USO ALIGNED Accountability Measure #4 (Access)—total degrees awarded to first generation college students.
f.) Outcome: Increase international students in incoming freshman class by two (2) percentage points each year for the next five years.
Metrics:
Starting Point 81 students
1st Year Goal 83 students
5th Year Goal 89 students

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

Asterisk () indicates unit(s) with primary responsibility.*

Accountable Unit(s): Enrollment Management Office, *International Affairs Office, Office of Admissions, and Colleges
✓ USO ALIGNED Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.
g.) Outcome: Increase international graduate students in entering class by one (1) percentage point each year for the next five years.
Metrics:
Starting Point 218 students or 24% of new graduate students
1st Year Goal 220 students
5th Year Goal 229 students
Accountable Unit(s): Enrollment Management Office, *International Affairs Office, *Graduate College, and other Colleges with Graduate Programs
✓ USO ALIGNED Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.
h.) Outcome: Increase transfer students by two (2) percentage points each year for the next five years.
Metrics:
Starting Point 618 students (note: no comparable duplicated total enrollment number)
1st Year Goal 638 students
5th Year Goal 677 students
Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and Regional Higher Education
i.) Outcome: Increase number of undergraduate enrollees age 25 and older by two (2) percentage points each year for the next five years.
Metrics:
Starting Point 4342 students or 15% of all-campus total
1st Year Goal 4429 students
5th Year Goal 4794 students
Accountable Unit(s): Enrollment Management Office, *Office of Admissions, Colleges, and *Regional Higher Education
✓ USO ALIGNED Accountability Measure #3 (Access)—total enrollees age 25 and older.
j.) Outcome: Increase total degrees awarded to first generation college students.
Progress Indicators:
1st Year Goal Develop a method for capturing data on first generation college student enrollment and begin collection of information.
2nd Year Goal Use data collected during the first year to set targets and develop programs for increasing degrees awarded to first generation college students.
End Goal Establish data-driven annual targets tied to retention programs for first generation college students.
Accountable Unit(s): Institutional Research and Enrollment Management Office

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

Asterisk () indicates unit(s) with primary responsibility.*

✓ USO ALIGNED Accountability Measure #4 (Access)—total degrees awarded to first generation college students.
k.) Outcome: Increase percentage of first-time enrollees below age 21 with the equivalent of one semester or more of college credit earned during high school.
Progress Indicators:
1st Year Goal 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.
2nd Year Goal 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.
End Goal 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.
Accountable Unit(s): Institutional Research and Enrollment Management Office
✓ 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.
l. Outcome: Percentage of bachelor’s degree recipients with at least one year of credit from a community college.
Progress Indicators:
1st Year Goal Develop a method for capturing data on numbers of bachelor’s degree recipients with at least one year of credit from a community college.
2nd Year Goal 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.
End Goal 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.
Accountable Unit(s): Institutional Research and Enrollment Management Office
✓ USO ALIGNED Accountability Measure #15 (Affordability & Efficiency)—percentage of bachelor’s degree recipients with at least one year of credit from a community college.
m.) Regional Outcome: Increase post-secondary enrollment through dual enrollment initiatives.
Proposed for Investment
Progress Indicators:
Starting Point Establish policies to facilitate Ohio University’s regional campus participation in the Seniors to Sophomore Program during AY2008-09.
End Goal Create strategies to increase post-secondary enrollment that facilitate other quality and access goals within the strategic enrollment plan.
Accountable Unit(s): Executive Vice President and Provost Office, *Regional Higher Education, and Enrollment Management Office
✓ USO ALIGNED Accountability Measure #1 (Access)—total post-secondary enrollment.

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

Asterisk () indicates unit(s) with primary responsibility.*

4. STRATEGY: Create and implement a student recruitment marketing campaign.
Proposed for Investment
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.
Metrics:
Printed materials and on-line resources ready to send by August 2008.
Accountable Unit(s): *Communications and Marketing, Enrollment Management Office, and Office of Admissions
5. STRATEGY: Expand marketing and advertising.
Regional Outcome: 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.
Proposed for Investment
Progress Indicators:
Starting Point Review current marketing and advertising efforts.
1st Year Goal Develop a new marketing and advertising strategies designed to raise the profile of regional campuses among prospective students.
2nd Year Goal Undertake full implementation of marketing and advertising strategies and begin to document effectiveness.
Accountable Unit(s): Regional Higher Education, *Communications and Marketing, and Office of Admissions

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

Asterisk () indicates unit(s) with primary responsibility.*

OBJECTIVE ELEVEN: Strategically support international programs and research

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

1. STRATEGY Provide funding for recruitment travel and invest in better student services for international students.
a.) Outcome: Improved international recruitment and retention efforts at both the undergraduate and the graduate level.
Proposed for Investment
Metrics:
Recruitment (See, Metrics, Objective Ten)
Retention, Progress Indicators:
1st Year Goal Develop a method for capturing data on international student retention and begin collection of information.
2nd Year Goal Use data collected during the first year to set targets for international student retention targets.
Accountable Unit(s): *International Affairs Office, Admissions Office, Graduate College, and Enrollment Management Office
b.) Outcome: Provide funding for an international student travel service to and from Port Columbus Airport.
Proposed for Investment
Metrics:
Starting Point 209 arriving international students served in 2007-2008
1st Year Goal Provide service to 265 arriving international students in 2008-2009
5th Year Goal 350 students a year by 2012
Accountable Unit(s): International Student and Faculty Services Office
2. STRATEGY: Create an International House – one-stop services for international students and faculty and for domestic students seeking assistance about international academic opportunities.
Outcome: Improve student services and meet departmental/school needs in a timely manner.
Progress Indicators:
Starting Point: Determine most critical improvements to be made
1st Year: Prioritize and begin to execute implementation
End Goal: 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.
Accountable Unit(s): International Student and Faculty Services Office, Education Abroad, International Affairs Office, and *Executive Vice President and Provost Office
✓ USO ALIGNED Accountability Measure #17 (Economic Leadership)—total international students and Ohio students studying abroad.

OBJECTIVE ELEVEN: Strategically support international programs and research.

Asterisk () indicates unit with primary accountability.*

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

1. STRATEGY: Undertake an Academic Marketing Campaign a.k.a. “branding and positioning.”
a.) Outcome: 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.
Proposed for Investment
Progress Indicators:
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.
Accountable Unit(s): Communications and Marketing
b.) Regional Outcome: Increase state and national media attention on target programs/activities.
Proposed for Investment
Progress Indicators:
Starting Point 5 national stories
1st Year Goal 7 national stories
Fifth Year Goal 15 national stories
Accountable Unit(s): Regional Higher Education and *Communications and Marketing
2. STRATEGY: Develop strategic community relations and government affairs.
a.) Outcome: Enhance personal contact with public officials and university involvement in policy matters.
Progress Indicators:
Starting Point 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.).
1st Year Goal 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.).
2nd-5th Year Goals 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.).
Accountable Unit(s): Government Relations Office
b.) Outcome: Provide strategic advice on how to successfully position Ohio University in the University System of Ohio.

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.

Asterisk () indicates unit with primary accountability.*

Progress Indicators:
1st Year Goal 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.
2nd – 5th Year Goals Benchmark on a yearly basis successful integration of Ohio University into the USO.
Accountable Unit(s): Government Relations Office

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. *Asterisk (*) indicates unit with primary accountability.*

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

✓ USO ALIGNED Accountability Measure #9 (Quality)—total size of endowments and foundations per FTE.
1. STRATEGY: Working with academic leaders establish fundraising goals and criteria for development professionals.
Outcome: Increase the level of face-to-face solicitation of prospects by 25%
Metric:
Starting Point \$14.4 million in gifts and commitments
1st Year Goal \$20 million in gifts and commitments; 180 face-to-face visits per fundraiser; 150 formal proposals delivered
End Goal \$30 million in gifts and commitments
Accountable Unit(s): University Advancement and Deans
2. STRATEGY: Increase Advancement staffing and continue implementation of agreed upon external assessment.
Proposed for Investment
Outcome: 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.
Metric:
Starting Point 12 front-line fundraisers
1st Year Goal 19 front-line fundraisers
End Goal 19 front-line fundraisers
Accountable Unit(s): University Advancement
3. STRATEGY: Enlist and engage a greater number of volunteers in fundraising and recruitment functions.
a.) Outcome: Increase the involvement of leadership volunteers in fundraising by a factor of 10 to 100.
Metrics:
1st Year Goal 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.
End Goal 100 leadership volunteers
Accountable Unit(s): University Advancement, Deans, and Executive Staff
b.) Outcome: Create a fundraising “sales force” within the Ohio University Foundation Board of Trustees.

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

Progress Indicators:
Starting Point 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.
End Goal Majority of our leadership volunteers understand and are engaged in fundraising.
Accountable Unit(s): University Advancement
4. STRATEGY: Cultivate and engage “family and friends” of the university.
Outcome: Enlist the support of top benefactors in securing access and introduction to like-minded individuals, corporations, or foundations.
Progress Indicators:
1st Year Goal Continue the engagement of leadership volunteers through hosting of events; peer solicitations; identification of prospects
2nd - 5th Fifth Year Goals Continue to expand and enhance involvement of top benefactors in securing additional gifts.
Accountable Unit(s): University Advancement, Deans, and Executive Staff
5. STRATEGY: Select counsel for major comprehensive campaign.
Outcome: Campaign counsel engaged in FY 2009.
Accountable Unit(s): University Advancement
6. STRATEGY: Define operational plan for the implementation of a comprehensive campaign.
a.) Outcome: Determine staffing, funding, goal, and timeline.
Progress Indicators:
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.
Accountable Unit(s): University Advancement, Deans, and Executive Staff
b.) Outcome: Electronic wealth/demographic screening of the database to be completed by December 2008.
Progress Indicators:
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.
Accountable Unit(s): University Advancement
7. STRATEGY: Identify and recruit Board and top-level volunteers capable of leading the campaign and making transformational gifts.
Outcome: Volunteer leadership engaged and integrated into the fundraising enterprise starting FY 2008 and extending through the campaign.
Progress Indicators:
Continue engagement of leadership volunteers begun in fiscal year 2008, integrating these

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

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>
Accountable Unit(s): University Advancement, Deans, and Executive Staff
8. STRATEGY: Seek principal gifts from top-level prospects.
Outcome: Seek principal lead gifts secured by 2012 to meet the 50% requirement.
Progress Indicators:
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.
Accountable Unit(s): University Advancement, Deans, and Executive Staff
9. REGIONAL STRATEGY: Increase annual giving.
Proposed for Investment
Outcome: Develop the capacity on the regional campuses to conduct annual giving campaigns.
Progress Indicators:
1st Year Goal: Have staff in place to begin developing an approach to annual giving for the regional campuses.
2nd Year Goal: Begin to implement annual giving strategies.
3rd – 5th Year Goals: Assess effectiveness of annual giving strategies and expand as appropriate.
Accountable Unit(s): University Advancement and Regional Higher Education

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

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

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

1. STRATEGY: Provide additional funds for student programming.
Proposed for Investment
Outcome: In FY 2009 direct all of FYVOIP Year One investment in student programming to Student Activities Commission's budget.
Accountable Unit(s): Division of Student Affairs
2. STRATEGY: Enhance students' out-of-class experience in order to increase student involvement in out-of-class activities.
a.) Outcome: Provide better ways of communicating programming.
Progress Indicators:
Starting Point 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.]
1st Year Goal Purchase student organization management system "Symlicity," a web-based interface to manage student organizations and events.
5th Year Goal 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].
Accountable Unit(s): Division of Student Affairs
b.) Outcome: Attract the most highly qualified students to resident assistant (RA) positions by improving resident assistant compensation.
Proposed for Investment
Progress Indicators:
Starting Point 2006 Human Resources comparison of RA compensation at 39 Ohio colleges and universities ranked Ohio University as 23 rd .
1st Year Goal 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.
5th Year Goal 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
Accountable Unit(s): Auxiliary Services and Division of Student Affairs
c.) Outcome: 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].
Progress Indicators:
Starting Point 10 Year Capital Improvements Master Plan identified recommendations for residence hall capital improvements.
1st Year Goal Continue to implement the Master Plan by completing Lincoln Hall renovation and implement Shively residence hall and dining renovation in FY 08-09.

OBJECTIVE FOURTEEN: Enhance positive engagement and cultural enrichment in campus and community life.
Asterisk () indicates unit with primary accountability.*

5th Year Goal At the end of the 10 Year Master Plan, projected renovations would update 27% of the existing 7,790 beds.
Accountable Unit(s): Auxiliary Services
d.) Regional Outcome: Increase availability of out-of-class experiences by 5% over the next five years.
Proposed for Investment
Progress Indicators:
Starting Point: Use Student Involvement survey to establish a baseline of current out-of-class experiences.
1st Year Goal: 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.
2nd – 5th Year Goals: Realize 5% increase in the number of student out-of-class experiences.
Accountable Unit(s): Regional Higher Education
e.) Regional Outcome: Expand first-year student participation in campus activities.
Proposed for Investment
Progress Indicators:
Starting Point: Use Student Involvement survey to establish a baseline of current first-year student participation in campus activities.
1st Year Goal: Develop campus-wide strategies for fostering first-year student participation and communicating availability of activities.
2nd – 5th Year Goals: Enact strategies and document increases first-year student participation.
Accountable Unit(s): Regional Higher Education
3. STRATEGY: Continue funding for Arts for OHIO at the current level.
Proposed for Investment
Outcome: Demonstrate significant student attendance at Arts for OHIO events and integration of Arts for Ohio programs and activities into the curriculum.
Progress Indicators:
Starting point Establish a baseline (attendance number of events, number of non-arts unit collaborators, number of institutional supporters)
1st Year Goal Develop qualitative measures to accompany baseline information
5th Year Goal Fully document the cultural and curricular contributions made by the Arts for OHIO Program
Accountable Unit(s): * College of Fine Arts and Executive Vice President and Provost Office
4. STRATEGY: Support programs for students that target the development of citizenship and exposure to a wide range of cultures.
a.) Outcome: Develop a set of student expectations and communicate them broadly, frequently, and consistently.
Progress Indicators:
1st Year Goal Create a set of common expectations
End Goal Communicate the expectations through recruiting materials, Pre-College, major public student events such as Freshmen Convocation, during college Welcome Week sessions, in

OBJECTIVE FOURTEEN: Enhance positive engagement and cultural enrichment in campus and community life. Asterisk (*) indicates unit with primary accountability.

Residence Life programming, and Judiciaries.
Accountable Unit(s): Division of Student Affairs, Communications and Marketing, and Colleges
b.) Outcome: Increase number of graduating students who choose to undertake public service opportunities.
Progress Indicators:
Starting point Determine current levels of participation
1st Year Goal Design and implement ways of bringing public service opportunities to the attention of juniors and help to facilitate their applications as seniors.
5th Year Goal Demonstrate improvements in the numbers of students undertaking public service opportunities.
Accountable Unit(s): *Career Services Office, Division of Student Affairs, and Colleges
5. STRATEGY: Improve the integration of academic units and Division of Student Affairs.
a.) Outcome: Coordinate Student Affairs and academic programming to promote the development of a robust intellectual environment.
Progress Indicators:
Starting Point 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.
1st Year Goal Inventory programs already occurring in co-curricular units and academic units separately and outline collaborative opportunities and potential overlap.
5th Year Goal Increased collaborative programs by 20%
Accountable Unit(s): Division of Student Affairs and Colleges
b.) Outcome: Increase the number of projects and programs that are jointly developed.
Progress Indicators:
Starting Point Identify all co-curricular and academic affairs project and programmatic committees.
1st Year Goal Increase cross-membership in committees.
2nd - 5th Year Goal Increased number of jointly developed projects and programs as a result of increased cross-membership in committees.
Accountable Unit(s): Division of Student Affairs and Colleges
c.) Outcome: Establish greater faculty ties with Student Affairs via joint planning.
Progress Indicators:
Starting Point Charge the Student Affairs sponsored Faculty Involvement Committee to establish a strategic plan for collaborative efforts and assessment.
1st Year Goal Establish a presence from faculty and members from other co-curricular units on the committee.
End Goal Have in place a strategic plan to guide collaborative programming and assessment between co-curricular units and academic affairs.
Accountable Unit(s): Division of Student Affairs and Colleges

OBJECTIVE FOURTEEN: Enhance positive engagement and cultural enrichment in campus and community life.
Asterisk () indicates unit with primary accountability.*

OBJECTIVE FIFTEEN: Improve health and safety

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

1. STRATEGY: Expand voluntary participation in education and counseling interventions aimed at reducing risk or harm.
Regional Outcome: Extend personal and counseling services to regional campus students.
Proposed for Investment
Progress Indicators:
Starting Point Survey current needs and present services.
1st Year Goal Develop a staged implementation plan to provide personal and counseling services for regional campus students.
2nd – 5th Year Goals Implement plan.
Accountable Unit(s): Regional Higher Education
2. STRATEGY: Develop emergency readiness and business continuity plans for every department on all campuses.
Regional Outcome: Expand law enforcement presence on campuses.
Proposed for Investment
Progress Indicators:
Starting Point Survey current needs and present law enforcement presence on campuses.
1st Year Goal Develop a staged implementation plan to increase law enforcement presence on campuses.
2nd – 5th Year Goals Implement plan.
Accountable Unit(s): Regional Higher Education
3. REGIONAL STRATEGY: Expand community health and safety partnerships.
Proposed for Investment
Outcome: Provide increased training opportunities for students in health and safety.
Progress Indicators:
1st Year Goal Create career internships in health and safety and marketing programs to promote them.
2nd – 5th Year Goals Assess and create additional internship opportunities along with effective marketing strategies to encourage the development of internships and student knowledge of their availability.
Accountable Unit(s): Regional Higher Education
✓ USO ALIGNED Accountability Measure #20 (Economic Leadership_—number of students engaged in internships and co-ops.

OBJECTIVE FIFTEEN: Improve health and safety.

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

1. STRATEGY: Academic support units to adopt a continuous improvement and customer-focused style while reducing costs whenever possible.
Outcome: 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. Both formative and summative evaluations will be conducted.
Progress Indicator:
5th Year Goal Within five years every academic support unit will undergo a review.
Accountable Unit(s): VP for Finance and Administration Office and Executive Vice President and Provost Office
2. STRATEGY: More effective and efficient data collection to support assessment by coordinating all non-academic and co-curricular survey work through Institutional Research.
Outcome: Elimination of non-necessary and redundant student, faculty, and staff surveys; develop alternative assessment methods.
Progress Indicators:
Starting Point Development of an approval process to survey employees and students
1st Year Goal Development of Institutional Research “Question of the Day” survey model
Accountable Unit(s): Institutional Research
3. STRATEGY: Participate in the Voluntary System of Accountability (VSA).
Outcome: 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.
Progress Indicators [timed from formal commitment to join in fall 2008]:
Consumer information reported [3 months]
Undergraduate success and progress rates reported [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]
Accountable Unit(s): Institutional Research
✓ USO ALIGNED Key Strategy: All universities will join the Voluntary System of Accountability (USO Master Plan, p. 109).

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.

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

1. STRATEGY: 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.) Outcome: 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.
Metrics:
Starting Point .239 Primary Reserve Ratio
1st Year Goal .250 Primary Reserve Ratio
End Goal Maintain .250 or higher for a SB6 score of at least 4.00
Accountable Unit(s): VP for Finance and Administration Office
b.) Outcome: 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.
Metrics:
Starting Point .043 Net Income Ratio
1st Year Goal .050 Net Income Ratio
End Goal Maintain .050 or higher for a SB6 score of at least 5.0
Accountable Unit(s): VP for Finance and Administration Office
c.) Outcome: 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.
Metrics:
Starting Point - .6 SB6 score (assuming the HDL purchase and construction of student health center)
1st Year Goal – Maintain .6 or greater Viability Ratio
End Goal - Maintain .6 or greater Viability Ratio
Accountable Unit(s): VP for Finance and Administration Office
d.) Outcome: Move our SB6 Composite Score to at least the average of Ohio institutions. The current average SB6 Composite Score for universities is 3.87.
Metrics:
Starting Point 3.2 SB6 Composite Score
1st Year Goal - 3.7 SB6 Composite Score
End Goal - State wide average SB6 Composite Score or better (currently 3.87)
Accountable Unit(s): VP for Finance and Administration Office
2. STRATEGY: Improve the financial controls and risk management environments.
a.) Outcome: Internal audit findings are promptly addressed.
Progress Indicators:

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

Asterisk () indicates unit with primary accountability.*

Starting Point Findings addressed at widely variable times or appear as repeat findings in next audit.
1st Year Goal Findings formally addressed within one year of initial finding.
End Goal Findings formally addressed within six months of initial finding.
Accountable Unit(s): *Internal Audit Office, VP for Finance and Administration, and Executive Vice President and Provost Office
b.) Outcome: Develop a robust, sustainable university control climate.
Progress Indicators:
Starting Point Develop and administer control climate survey. Determine effectiveness.
1st Year Goal Develop a strategic implementation plan for improving the control climate in conjunction with university stakeholders.
End Goal Maintain a robust, sustainable university control climate
Accountable Unit(s): Internal Audit Office, VP for Finance and Administration, and Executive Vice President and Provost Office
3. STRATEGY: Ensure legal regulatory and ethical compliance.
a.) Outcome: Financial and research conflicts of interest identified.
Progress Indicators:
Starting Point Use procedures established in the area of research to help develop policies regarding financial conflicts of interest.
End Goal Self-certification procedures in place.
Accountable Unit(s): VP for Research/Creative Activity/Graduate College Office, VP for Finance and Administration, and Executive Vice President and Provost Office
b.) Outcome: Establish a University Code of Ethics understood and practiced by all employees.
Progress Indicators:
1st Year Goal Develop code in conjunction with stakeholder groups and establish an annual method of refreshing/increasing employee familiarity with the code.
End Goal Establishment of a clear and accessible University Code of Ethics
Accountable Unit(s): Executive Staff and Deans

OBJECTIVE SEVENTEEN: Establish a stronger financial, legal, and compliance infrastructure.
Asterisk () indicates unit with primary accountability.*

OBJECTIVE EIGHTEEN: Improve campus accessibility

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

1. STRATEGY: Improve physical accessibility of campus for students, employees , and visitors to campus.
Outcome: Establish and maintain compliance with federal disabilities law (ADA/Sec. 504)
Progress Indicators:
Starting Point: 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.
1st Year Goal: 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.
End Goal: 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.
Accountable Unit(s): *University Planning and Implementation, Disability Services
2. STRATEGY: Improve web accessibility for students, employees, and members of the public.
Outcome: Establish and maintain for Ohio University’s Web appropriate international standard as recognized by the Web Accessibility Initiative (http://www.w3.org/WAI/)
Progress Indicators:
Starting Point: 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.
1st Year Goal: A plan for campus web accessibility will be developed which will identify priorities, timeline, tasks, costs and responsible parties.
End Goal: 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.
Accountable Unit(s): *Information Technology, Disability Services, Communications and Marketing.
3. STRATEGY: Create a collaborative relationship of shared responsibility between academic units and the Office of Disability Services in the implementation of academic adjustments and auxiliary aids for students.
Outcome: 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.
Progress Indicators:
Starting Point: The Office for Institutional Equity & Disability Services does not have sufficient human resources or space to proctor exams for students with disabilities.
1st Year Goal: Establish a committee composed of representatives from each academic college, University Planning and Implementation and Disability Services to develop a plan of transition

OBJECTIVE EIGHTEEN: Improve campus accessibility.

Asterisk (*) indicates unit with primary accountability.

and shared responsibility for proctoring services.
End Goal: Proctoring sites established within each college and sufficient proctoring space housed within the Office of Disability Services.
Accountable Unit(s): Office of Disability Services and Colleges

OBJECTIVE EIGHTEEN: Improve campus accessibility.
Asterisk (*) indicates unit with primary accountability.

OBJECTIVE NINETEEN: Improve campus facilities and strengthen commitment to sustainability.
Goal: Enrich the environment for students, faculty, staff and the region.

STRATEGY: Promote sustainability and the continued “greening” of all campuses
a.) Outcome: 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.
Progress Indicators:
Starting Point Current operations are funded at 50% of current required capacity.
1st Year Goal Expand operation to be fully functional.
2nd-5th Year Goals Further enhance operations by adding resources in conjunction with reductions in waste for the continued greening of Ohio University.
Accountable Unit(s): VP for Finance and Administration Office
b.) Outcome: Develop recycling/reuse programs that conserve resources and also produce a net return to the university.
Progress Indicators:
Starting Point Create an outline for a new Waste Management Plan.
1st Year Goal Develop a project proposal for a Materials Recovery Facility (MRF).
End Goal Fund, develop, and implement an MRF.
Accountable Unit(s): Office of Sustainability and VP for Finance and Administration Office
c.) Outcome: Develop construction and maintenance standards that support the President’s Climate Commitment and the State’s energy use standards.
Progress Indicators:
Starting Point Collect data and inventory current energy use and carbon footprint.
1st Year Goal Develop strategies and propose standards.
End Goal Adopt and implement building and operating standards.
Accountable Unit(s): VP for Finance and Administration
d.) Outcome: Reduce energy consumption per square foot by 5% per year.
Metrics:
Starting Point Collecting and documenting current consumption.
1st Year Goal 5% reduction in energy use per square foot
5th Year Goal 24% reduction in energy use per square foot
Accountable Unit(s): VP for Finance and Administration
e.) Outcome: Reduce Ohio University’s carbon footprint and develop a phased plan toward climate neutrality.
Progress Indicators:
Starting Point No footprint measure.
1st Year Goal Define carbon footprint annually starting in 1990.
End Goal Complete a climate strategy and target a date for climate neutrality.
Accountable Unit(s): VP for Finance and Administration

OBJECTIVE NINETEEN: Improve campus facilities and strengthen commitment to sustainability.

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

1. STRATEGY: 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.
Outcome: Compile a list of prioritized recommendations of employee health and wellness practices along with estimated costs of each initiative.
Progress Indicators:
Starting Point Begin survey of practices in Spring 2008.
1st Year Goal Complete and present recommendations.
2nd Year Goal Begin implementation of selected recommendations.
Accountable Unit(s): Human Resources
2. STRATEGY: Support the collaborative initiative “Healthy Ohio” through campus-wide communications and incentives on all campuses.
Outcome: Increase the Health Risk Appraisal participation by 5% each year for the next five years.
Proposed for Investment
Progress Indicators:
Starting Point Current level of participation.
1st Year Goal Level of programming and participation based on Health Risk Appraisal group results and evaluations.
End Goal Level of programming and participation based on Health Risk Appraisal group results and evaluations.
Accountable Unit(s): Human Resources
3. STRATEGY: Enhance health and wellness education initiatives for faculty and staff.
Outcome: 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.
Progress Indicators:
Starting Point Current level of participation.
1st Year Goal Level of programming and participation based on Health Risk Appraisal group results and evaluations.
End Goal Level of programming and participation based on Health Risk Appraisal group results and evaluations.
Accountable Unit(s): Human Resources

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

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.

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.
Regional Outcome: Establish a visible national presence in key organizations.
Proposed for Investment
Progress Indicator:
Increase in participation level in national organizations.
Accountable Unit(s): Regional Higher Education

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.



Draft Five Year Vision Ohio Implementation Plan, August 2007-January 2008

Background

Effective strategic planning is an iterative process through which the initial draft of the plan is continually discussed, assessed, and revised to ensure that goals and objectives are being met and that emerging exigencies in the university's internal and external environments are being addressed. Internal and external exigencies have surfaced since *Vision Ohio* was launched in late 2004 that must be incorporated within this iterative process. Examples of such internal exigencies are infrastructure problems related to information technology and financial practices as well as the challenge of funding new academic initiatives. Examples of external exigencies are the University System of Ohio, changes in state funding for higher education, and an uncertain state budget climate which all have immediate and long-term implications for Ohio University.

Vision Ohio has followed such an iterative process from the creation of the draft plan during the 2004-5 academic year through the subsequent work of the implementation teams and planning bodies in the 2005-06 academic year to the steering committee's identification of priorities in Spring 2007. Presented with those priorities and a revised version of *Vision Ohio*, the Board of Trustees requested that the President develop an action plan by August 2007, complete with budget estimates, that would specify how *Vision Ohio* would be implemented over the next five years. The Board of Trustees also asked that the President share this action plan with the Athens and regional campuses in Fall 2007 for the purpose of seeking comment from members of those campus communities and the constituent groups who represent them.

Fall Quarter Review Process

At the start of the 2007 Fall Quarter, the President appointed a committee composed of faculty, staff, and students from those groups along with deans and vice presidents and charged it with gathering feedback and with submitting a report of its findings to the Executive Vice President and Provost by November 15th. The President also asked the Executive Vice President and Provost to provide recommendations to him based on the comments of the committee upon her receipt of its November 15th report.

The Executive Vice President and Provost presented her report to the President on November 28th containing a series of recommendations on factors to consider in redrafting the plan. Between December 5th and January 4th, the President and Executive Vice President and Provost convened four half-day meetings with the deans and executive staff to review the action plan in light of both the committee's report, the Executive Vice President and Provost's recommendations, and changes in the internal and external environments.

Conclusions, Results, Next Steps

Affirmed in these meetings was the primacy of the academic mission and, concomitantly, the primacy of the plan's first two goals (1) to strengthen undergraduate education and (2) to enhance graduate and professional education and research. Likewise affirmed was the impossibility of meeting these first two goals if substantive progress was not also made in meeting goals three, four, and five. The uniformly shared conclusion reached during these meetings is that sustaining the success of Ohio University's academic mission depends on its ability to achieve the other goals in the plan (3) to recruit and retain talented and diverse students, faculty, and staff; (4) to enrich the environment for students, staff, faculty, and the region; and (5) to fortify and align infrastructure to enhance the academic missions of instruction, research, and service. Put simply, optimal achievement of goals one and two, which is a necessary condition for reaching

goal six (6) to enhance prominence within Ohio, the nation, and the world, will require strong support for goals three, four, and five.

Another conclusion of our meetings was that the implementation of the plan must be accompanied by a university-wide focus on addressing financial, legal, and compliance issues. To that end, three pursuits will be privileged. The balance sheet and the overall financial strength of the university will be improved. Financial controls and risk management will be bolstered. The university will operate in compliance with legal, regulatory, and ethical requirements. Responsibility for helping the university to be successful in these essential pursuits belongs to all employees. Appropriate training will be provided to assist faculty, administrators, and staff fulfill their obligations.

The result of these meetings is a revised action plan grounded in *Vision Ohio* that

- Privileges the academic mission and recognizes student achievement and faculty excellence as fundamental institutional commitments;
- Incorporates some of the concerns expressed in the committee report;
- Adopts a conservative approach in its implementation budget that avoids front-loading investments;
- Recommends using an ordering principle for selecting strategies/priorities for funding based on their contribution to academic excellence and revenue growth and the likely breadth and depth of their impact;
- Acknowledges the need to solve incrementally the infrastructure problems;
- And recognizes the university's obligation to coordinate its planning and decisions in ways consistent with the evolving University System of Ohio.

This revised draft action plan, now known as the *Five Year Vision Ohio Implementation Plan*, will be formally presented to the campuses on January 16 at a meeting of the Five Year Plan Committee (consisting of the original Five Year Academic Action Plan Committee and the Vision Ohio Executive Steering Committee). The Five Year Plan Committee will reconvene for two more meetings. On January 23, the committee will discuss the documents received on January 16. At the January 23 meeting, a draft budget for Year One of the plan will be presented. On January 30, the committee will meet to discuss the draft budget. After the January 30 meeting, the Five Year Plan Committee will dissolve and the responsibility for further work on the Five Year Plan will devolve to the Vision Ohio Executive Steering Committee, the Budget Planning Council, and the Deans, Vice Presidents, and Executive Staff Group.