



2017-2022 STRATEGIC PLAN



THE OHIO STATE UNIVERSITY

COLLEGE OF ARTS AND SCIENCES

TABLE OF CONTENTS

University Vision, Mission, Values and Goals	3
Letter from Executive Dean and Vice Provost, David C. Manderscheid	4
<i>Foreword</i>	
College Overview	5
Strategic Scan	6
Strategic Planning Process	7
<i>Strategic Plan</i>	
Vision & Values	9
Strategic Focus Areas	10
Excellent Faculty & Programs	11
Access, Affordability and Student Success	14
Outreach and Engagement	15
Leadership and Advocacy	16
Resource Stewardship and Growth	17

THE OHIO STATE UNIVERSITY

VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University, we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.
- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.
- **Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.
- **Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.

MISSION

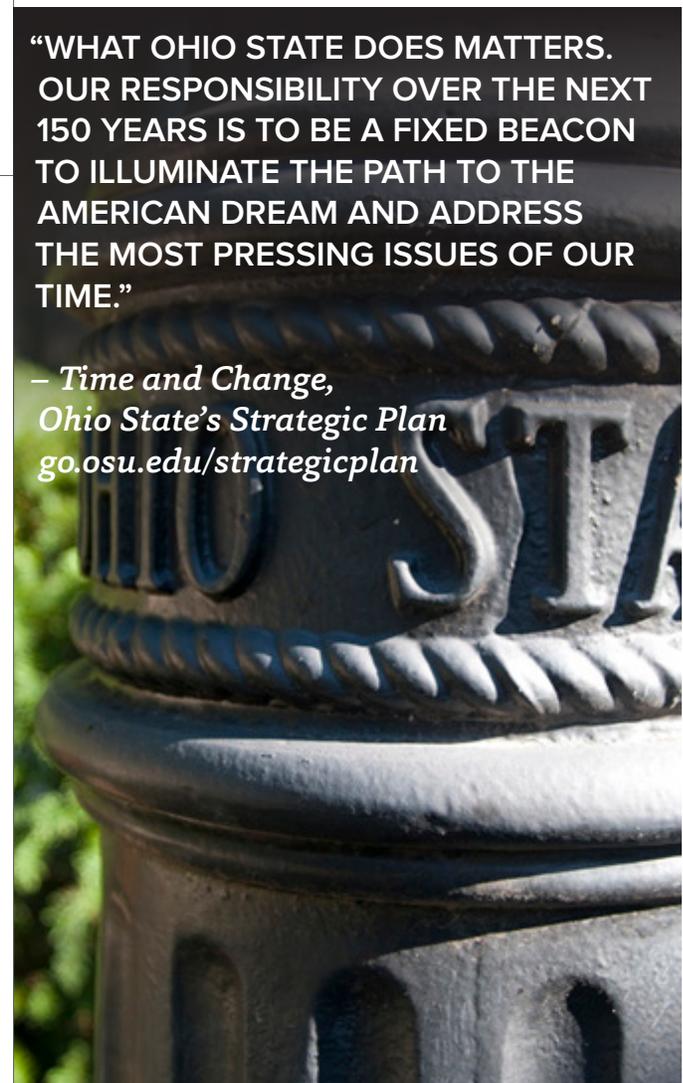
The University is dedicated to:

- 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.

We understand that diversity and inclusion are essential components of our excellence.

“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,
Ohio State's Strategic Plan
go.osu.edu/strategicplan*



THE COLLEGE OF ARTS AND SCIENCES

Dear friends,

When the College of Arts and Sciences became one in 2010, we brought together an astonishing array of scholars, thinkers, and creators who make up the academic heart of The Ohio State University. With this core group of faculty and staff and the hires we have made since, we are well on the road to securing our college's standing as the very definition of a 21st century college of arts and sciences: a supportive, open, inclusive community that promises and delivers unparalleled opportunities for education, engagement, and leadership for our students and our campus and community partners.

It is with this in mind that I am excited to share with you our strategic plan for 2017–2022. Our planning was informed by an open and inclusive process that engaged the Arts and Sciences community in a series of conversations and open forums in which we came to better understand the college's current strengths and needs to chart our future.

This plan is our guide to establishing and affirming the College of Arts and Sciences as a recognized leader in teaching and learning, research and creative scholarship, and outreach and engagement. With the launch of this plan, we also are committing to an ongoing, continuous strategic planning focus to expand planning to identify key programs, tactics and measures to define and achieve our goals.

We are excited to share our new strategic plan in the following pages. And, we are thrilled to have you join us on this journey as we advance the college and elevate its standing locally, nationally, and globally.



David C. Manderscheid
Executive Dean and Vice Provost

FOREWORD

COLLEGE OVERVIEW

In 2010, the College of Arts and Sciences became a single entity, incorporating the former Federation of the Colleges of the Arts and Sciences' five legacy colleges, bringing together faculty and academic programs in the Arts, Biological Sciences, Humanities, Mathematical and Physical Sciences, and Social and Behavioral Sciences. As a strategic priority of the university, the new college was designed to bring together fundamental and practical studies taught by diverse, core faculty, facilitating connections across traditional and emerging arts and sciences disciplines and campus-wide.

Almost daily, we continue to see more and more evidence confirming the power and impact of an arts and sciences education. Technology and business are demanding more liberal arts graduates, and national studies continue to show that a versatile skill set produces productive careers and long-term fulfillment.

This is particularly true for students studying the arts and sciences at Ohio State. Today's graduates will spend their careers in a global environment that demands the ability to be nimble and responsive. Our land-grant heritage inspires us to provide a supportive, student-centered environment and world-class education that give our students a competitive edge and the ability to make a difference in the world. With access to top-tier faculty and a wide range of majors and minors, they have every opportunity to follow their dreams.

We will continue to advance the college's value to the university, state and nation to realize our potential as a national leader in teaching and learning, research and creative scholarship, and outreach and engagement. We will focus on supporting and expanding our diverse range of disciplines and academic endeavors that define a 21st century college of arts and sciences. As a single, strong college we will continue to enhance and amplify our national standing, advocating for the ways an arts and sciences education fosters curiosity, inquiry and a thirst for learning about the world we live in. This is what drives discovery and instills a desire to apply expertise and knowledge to making the world better by finding solutions to local and global challenges.

By the Numbers

- 38 departments and schools
- 20+ centers and institutes
- 2,000 faculty and staff
- 81 majors
- 100+ minors
- Instruction in more than 30 languages
- \$286M budget, state budget
- \$100M in research awards annually
- \$259M endowment
- 24 endowed professorships
- 23 endowed chairs
- 200,000+ living alumni



STRATEGIC SCAN

The College of Arts and Sciences is a diverse community that encourages dynamic conversations, fosters broad collaborations, and creates an environment of lifelong learning. As we charted our course forward for the next five years, we considered our internal and external environment.

INTERNAL

College

As one of the newest and most comprehensive arts and sciences colleges in the country, a key motivation for planning is to foster a connected community with shared values and a roadmap for direction-setting.

During the spring semester of 2017, we broadly engaged our internal Arts and Sciences community, including faculty, staff, students, and key stakeholders, to cultivate discussion, inform planning, and better understand the college's current climate and needs.

University

In addition to broad engagement of Arts and Sciences faculty and staff, the planning process included reaching out to and gaining insights from key connections across the university.

At the university level, there are several initiatives underway that will directly impact the college. Of particular note is the review of General Education and of the budget model. Defining our path forward includes consideration of these processes and potential impacts.

EXTERNAL

Economic Environment

To continue our commitment to access, affordability, and excellence, we must effectively marshal and leverage our resources. Thus, strategic planning, stewardship, accountability, and transparency are more important than ever. We need to build a case for our value, outcomes, and excellence for students, faculty, staff, donors, corporate and community partners, friends, alumni, and legislators.

Higher Education

The intensity of competition for highly capable students and for excellent faculty and staff, and for research and donor-dollars will grow in coming years, especially with the expected decline in the number of high school graduates in Ohio in the coming decade and projections of flat funding, at best, for research at the federal level.

A New Competitive Arena

As one of the best colleges of arts and sciences in the country, we compete to recruit and retain faculty and students with the best programs in the nation, including other Top-10 research programs and long-established public arts and sciences leaders. We must continue to advance academics, research, and student outcomes.

Misperception of Liberal Arts Education

With a narrow focus on immediate return on investment upon graduation driving many higher education decisions, arts and sciences degrees are in decline across the country. We believe this focus compromises the best interests of the individuals and of our civil, democratic society. Our planning must address public misperceptions; we must effectively articulate the value of, and advocate for, arts and sciences education and degrees. As a land-grant institution with significant

investments in the arts and sciences, Ohio State has had a long commitment to supporting both a “liberal and practical education,” as articulated in the Morrill Act of 1862. The College of Arts and Sciences has an unprecedented opportunity to be a national leader in the ways in which its programs — whether the “classical” disciplines envisioned in the Morrill Act or more recent additions — can demonstrate the value of an arts and sciences education in all of its theoretical, creative, and practical dimensions.

STRATEGIC PLANNING PROCESS

The 2017-2022 Arts and Sciences strategic plan was developed in parallel with the university’s new strategic plan, Time and Change, to assure that our focus and trajectory are aligned with its overarching goals. We have created a complementary plan incorporating university themes and planning intent while devising strategies to address the college’s unique strengths, challenges and opportunities. All planning and the implementation to follow seek to advance the college and the university by following the university’s stated mission and values.

Insight Gathering

To advance productive conversation and inform planning and direction-setting, college leadership embarked upon a highly-inclusive planning process. This began with a widely-promoted survey in January 2017, and more than 20 focus groups and workshops with Arts and Sciences faculty and staff. This culminated in a Town Hall Meeting in April 2017 that provided a forum to openly share outcomes, along with the opportunity to ask questions and discuss key topics.

Survey

The survey was designed to get a deep, diverse understanding of the strengths and the challenges of our college from the perspective of our faculty and staff. It was administered from Jan. 26 to Feb. 7, 2017 and 418 responses were received. Our analysis of the results detected broad themes, summarized in the following diagrams; the length of the spokes indicates the commonality of the answers.





Focus Groups, Workshops and a Town Hall Meeting

Following the survey, the college engaged in three rounds of focus groups and workshops to support an inclusive and transparent planning process.

1. Nearly 50 faculty and staff, who volunteered via the survey, participated in the first round of five focus groups. This round focused on high-level topics, such as priority- and direction-setting, and gave participants a face-to-face opportunity to expand upon survey responses. A summary of results is provided online at <http://go.osu.edu/insights-summary>.

The second round of workshops, hosted by leadership, was designed to gather insights around key planning topic areas: Excellent Faculty and Programs; Research and Creative Scholarship; Undergraduate Access, Affordability and Student Success; Graduate Access, Affordability and Student Success; Outreach and Engagement; Diversity and Values; Leadership and Advocacy; and, Resource Stewardship and Growth.

There were two workshops held on each topic to broadly accommodate interest and schedules. More than 100 faculty and staff participated in 16 workshops. A summary of insights gained is provided online at <http://go.osu.edu/insights-summary>.

2. At the conclusion of the activities detailed above, Dean Manderscheid hosted a college-wide Town Hall Meeting on April 5, 2017 to share outcomes and to provide an open forum for questions. Those can be seen online at <http://go.osu.edu/forum-notes>.
3. To finalize key priorities in August-September 2017, four discussion sessions were held with college chairs and directors, associate and assistant deans, and the dean’s faculty advisory committee. Feedback given during the sessions and ongoing via email was applied directly to the Strategic Focus Areas section.

THE COLLEGE OF ARTS AND SCIENCES

2017-2022 Strategic Plan

The following plan seeks to advance the university and college by advancing the university's stated vision, mission, values and core goals.

In addition, the college has defined its own vision and values to guide strategic planning and direction-setting.

Vision

To support and advance these institutional objectives, the College of Arts and Sciences' long-term vision is to be a recognized leader, on campus and beyond, in teaching and learning, research and creative scholarship, and outreach and engagement, to serve the State of Ohio, the nation and the world.

Values

Our various disciplines have different academic cultures and practices that contribute to our comprehensive strength. Within that variety of disciplinary norms, we value practices and innovations that embrace and exhibit **diversity, inclusive excellence, community-building, accountability, transparency, and creativity.**

STRATEGIC FOCUS AREAS

To realize our vision and advance our values, we have defined one overarching principle and five key areas of focus that support direction-setting and decision-making across the college.

OVERARCHING PRINCIPLE

Diversity and inclusion are essential components of excellence and will be a part of our strategic thinking in all areas.

1

EXCELLENT FACULTY AND PROGRAMS

The College of Arts and Sciences is the academic heart of Ohio State. Outstanding and well-supported faculty, staff, and academic programs are essential to achieving top-tier education and research throughout the university.

2

ACCESS, AFFORDABILITY, AND STUDENT SUCCESS

As the standard bearer for the value of education in the arts and sciences at a great public research institution, we must be leaders in finding ways to make that education affordable and accessible, while promoting value-added opportunities to ensure undergraduate and graduate student success.

3

OUTREACH AND ENGAGEMENT

The College of Arts and Sciences has a unique perspective and the expertise to address major societal challenges and debates. We have a long legacy and steadfast commitment to facilitating partnerships and collaborations and recognize the important role our community plays in improving our programs and students' success.

4

LEADERSHIP AND ADVOCACY

We must be leaders in advocating for and articulating the enduring and practical value of a liberal arts education and majors and minors in the arts and sciences, on campus and beyond.

5

RESOURCE STEWARDSHIP AND GROWTH

We are dedicated to achieving greater effectiveness and efficiency and to growing revenue, with a commitment to direct as many resources as possible toward our academic mission.

Strategic Focus Areas

In developing our five-year strategic plan, the college built upon the five focus areas defined in our Strategic Roadmap and one overarching principle of diversity and inclusion to identify areas of commitment as a framework for further development of efforts to achieve our goals and define success. Each year, we will post updates on our goals, initiatives, and tactics.

OVERARCHING PRINCIPLE

Diversity and inclusion are essential components of excellence and will be a part of our strategic thinking in all areas.



EXCELLENT FACULTY AND PROGRAMS

The College of Arts and Sciences is the academic heart of Ohio State. Outstanding and well-supported faculty, staff, and academic programs are essential to achieving top-tier education and research throughout the university.

GOAL 1

Build and maintain top programs

Areas of commitment:

1. Make strategic investments in and raise external funds for nationally recognized programs and those with emerging reputations, while strengthening the disciplinary foundations that are integral to an arts and sciences education
2. Foster programs through encouraging interdisciplinary and collaborative research and creative scholarship, with a priority for hiring in areas that arise as departmental, college, and university priorities
3. Encourage curricular innovation and experimentation in both face-to-face and virtual formats
4. Recruit, enroll and retain diverse cohorts of undergraduate and graduate students with the greatest potential to learn and contribute
5. Make evidence-based decisions about how to preserve academic rigor in programs while also encouraging and rewarding high-impact practices in applied and engaged scholarship, team science, and co-authored work in traditionally single-author or single-artist disciplines

GOAL 2

Recruit and retain excellent and diverse faculty and staff

Areas of commitment:

Faculty

1. Continue to foster an inclusive environment with particular emphasis on encouraging college and unit leaders to understand their roles and responsibilities

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2. Support a creative, collaborative and inclusive academic culture by creating structured opportunities for networking and sharing work, team teaching, participation in centers, institutes and interdisciplinary initiatives, and courtesy and joint appointments
 3. Retain faculty by proactively addressing salary compression and providing professional development opportunities
 4. Increase the number of external prizes and awards received by faculty by encouraging the nominations and providing support during the nomination process
 5. Recruit and retain a diverse faculty through cluster hiring, training in best practices, and targeted hires
 6. In conjunction with departments and schools, develop a comprehensive hiring strategy that includes long-range plans for endowed, tenure-track, associated, and clinical faculty to strengthen disciplinary core strength while also allowing for flexibility, special opportunities, and support of emerging areas of inquiry and practice

Staff

1. Recruit and retain a diverse staff through best practices in hiring and retention and fostering an inclusive environment
2. Support a creative, collaborative, and interactive culture through fostering professional development
3. Define consistent classification structures and fair compensation bands across the college

GOAL 3

Boost research and creative scholarship

Areas of commitment:

1. Increase research expenditures and awards by supporting PIs through the application process, assisting with coordinating multi-PI grants, including those with other institutions, and encouraging grants with foundations as well as state and federal agencies
2. Provide start-up support, necessary upgrades to facilities, and technical support to remain current, cutting edge, and competitive
3. Increase impact and dissemination of research through publication subventions for monographs published by academic presses and support of open access and digital scholarship
4. Support entrepreneurial activity through contracting with industry partners, increasing consulting and training work with corporations in order to share expertise, and encouraging recognition of patents and licenses as a valuable form of dissemination of research
5. Leverage university-level funding to support faculty research clusters focused on national and global challenges, including research done in conjunction with non-profit, community, and industry partners

GOAL 4

Elevate teaching and learning

Areas of commitment:

1. Continually evaluate and revise curriculum, foster innovative programs, promote e-learning, and, in partnership with the University Center for Advancement of Teaching, encourage experimentation with new pedagogies
2. Work with the University Institute for Teaching and Learning to enhance teaching in the college
3. Support research opportunities for undergraduates that leverage our dynamic faculty research profile
4. Expand teaching through certificate and continuing education programming
5. Incentivize and expand offerings in the summer to recruit and retain students and improve time to graduation
6. Encourage planning and budget agreements that facilitate selective development of degrees that cross colleges
7. Grow existing and selectively increase interdisciplinary minor and graduate interdisciplinary specializations that enhance opportunities for students while also enabling them to focus on their majors and time to degree

GOAL 5

Build and enhance top graduate programs

Areas of commitment:

1. Assess and enhance graduate programs with the goal of raising overall academic reputation of targeted departments
2. Evaluate the size of graduate programs to ensure proper support and enhancement of graduate education for enrolled students
3. Partner with the Graduate School and other colleges to identify and encourage best practices in graduate education, especially around participation of members of underrepresented groups
4. Increase communication of policies and best practices with graduate studies committee chairs and graduate program coordinators
5. Increase the number of national prizes, awards, and fellowships won by graduate students by identifying and sharing opportunities, encouraging nominations and providing support during the nomination process

2

ACCESS, AFFORDABILITY AND STUDENT SUCCESS

As the standard bearer for the value of education in the arts and sciences at a great public research institution, we must be leaders in finding ways to help make that education affordable and accessible, while promoting value-added opportunities to ensure undergraduate and graduate student success.

GOAL 1

Develop more pathways to enhance student success – on campus and beyond

Areas of commitment:

1. Expand career services to enhance service to students, build stronger relationships with employers, better utilize alumni networks, and to better coordinate with university career services and across colleges
2. Provide targeted support services for campus change and transfer students
3. Enhance academic advising
4. Strengthen existing experiential learning opportunities, including research, internships, education abroad, and service-learning at both the departmental and college levels, while selectively piloting new ones
5. Encourage departments to put their best instructors in introductory-level courses
6. Encourage faculty participation in broader university student success initiatives

GOAL 2

Recruit and retain members of underrepresented groups to strengthen our research and learning environments

Areas of commitment:

1. Enhance undergraduate and graduate minority recruitment and outreach efforts and scholarships, and expand student diversity programs
2. Increase faculty awareness about pathway development for graduate minority student prospects, including support initiatives
3. Enhance support and advising services for all students, especially in the first year

GOAL 3

Expand scholarship opportunities

Areas of commitment:

1. Expand fundraising efforts for scholarships, especially for research, service-learning, and education abroad

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2. Leverage scholarship resources and increase the number and size of need-based scholarships
 3. Encourage the identification and nomination of high-achieving students for national awards and fellowships

GOAL 4

Increase support for graduate students

Areas of commitment:

1. Recognize and reward outstanding recruits with graduate fellowships, strategically investing in high-capacity students
2. Continue to build on the university's efforts to assess the adequacy and predictability of graduate student financial support
3. Lead recruitment and retention efforts to attract and retain diverse graduate students, and establish the university as *the* place to look for innovative ideas on diversity in graduate education
4. Provide innovative Graduate Teaching Associate training and support to enhance teaching
5. Facilitate internships and provide services and structures to support exploration of careers beyond academia, in partnership with the Graduate School and the Center for Career and Professional Success



OUTREACH AND ENGAGEMENT

The College of Arts and Sciences has a unique perspective and the expertise to address major societal challenges and debates. We have a long legacy and steadfast commitment to facilitating partnerships and collaborations and recognize the important role our community plays in improving our programs and students' success.

GOAL 1

Expand and coordinate community support and involvement — Columbus and statewide

Areas of commitment:

1. Develop a comprehensive outreach and engagement program that takes advantage of our urban location and coordinates with university offices focused on outreach and engagement
2. Effectively utilize and develop on-campus and off-campus spaces (e.g., AAAS Extension Center, Urban Arts Space, STEAM Factory) as bases for programs and activities
3. Evaluate and communicate the impact of service-learning courses and invest in the development of new courses
4. Work with department chairs and faculty on evaluating engaged scholarship

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5. Reward and recognize faculty and staff contributions to outreach and engagement
 6. Strategically publicize and market our programs, lectures, performances, exhibits, and other public events to increase participation and awareness

GOAL 2

Enhance connections with alumni, donors, and friends — meaningful participation, mentorship, collaboration, investment

Areas of commitment:

1. Increase communications and engagement opportunities to provide a more compelling alumni experience
2. Create more alumni mentorship and collaboration opportunities
3. Support and strategically grow departmental alumni and advancement advisory committees and create connections to the Dean's Advisory Committee
4. Encourage and raise awareness about the importance of philanthropic support

GOAL 3

Increase collaborations with employers and corporate and government partners

Areas of commitment:

1. Coordinate employer relations activities
2. Expand partnerships across research and advancement to identify additional government and private partnerships
3. Encourage and reward faculty who engage with outside partners in ways that further the mission of the university



LEADERSHIP AND ADVOCACY

We must be leaders in advocating for and articulating the enduring and practical value of a liberal arts education and majors and minors in the arts and sciences, on campus and beyond.

GOAL 1

Advocate for the power and lasting value of both the content and the skills acquired through an arts and sciences education

Areas of commitment:

1. Be leaders in promoting an arts and sciences education within the Ohio State community, in the State of Ohio, and at the national level
2. Connect with community and professional leaders who value the breadth of an arts and sciences education and engage them as advocates

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3. Support and help inform current and future students and their families, colleagues at Ohio State, and the community about the value, importance, and impact of an arts and sciences education
 4. Affirm the value of and promote the arts and sciences in all messaging

GOAL 2

Cultivate a distinguished and distinctive reputation on campus and beyond

Areas of commitment:

1. Continue our commitment to excellence by elevating, recognizing and developing nationally-recognized programs; recruiting, enrolling and retaining a diverse and high-performing undergraduate and graduate student population; and, increasing the number of external prizes and awards for faculty
2. Boost research and creative scholarship and elevate teaching and learning
3. Elevate and develop stories and messaging to raise awareness of our success
4. Develop strategic communications platforms for the college and units to coordinate key messages within the college and align with central university strategy



RESOURCE STEWARDSHIP AND GROWTH

We are dedicated to achieving greater effectiveness and efficiency and to growing revenue, with a commitment to direct as many resources as possible toward our academic mission.

GOAL 1

Leverage and maximize resources

Areas of commitment:

1. Recognizing that time is our greatest resource, review and refine administrative structures and procedures with a commitment to clearly articulating their purpose and streamlining when possible to reduce administrative burdens
2. Provide high-quality support and services at the lowest-reasonable cost
3. Provide more flexible and reorganized spaces to support current use and spark synergies, while being cost effective
4. Involve faculty, staff, and students in determining budget priorities
5. Create timely, transparent, and consistent budget allocation practices at the departmental, divisional, and college levels

GOAL 2

Expand the college budget to better support students, staff, and faculty

Areas of commitment:

1. Work with the office of enrollment services to increase our number of majors
2. Increase our enrollments overall, with particular emphasis on summer enrollments and certificate programs
3. Encourage entrepreneurial opportunities, industry partnerships, and the licensing of intellectual property
4. Increase fundraising and alumni engagement efforts and the size of the college endowment
5. Advocate strongly for the college in the university budget-setting process