November 13, 2019

Strategic Framework
Discussion: BPC

Brad Cohen
From Pathways to Initiatives…

Strategic Pathways 2017

- Diversity and Inclusion
- Academic Quality
- Dialogue and Civil Debate
- Engagement Ecosystem
From Pathways to Initiatives…

Framework Themes 2019

- Student Success and Transformation
- Research Supporting Communities
- Access and Inclusion
- Sustainable Academic Enterprise
- Diversity and Inclusion
- Academic Quality
- Dialogue and Civil Debate
- Engagement Ecosystem
From Pathways to Initiatives...

Strategic Initiatives
2019-2025
## Framework Themes and Strategic Initiatives

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Corresponding Framework</th>
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<tbody>
<tr>
<td>1. Reimagine Academic Enterprise</td>
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<td>2. Student Success</td>
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<td>3. Research and Scholarly Activity</td>
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<td>4. Gen Ed Reform</td>
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<td>5. Catalyze Strategic Enrollment</td>
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<td>6. One OHIO Integration</td>
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<td>7. Digital Transformation</td>
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<td>8. Dynamic Budget Model &amp; Rebalancing</td>
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<td>9. Space Utilization and Footprint</td>
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<td>10. Marketing and Branding</td>
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<td>11. Alumni &amp; Corporate Engagement</td>
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Discussion

• Engagement and governance
• Budget impact
• Other?

More details:

https://www.ohio.edu/president/ohio-strategic-framework/strategic-initiatives
BPC Members in Attendance: Chaden Djalali, Deb Shaffer, Susan Williams, Amanda Graham, Robin Muhammad, Tim Epley, Matthew Shaftel, Florence Glassman, Randy Leite, Andrew Fodor, Austin McClain, Lydia Ramlo, Dareen Tadros, Sara Helfrich

BPC Members Absent: Jason Pina, Dale Masel, Jayden McAdams

Non-voting Members: Katie Hensel, Chad Mitchell, John Day, Jim Sabin, Dawn Weiser, Cary Frith, Jennifer Kirksey, Laura Myers, Brad Cohen, Shelley Ruff

Strategic Initiatives Updates – Brad Cohen, Chief Strategy and Innovation Officer (CSIO)

- Brad reviewed the progression leading to OHIO’s Strategic Framework, Fearlessly First - from 2017’s 4 Strategic Pathways to today’s 4 Framework Themes supported by the 11 Strategic Initiatives - and stressed the importance of moving the institution in a new, sustainable direction due to the realities and challenges facing traditional higher education structures, student populations, and operations.
- The 11 actionable initiatives are intended to fundamentally reshape OHIO for the future
  - Immediate actions are being undertaken by advisory groups led by co-chairs and comprised of representatives from across the institution; feedback is being widely sought with opportunities for discussion and input planned
  - Reshaping must be responsive to the evolving needs and expectations of society and the changing population of students and methods of delivery
  - Updates for the status of each initiative will be provided via the President’s website
  - Governance will be dependent on the nature of each initiative
- Work is proceeding on all 11 initiatives; current actions as part of the Reimagine Academic Enterprise initiative include
  - Unit are identifying redundancies, operational efficiencies, restructuring opportunities, curricular process changes, new revenue models, incentive structures, service level changes or elimination
  - Admin units are modeling 5% and 10% reductions and analyzing 5-year budget impacts
    - responses are due F, November 15 and will be synthesized by the Reimagining advisory group
  - Academic units are reviewing
    - Programs / courses -> low enrollments, market responsiveness, duplication across the institution for possible consolidation/elimination, curricular structures that are costly and/or outdated
    - Faculty workload -> evaluate rightsizing course loads, balancing scholarly and creative activity, faculty roles in the changing environment
- Primary focus is on supporting the mission, delivering quality, and ensuring student success – Elizabeth Sayrs is working with a group to develop a comprehensive definition of student success
  - There will be varying degrees of success depending on the student populations being measured
  - Success includes more than retention, graduation and job placement
- The demands on higher education across the nation require a commitment to take risks and align resources with investments in key strategic areas for success and realistic avenues for new revenues

Discussion:
- Cary Frith announced that on Nov 18 & 19 representatives from Teton Science Schools will conduct day-long Place-Based Pedagogy Workshops at Nelson Hall
  - Looking for broad engagement of campus community; will provide immersive education techniques for faculty
  - Opportunity to provide input as to what is valued and must be preserved and what is frustrating and unnecessary
  - Register for workshop online via the Office of Instructional Innovation (OII); contact Jerry Miller with questions
How are the various 11 initiatives being coordinated to work together? Initially, the One OHIO Integration initiative and its action items to bring together all OHIO campuses and functions came out of the RHE Task Force’s work. One OHIO’s original work has been pulled in as one of the 11 initiatives, Uniting the System: One OHIO, to be considered along with the other 10 initiatives in the Framework plan. Each initiative is being reviewed and worked through individually with all eleven initiatives’ recommendations to be analyzed holistically.

The pace will be uncomfortable due to the rapidly changing higher education environment; current enrollment demographics and funding realities are pressing the urgent need for quick and decisive action.

The Strategic Initiatives are critically important – the strategies must come first; the impacts of reasonable investments must assure returns that contribute to the institution’s long-term success; investment results and returns must be quantifiable and measurable. The current higher education challenges and realities are such that

- Change is imminent; some institutions will close
- We need to challenge ourselves about the current modes of operation and the efforts expended – are we successfully executing on the mission
- OHIO must be relevant and meaningful to the students and the region

**Shared Governance** – Deb Shaffer

BPC’s current role has been changing – *Where is shared governance occurring in the current committees which inform the annual budget decisions? How does BPC share in the process and communicate the impacts?* 

- Included with the materials is a table of committees whose charges involve making recommendations or decisions which have budgetary impact. Also included are many of the charters noting representation from the constituencies.
- BPC members are asked to review and provide feedback on:
  - *Where do constituencies feel representation needs reexamined for possible change?*
  - *How do the constituencies secure involvement and provide input to the 11 initiative groups?*
  - Input is requested as soon as possible to inform any changes to a committee’s membership and operations.

**Next Meeting** – December Meeting to be scheduled in order to review feedback on committee membership and provide budget update to BPC members, prior to January Board of Trustees Meeting