



OHIO STATE'S STRATEGIC PLAN

TIME AND CHANGE

Enable, Empower and Inspire

TABLE OF CONTENTS

| | |
|--|----|
| Letter from Board Chair Alex Shumate and President Michael V. Drake, MD | i |
| Introduction | 1 |
| Ohio State's Aspiration | 4 |
| The Five Pillars | |
| Teaching and Learning | 5 |
| Access, Affordability and Excellence | 7 |
| Research and Creative Expression | 9 |
| Academic Health Care | 11 |
| Operational Excellence and Resource Stewardship | 13 |
| Implementation | 15 |
| Conclusion | 16 |

LETTER FROM BOARD CHAIR ALEX SHUMATE AND PRESIDENT MICHAEL V. DRAKE, MD

Ohio State has arrived at an unprecedented moment in its nearly 150-year history. Our momentum has never been greater — with university records in applications, graduation rates, academic excellence, diversity, donor support and more.

We stand at the doorway of transformational change for Ohio State and the national higher education landscape. Our strategic plan sets forth the next steps of what it means to be a flagship public research university in the 21st century.

Through thousands of hours of focus, effort and input from faculty, staff, students, alumni, friends and the community, we have built a plan to provide the best in what higher education has to offer.

To be successful in this next bold leap in our history, we need the talents and contributions of all members of Buckeye Nation.

We invite you to learn more about Ohio State's strategic plan and join us as we fulfill yet anew the promise of our founding.



Alex Shumate
Board of Trustees, Chairman
The Ohio State University



Michael V. Drake, MD
President
The Ohio State University

INTRODUCTION

What Ohio State does matters. And how we do it matters. When we are at our best, we make a real difference to people. Our size, breadth, geography, history and standard of excellence position us to drive the future of higher education.

Our strategic plan is to be the best university we can be. We owe it to our students, our faculty, our staff and to our community. We owe it to ourselves. And, because we are Ohio State, we owe it to the nation.

This means that our accessibility, teaching, research, service and stewardship must be of the highest order, carried out in a way that exemplifies best practices for our peers across the nation and around the world. Anything less is missing our unique opportunity to make good on the promise of our founding: to elevate the quality of life for our fellow citizens. In doing so, we give meaning and purpose to our own lives.

American colleges and universities have an opportunity to open their doors to all who recognize education as a powerful engine — including those who recognize it as a powerful engine for upward mobility.

We know that there are certain elite universities that do this quite well on a small scale for a few people. At Ohio State, we have the heft, persistence and resources to create the highest opportunity for success for the highest number of students. Our transformative opportunity is to do this more broadly — and show other universities how to do it — on a grander scale.

Our plan requires enhanced uses of technology and constructive, engaged advising to transform teaching and learning from broadly focused to a targeted experience. Our focus on matching Ohio State faculty with classroom teaching style will produce advanced outcomes for students. Our faculty will be well-equipped with the latest and most effective teaching tools. The result will be a data-driven student experience of a small institution with the scope, reach and opportunities of a national flagship public research university. Audacious perhaps, but we are The Ohio State University.

Simultaneously, our strategic plan demands bold advances in research and creative expression, health care solutions to improve lives and operational excellence and innovation that unite us in our singular path forward to lead the country's higher education landscape.

Ohio State is in a unique position at a unique time with unique ability. We know that what Ohio State does matters, and we will use this platform to demonstrate a new model in higher education to the individuals and families it serves.

A land-grant tradition and future



The Ohio State University was founded in 1870 following the Land-Grant College Act of 1862. Classes began in the fall of 1873 with 24 students. The first class of six men graduated in 1878, followed by the first woman graduate in 1879.

Today, Ohio State is among the largest and most respected public research universities in the nation, with more than 66,000 students on six campuses. The spring 2017 graduating class of over 11,500 was the largest in school history.

Ohio State is known best for its vibrant student experience, research excellence, athletic prowess and highly engaged Buckeye family. The true strength of Ohio State is its people. Buckeye Nation includes more than 45,000 faculty and staff as well as 550,000 alumni living and working in 170 countries across the globe.

Our university is situated in the center of the nation with connections that reach north to south and coast to coast. Intellectually, culturally, academically and emotionally, Ohio State is connected to people in all walks of life and in all parts of the country.

Ohio State's leadership extends to active engagement with national higher education organizations focused broadly on access, affordability and excellence for individuals and families: the Association of American Universities, Association of Public and Land-grant Universities, American Talent Initiative, University Innovation Alliance and more.

What Ohio State does matters. Our responsibility over the next 150 years is to be a fixed beacon to illuminate the path to the American Dream and address the most pressing issues of our time.

Time and change

Higher education is undergoing a period of unprecedented change. Foremost among the challenges is the rising costs of a college degree during an era of diminishing public funding. While research shows the return on investment in a college education is higher than ever before, making that investment has become too difficult for too many.

An excellent education must be accessible. More than half of low- and moderate-income students who possess the talent to excel at top universities, for example, do not apply to selective institutions despite increased graduation rates and the potential for higher future earnings. A direct correlation exists between what we do in higher education and the quality of people's lives. Leading universities share a responsibility to address these issues.

Ohio State is recognized as a top 20 public university, a powerful starting point from where our strategic plan envisions the next meaningful steps in our history of excellence. We now have an extraordinary opportunity to build on our recognized strengths while investing strategically in areas that directly address what matters most to the broader community.

Planning the next steps

Strategic planning began in summer 2016, initiated by President Michael V. Drake and the Ohio State Board of Trustees. The effort aligns with and builds on the 2020 Vision for the university, introduced by President Drake at his 2015 investiture, and will guide and inform the priorities of Framework 2.0, a plan for the physical environment of the Columbus campus.

2020VISION

President Drake's vision for the university includes three vital areas:

- A focus on **access, affordability and excellence** to lower the cost and improve the value of an Ohio State education.
- A commitment to **community engagement** to extend higher education and our research — elevating the quality of life for Ohio and beyond.
- The recognition of **diversity and inclusion** as core principles in everything we do, from academic programming and resources to the hiring and promotion of faculty and staff.

[Learn more about the 2020 Vision.](#)

Campus of the future: Framework 2.0



Focused on creating the physical campus of the future, the Framework 2.0 plan imagines transformational research and learning environments over the next decade and beyond — with a strong emphasis on sustainability.

[Learn more about Framework 2.0](#)

Development of the plan occurred in collaboration with the university community of students, faculty and staff. We coordinated with our numerous colleges, departments, programs and the Wexner Medical Center to ensure the plan addressed the comprehensive breadth and complexity of one of the largest universities in the country.

Overall, we connected with more than 500 campus leaders from across Ohio State and received nearly 1,000 responses, suggestions and ideas through online engagement efforts. The planning process also incorporated input from vital stakeholders, including alumni, friends and community leaders.

Broadly, Ohio State's mission and values have naturally guided the strategic planning process. Through its mission, the university is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service;
- Understanding that diversity and inclusion are essential components of our excellence.

Ohio State's core values are: excellence; diversity in people and of ideas; inclusion; access and affordability; innovation; collaboration and multidisciplinary endeavor; and integrity, transparency and trust.

Inclusive excellence



In our labs, classrooms and other learning environments, diversity sparks innovation, strengthens cultural understanding, broadens scholarly benefits to society and improves the student experience.

[Learn more about diversity and inclusion at Ohio State.](#)

OHIO STATE'S ASPIRATION: A LEADING NATIONAL FLAGSHIP PUBLIC RESEARCH UNIVERSITY

To make the next bold leap in Ohio State's land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

This aspiration requires a focus on uplifting the well-being of the state, the nation and the global community through the dissemination of knowledge. It necessitates celebrating all that makes us distinctive and making decisions that build on our unique assets and strengths. Finally, it means being recognized consistently as one of the top public research universities in the nation.

To reach our goals, Ohio State's strategic plan sets forth five pillars of focus:

- I TEACHING AND LEARNING**
Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.
- II ACCESS, AFFORDABILITY AND EXCELLENCE**
Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.
- III RESEARCH AND CREATIVE EXPRESSION**
Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.
- IV ACADEMIC HEALTH CARE**
The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.
- V OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP**
Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.



Disciplina in civitatem

These Latin words are the university motto. Inscribed on Ohio State's seal, they translate to "Education for citizenship" — a reflection of our land-grant foundation and the university's core commitment to outreach and engagement that uplifts the world around us.

[Learn more about outreach and engagement at Ohio State.](#)



TEACHING AND LEARNING

What is our aspiration?

Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

Why is this important?

Teaching and learning are cornerstones of Ohio State's mission and critical for student success. In a time of rapidly changing teaching and learning practices, Ohio State strives to be at the forefront of researching, adopting and creating practices that improve student success in the classroom and beyond.

While some public universities have centers for teaching and learning, Ohio State has an opportunity to demonstrate leadership at a national level by adopting pioneering, at-scale approaches and measuring their effectiveness. The benefits to our students will be significant — not just through a more effective classroom experience, but also faster time to degree completion, which translates into less debt.

What are our concrete goals?

1. Achieve broadest possible participation in high-quality professional development programs for teachers;
2. Recognize and reward excellence among our teachers;
3. Staff critical courses in line with demonstrated teaching excellence;
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning practices, scholarship and outcomes.

What specific targets are we setting for ourselves?

1. Achieve broadest possible participation in high-quality professional development programs for teachers
 - Enroll all new teachers in the Faculty FIT (Foundations, Impact, Transformation) program at the University Institute for Teaching and Learning (UITL);
 - Encourage the majority of teachers to regularly participate in teaching-enrichment programs;
 - Certify 80 percent or more of each department's teachers through a teaching professional-development program;
 - Diffuse and adopt at-scale proven best practices in teaching and learning.

Best practices in teaching



The **University Institute for Teaching and Learning** — the first of its kind at Ohio State — was established in May 2016 to expand support of faculty and create national best practices in the classroom.

The quality of teaching during the first two years of college has a profound impact on student success. This faculty-led institute is dedicated to working across disciplines to elevate this important work.

[Learn more about the University Institute for Teaching and Learning.](#)

2. Recognize and reward teaching excellence
 - Measure teaching effectiveness across all teachers through robust and fair systems, based on pedagogy research;
 - Reward and provide public recognition for excellence in teaching.
3. Staff critical courses in line with demonstrated teaching excellence
 - Staff critical courses with the most effective teachers in each department.
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning
 - Gain public recognition as a leader in teaching and learning practices, scholarship and outcomes;
 - Become regarded as a national leader in empirical research and in the use of advanced analytics to study the impact of teaching effectiveness on student outcomes;
 - Produce high-impact publications and online resources on best practices and innovations in teaching.

What types of initiatives will help us achieve our goals?

1. Achieve broadest possible participation in high-quality professional development programs for teachers
 - Develop, refine and scale high-quality professional development programs and instructional support for teachers across the university;
 - Incentivize individuals and departments to maximize participation;
 - Centralize teaching and learning organizations and leverage scale to maximize cross-pollination and adoption of best practices.
2. Recognize and reward teaching excellence
 - Develop robust and fair metrics and methods to measure teaching effectiveness;
 - Reward teaching excellence with financial incentives and prestigious awards.
3. Staff critical courses in line with demonstrated teaching excellence
 - Identify courses that are critical to students' success;
 - Identify best practices and design optimal staffing models, processes and incentives to align each department's best teachers with courses most critical to student success.
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning
 - Lead the nation in cutting-edge teaching and learning research, publishing analyses on Ohio State's innovations and sharing resources on a dynamic web-based platform;
 - Use advanced analytics to conduct empirical research on indicators of student success;
 - Host national annual conference on teaching and learning at Ohio State.

Co-curricular engagement



Learning and development takes place both inside and outside the classroom through nationally recognized programs that create an extraordinary student experience.

Ohio State's comprehensive approach ranges from first-year seminars and the Second-year Transformational Experience Program to service-learning and learning communities to capstone courses, projects and internships.

According to Gallup and Student Life data, co-curricular learning is an important contributor to student and alumni development and success.

- Involved students are 2.6 times more likely to report having grown as a result of their experience at Ohio State
- 64 percent of alumni who engaged in experiential learning report being engaged at work, compared to 31 percent of alumni who did not
- 22 percent of alumni who strongly agree they engaged in experiential learning are thriving in all five areas of well-being (career, social, financial, physical, community), compared to 9 percent who did not

[Learn more about the student experience.](#)



ACCESS, AFFORDABILITY AND EXCELLENCE

What is our aspiration?

Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.

Why is this important?

Providing inclusive access and an excellent and affordable education is core to our mission as a public land-grant university. Since 2000, tuition costs per student at public institutions have increased by 64 percent. The average debt for graduates of four-year universities has nearly doubled since 2004, with more than two-thirds of students graduating with some level of debt.

Ohio State has an opportunity to implement and scale innovative strategies to create more pathways to college for more students through our leadership and participation in the national dialogue on higher education.

What are our concrete goals?

1. Be a leader among public universities in enrollment of talented low- and moderate-income students;
2. Achieve excellence by improving first-year retention and four-year graduation rates with a focus on bridging the gap in performance between underrepresented populations and the overall student body, across the Columbus and regional campuses;
3. Improve affordability and reduce indebtedness through a new financial aid policy for all low- and moderate-income in-state students on the Columbus campus and additional scholarships for highly talented low-income students.

What specific targets are we setting for ourselves?

1. Increase enrollment of talented low- and moderate-income students
 - Be among the top public universities in enrollment of Pell-eligible students at the Columbus campus;
 - Maintain or improve current talent levels of incoming freshmen at the Columbus campus.
2. Improve first-year retention and four-year graduation rates
 - Minimize the gap in first-year retention rates between underrepresented populations and the rest of the student body;
 - Improve overall first-year retention rates, reaching 95 percent at the Columbus campus and 71 percent at the regional campuses;
 - Minimize the gap in four-year graduation rates between underrepresented populations and the rest of the student body;

Leading the national conversation



Ohio State is a founding member of the **American Talent Initiative**, a national effort to increase the number of low- and moderate-income students by 50,000 at up to 270 top-performing institutions.

“By taking part in the American Talent Initiative, you are helping to bring about transformational change for college-aged students and their families across the nation. Our work together will enable more young people to fulfill their potential and achieve their dreams.”

Michael R. Bloomberg
Bloomberg Philanthropies

The university is also a charter member of the **University Innovation Alliance**, a coalition of 11 public research universities committed to expanding access to higher education and student success through innovative and collective solutions.

Learn more about the [American Talent Initiative](#) and [University Innovation Alliance](#).

3. Improve affordability and reduce indebtedness
 - Establish a new financial aid policy for new in-state students at the Columbus campus:
 - Meet full unmet need up to cost-of-attendance for all low-income students through a combination of gift aid, loans and/or work-study;
 - Significantly reduce unmet need for all moderate-income students through a combination of gift aid, loans and/or work-study.
 - Meet the full cost of tuition for high-talent, high-need students at the Columbus campus from the lower half of the income distribution.

What types of initiatives will help us achieve our goals?

1. Increase enrollment of talented low- and moderate-income students
 - Enhance outreach programs targeting low- and moderate-income prospects, including communications strategy and digital tools;
 - Increase enrollment of low-income students at the Columbus campus;
 - Develop and launch unique events and programs for low- and moderate-income students (e.g., alumni networking events, internships, etc.).
2. Improve first-year retention and four-year graduation rates
 - Improve ratio of students-to-academic advisors for all students, and, in particular, for underrepresented populations;
 - Develop advanced analytics to identify and monitor key indicators of at-risk students to enable early interventions;
 - Enhance support programs and design new targeted interventions, e.g., implement learnings from First in the World grant and the Second-year Transformational Experience Program (STEP);
 - Ensure the offering of core requirement courses meets the full demand so students can progress and graduate on time;
 - Enhance career services program to assist low- and moderate-income students in finding internships and jobs.
3. Improve affordability and reduce indebtedness
 - Design a new financial aid policy for low- and moderate-income students;
 - Create additional scholarships for high-talent, high-need students;
 - Implement new financial aid program and scholarships incrementally with new cohorts of students.



RESEARCH AND CREATIVE EXPRESSION

What is our aspiration?

Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.

Why is this important?

Ohio State's tradition of collaboration and innovation has set us apart and fostered intellectual curiosity and high-impact research for generations. Our university's strength lies in the extraordinary breadth and scale of our research efforts. Ohio State is committed to convening the greatest minds to push the boundaries of fundamental and translational research and solve societal challenges.

What are our concrete goals?

1. Attract, retain and support leading national scholars and rising stars in newly designed professorship program;
2. Be a national leader in prioritized research and creative expression areas that will drive positive societal impact and in which we have an opportunity to make a difference;
3. Provide world-class support and enhance accountability for our faculty researchers.

What specific targets are we setting for ourselves?

1. Attract, retain and support leading national scholars and rising stars
 - Recruit top scholars and rising stars, internally and from across the country, and retain them in new "Presidential Professorships" program.
2. Be a national leader in prioritized research and creative expression areas
 - Substantially increase extramural funding to create opportunities for groundbreaking research;
 - Focus efforts to increase the number of our faculty who receive prestigious accolades and are recognized for the impact of their research;
 - Invest in prioritized research and creative expression areas in order to foster an environment where researchers can thrive, collaborate and solve the most complex challenges:
 - Faculty champions recruited for each initiative to orchestrate the effort;
 - Dedicated state-of-the-art facilities;
 - New faculty recruited, supported and retained;
 - Among the top ranked in extramural grants and funding for each focus area;
 - Translation of research to groundbreaking solutions;
 - Realization of commercialization success.

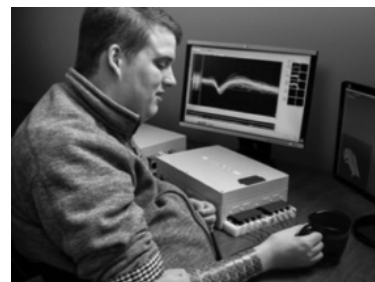
Advancing and uplifting lives

From the landmark development of the feline leukemia vaccine and groundbreaking computer animation to the world's first solar battery, Ohio State has a history of research and creative expression that impacts society.

Recent examples:



Ohio State faculty member Ann Hamilton is an internationally renowned visual artist and leading figure in contemporary art. She was awarded the National Medal of Arts by President Barack Obama, joining actress Sally Field and author Stephen King in accepting the highest award given to artists and arts patrons by the U.S. government.



For the first time in medical history, a paralyzed man moved his fingers and hand using his own thoughts — the result of a partnership between the Wexner Medical Center's Neurological Institute and Battelle. The stunning scientific achievement has been reported across the nation and the world.

3. Provide world-class research support and accountability for researchers
 - Provide best-in-class support for new and existing research opportunities (e.g., central grant support, attractive program for postdoctoral scholars and graduate research associates);
 - Develop and apply rigorous performance management standards (e.g., individual accountability metrics, stage gates for measuring progress) across the university.

What types of initiatives will help us achieve our goals?

1. Attract, retain and support leading national scholars and rising stars
 - Target a mix of established leaders and rising stars, internally screened and from across the country, including capable leaders of interdisciplinary initiatives;
 - Design and offer attractive compensation and start-up packages, and build scholar program incrementally by developing the prestige of the program and attracting the most talented researchers.

2. Be a national leader in prioritized research and creative expression areas
 - Continuously apply robust criteria to refine list of prioritized research and creative expression areas;
 - Identify or recruit faculty champions to orchestrate and lead prioritized areas;
 - Develop, dedicate and build out cutting-edge research and creative expression spaces (e.g., new research tower, performance spaces);
 - Recruit top-tier researchers;
 - Host annual R&D and innovation challenges and events, attracting national recognition and new partnerships.

3. Provide world-class research support and accountability for researchers
 - Continue to monitor performance of broad research areas critical to sustained student and university success;
 - Develop and implement robust and fair metrics and processes to measure research performance at the individual and programmatic level;
 - Scale up central research support function to accelerate funding, improve commercialization success, and identify and cross-pollinate research best practices;
 - Recruit additional talented postdoctoral scholars and graduate research associates.

Innovative research partnership



Columbus, Ohio, beat out more than 70 competitors nationwide to be named the U.S. Department of Transportation’s Smart City.

Ohio State is the lead research partner in the effort. University scientists and facilities are playing a central role in implementing the \$140 million program to develop model innovative transportation strategies for the region and nation.

[Learn more about Smart Columbus.](#)



ACADEMIC HEALTH CARE

What is our aspiration?

The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.

Why is this important?

The Wexner Medical Center plays a critical role in serving the health needs of our community and driving national breakthroughs in research that ultimately save lives.

Our university has an opportunity to grow the size and excellence of our health system enterprise to meet the evolving needs of Ohioans and to enhance our national reputation as a leader in academic medicine.

What are our concrete goals?

1. Foster an environment to attract and develop a diverse and talented team committed to a culture of innovation and diversity;
2. Pioneer life-altering biomedical discoveries and their translation into breakthrough health care solutions;
3. Create an innovative health care delivery model that provides high-value care with an unparalleled patient experience and access;
4. Implement an innovative interdisciplinary educational model to educate the most diverse and sought-after health professionals in the world;
5. Create healthy communities and partnerships by addressing Ohio's most pressing health needs;
6. Be a responsible steward of all resources.

What specific targets are we setting for ourselves?

1. Foster an environment to attract and develop a diverse and talented team committed to a culture of innovation and diversity
 - Create and sustain a culture that inspires our workforce to live the organizational values;
 - Design and implement a high-touch, high-value recruitment process that attracts and recruits world-class talent;
 - Design and implement an innovative and flexible compensation and benefit model that ensures talent is aligned and engaged around the medical center's aspiration;
 - Develop a robust faculty, staff and leadership development program that inspires medical center talent to realize their full potential.

Excellence in clinical services



The Ohio State University Wexner Medical Center provides exemplary clinical care in virtually every medical discipline, leveraging the talent of more than 1,000 physicians, the resources of seven hospitals and a robust network of community-based care centers to manage more than 1 million patient visits annually.

- 25 consecutive designations by *U.S. News & World Report* as one of America's "Best Hospitals"
- Four straight Vizient Quality Leadership Awards for outcomes, safety, efficiency, effectiveness, equity and patient experience
- Healthgrades' 2016 Distinguished Hospital Award for Clinical Excellence — a distinction reserved for the top 5 percent of hospitals in the nation
- First health system in central Ohio to have a hospital achieve Magnet Recognition, one of the highest honors awarded for nursing excellence; the Ross Heart Hospital, University Hospital and The James are all designated Magnet hospitals
- Five consecutive years on Becker's "100 Great Hospitals in America" list

2. Pioneer life-altering biomedical discoveries through research
 - Become a national leader in biomedical breakthroughs and the translation of research into health care solutions;
 - Significantly increase extramural funding for health sciences research;
 - Attract, recruit, inspire and retain world-class talent through a rigorous, enthusiastic and collaborative culture.

3. Create an innovative health care delivery model
 - Grow tertiary and quaternary care;
 - Provide high-quality, highly accessible and patient-focused care that exceeds expectations;
 - Deliver interprofessional team-based care focused on the health and wellness of individuals and populations;
 - Expand the medical center's local and regional reach through new access points as well as strategic partnerships across the continuum of care.

4. Implement an innovative interdisciplinary educational model
 - Advance the education mission of the university, health sciences colleges and the College of Medicine through learner-centered innovation and faculty engagement;
 - Implement disruptive innovations that will establish Ohio State as a forward-thinking leader in delivering education to learners.

5. Create healthy communities and partnerships
 - Improve the health and wellness of our communities;
 - Serve as the provider of choice in all major central Ohio communities;
 - Provide an accessible and exceptional patient experience;
 - Address the most pressing health needs of our community – access to care, chronic disease, infectious disease, obesity, infant mortality and behavioral health.

6. Be a responsible steward of all resources
 - Make a positive financial contribution to the enterprise;
 - Operate more efficiently to fund our strategic investments and growth;
 - Align fundraising goals with strategic objectives.

A comprehensive strategic plan for the Wexner Medical Center has been developed in coordination and alignment with the goals and targets outlined in the university's strategic plan.



OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP

What is our aspiration?

Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.

Why is this important?

Operational excellence is foundational to the success of our strategic vision for the future. The university must be a responsible steward of its resources in order to re-direct investment into initiatives that will help us to achieve our bold aspirations.

We have the opportunity to operate more efficiently while also operating more effectively. We can work smarter to deliver even better service levels at lower cost.

What are our concrete goals?

1. Capture hundreds of millions in savings at the university and the Wexner Medical Center over seven years for strategic uses;
2. Realize significant improvements in end-user service levels (e.g., project timelines, turnaround times, self-service);
3. Simplify core processes and streamline financial mechanisms to create unprecedented transparency and agility;
4. Capture hundreds of millions in innovative revenue-generation opportunities and the required funds to fuel our strategy through a bold new fundraising campaign;
5. Maintain levels of local, state and federal support and capture new local, state and federal opportunities for capital projects.

What specific targets are we setting for ourselves?

1. Capture efficiencies for strategic uses
 - Capture hundreds of millions in efficiencies across the university and health system without compromising effectiveness.
2. Realize significant improvements in end-user service levels
 - Drive 10 to 20 percent improvement in service levels, turnaround times, quality standards and consistency across administrative support functions;
 - Foster a culture of transparency, accountability and continuous improvement.

Unprecedented investment

The Comprehensive Energy Management Project (CEMP) will help make Ohio State a world leader in sustainability and advance teaching, learning and research through the single largest investment in the university's academic mission.



It promises to modernize campus, create substantial academic benefits and establish a major center for research and technology commercialization.

[Learn more about CEMP.](#)

“These thoroughly planned partnerships, the magnitude of which sets Ohio State apart from its peers, contribute to a significant increase in financial reserves and greater revenue diversity, credit positives for one of the nation’s 10 largest public universities.”

MOODY’S

3. Simplify core processes and create unprecedented transparency and agility
 - Empower decision-makers to drive operational excellence;
 - Improve budget processes to enable transparent reporting, value capture and flexibility;
 - Design and implement performance management systems;
 - Deliver a new ERP system on time and on budget that will digitize and simplify core processes.
4. Capture innovative revenues and strategic fundraising
 - Capture hundreds of millions through innovative revenue-generation opportunities;
 - Generate required funds for strategic priorities through a strategic fundraising campaign.
5. Maintain levels of local, state and federal support and capture new opportunities
 - Maintain current levels of local, state and federal support;
 - Capture incremental local, state and federal support for capital projects through new opportunities.

What types of initiatives will help us achieve our goals?

1. Capture efficiencies for strategic uses; 2. Realize significant improvements in end-user service levels; and 3. Simplify core processes and create unprecedented transparency and agility
 - Create a Transformation Office and an integrated transformation plan, including a portfolio of initiatives linked to a timeline, targets, initiative owners and integrated communications plan;
 - Design the management system to enable value capture and value assurance throughout the transformation, including governance and decision-making, budget and financial processes, and performance management;
 - Capture “quick wins” to build momentum and unlock resources early on for strategic initiatives;
 - Design and implement identified opportunities;
 - Execute Workday planning, design and implementation;
 - Investigate other opportunities through diagnostics and pursue new initiatives.
4. Capture innovative revenues and strategic fundraising
 - Launch strategic fundraising campaign;
 - Explore innovative revenue generation (e.g., our new energy partnership);
 - Pursue new revenue opportunities strategically and opportunistically.
5. Maintain levels of local, state and federal support and capture new opportunities
 - Work with policymakers to ensure appropriate funding for the university;
 - Explore new opportunities for local, state and federal support outside of traditional revenue streams.

State partnerships and support



As the state’s flagship university, Ohio State enjoys a long-standing and productive partnership with the state of Ohio. The state provides operational support to the university as well as capital support for the construction and maintenance of university assets. To bolster support for Ohio students most in need, the state awards grants to offset the cost of tuition. Ohio State Extension, with offices in all 88 Ohio counties, is supported by state funding.

Faculty conduct contract-based research to help the state and industry partners address contemporary public- and private-sector challenges. Ohio State also hosts the Ohio Technology Consortium, the Ohio Department of Higher Education’s statewide technology infrastructure, which is utilized by higher education institutions across Ohio.

IMPLEMENTATION

Translating our bold strategy into execution will be the work of all Buckeyes, requiring strong leadership, an unwavering commitment to our aspirations, a collaborative culture and continued engagement across the university community and with our many important stakeholders.

Our dedication to successfully implementing our strategic plan will be reinforced by our long-range financial plan, Framework 2.0, a talent plan and a fundraising campaign plan. The development of our plans has been thorough and comprehensive, with detailed project development, risk assessments, budgets and progress metrics.

To ensure clear accountability and ownership at all levels of the plan — by pillar, by initiative and overall — we will name and vest leaders from across the university with the responsibility, personnel and support necessary to implement our five pillars of focus.

Measuring our progress will be essential to achieving our aspirations. We will hold ourselves accountable through robust performance management, rigorous project management, and transparent tracking and reporting of our progress against pre-defined goals.

To be successful, our plan requires all of us working together to embody a culture that embraces innovation, collaboration and forward progress. Close engagement with all of our diverse stakeholders will be critical to building and maintaining momentum as we celebrate successes and milestones along the way.

The ambitious scale of our strategic plan has never before been attempted and will require flexibility, agility and sound judgment as we navigate the future. Above all else, we will rely on our incredible people — students, faculty, staff, alumni, community and business partners, government leaders and more — to help us achieve our bold aspirations for Ohio State over the coming decade and beyond.

Destination Ohio State

Beyond our faculty, staff and student community, Ohio State regularly welcomes visitors from across the country and around the world.

Competitions in 36 varsity sports along with a wide range of activities hosted at some of the most recognized event centers in the region and the nation — including Ohio Stadium, the Wexner Center for the Arts, the Ohio Union, the Jerome Schottenstein Center, the Blackwell Inn, the Longaberger Alumni House, the Fawcett Center, campus recreation facilities and University Housing — attract 8 million visitors to 105,000 events each year.

The annual economic impact is well over \$350 million.

CONCLUSION

Ohio State stands at the doorway of great opportunity, firmly and uniquely positioned to be a leading national flagship public research university.

We endeavor to build upon our existing strengths and advance our focus in areas that define excellence in 21st century higher education: teaching and learning; access, affordability and excellence; research and creative expression; academic health care; and operational excellence and resource stewardship.

The university's path forward honors our rich history of educating the sons and daughters of Ohio, engaging communities the world over through scholarship and outreach, and uplifting all lives that connect with our students, faculty, staff, alumni and friends.

Now are the next steps.

Our ambitions are bold because that is the Ohio State way. Our responsibility is great because families in Ohio and beyond require us to be the very best we can be. Our future is bright because we are Buckeyes — and we have 150 years of excellence to help light the way.



Chart our updates and progress at go.osu.edu/strategicplan.

A world without Ohio State? Unimaginable.

What Ohio State does matters. According to a Gallup survey, Buckeye alumni reported they could not imagine a world without Ohio State.

More than 750,000 donors supported the *But for Ohio State* Campaign, likely the most donors ever to a higher education campaign. They gave Ohio State a record \$3 billion to support the academic mission and vision in several areas: placing students first, driving research and innovation, elevating faculty and the academic enterprise, and creating modern learning environments.