OHIO
UNIVERSITY

DYNAMIC STRATEGY
2024-2027

INTRODUCTION

Established in 1804 as the first University in the Northwest Territory, and initially envisioned as part of the Northwest Ordinance of 1787, Ohio University's founding purpose was clear: to expand the reach of education in order to support "good government and the happiness of mankind." In over 200 years, that purpose has not changed. We remain committed to removing barriers to a world-class higher education and the lifelong benefits it offers, and educating students to be distinctively-prepared professionals, dynamic leaders and thoughtful citizens who contribute to the greater good.

As we live out that purpose, Ohio University drives economic impact in Appalachian Ohio and beyond as the region's only research university. The University elevates population health as the state's largest provider of healthcare professionals. It contributes to knowledge and democracy as a national leader in journalism and communications, and serves as a training ground for future state leaders and entrepreneurs as a University focused on serving students in and recruiting students to Ohio.

OHIO's Dynamic Strategy sets out to build on our founding purpose and embrace our existing excellence. Beginning in Fall 2023, thousands of faculty, staff, students and alumni engaged in refining our University's mission and vision, as well as designing goals and strategies to guide our institution's future. The objective was to craft bold, audacious ideas to move us forward and inform a roadmap to guide our work for the next three years.

While it provides us with a compass as we move ahead, the Dynamic Strategy is in no way intended to be all-inclusive of the limitless work that is happening or could happen at Ohio University. Rather, it calls out ways in which we will strive to be distinctive in an increasingly competitive higher education landscape and pursue ideas that will help us intentionally expand our impact on students, on our state and ultimately on the world.

LETTER FROM THE PRESIDENT

Dear OHIO colleagues, supporters, alumni and students,

Following my selection as your 23rd President and before my arrival on campus, I heard from countless colleagues across my higher education network who were alumni of Ohio University or otherwise connected to OHIO. Time and time again they would tell me: You are going to absolutely love it; OHIO is a special place. I was excited and optimistic but also a bit skeptical of the idea that this University could be so uniquely special among public higher education institutions.

However, over the course of the last year, I have come to understand just how right they were. Ohio University is special because of what we are, where we are and who we are. We are a large, national, public R1 university that simultaneously recognizes our role as an economic powerhouse in our region and our state and our mission of contributing to discovery that is national and global in scope. Our main campus is situated in a small college town complete with historic brick streets and unique local culture, and we're connected to major urban centers across the country through unique experiential learning partnerships. We are committed to our identity as a teaching-focused institution where students at all levels connect directly with seasoned faculty as mentors, and we embrace the opportunity for further growth in our research profile.

OHIO does not fit neatly into some predefined category of institution — urban or rural, teaching or research focused, liberal arts or professional degree oriented. It also isn't trying to be all things to all people. Rather, OHIO is simply special. The answer is yes — we teach, we conduct research, we explore the humanities and train for careers, we are a large university in a small town with partners everywhere.

Our faculty and staff love this place and all the possibilities it offers our students, and our students are full of ideas and the drive to bring those ideas to life.

As we worked collaboratively on the development of our Dynamic Strategy our goal was to build on all of that as we outlined a path forward. How might we improve what we do well, while we develop our strengths into true distinction?

Thank you to all who took up this charge and helped to define the goals, strategies and actions that will guide our work over the next three years. This document is not intended to be one that collects dust on our desks but rather a living, breathing plan that may evolve as the world around us continues to shift and as we uncover new opportunities. As we share our progress, we may also revise our strategies accordingly in the years to come.

In the same way, your engagement with this process does not stop here. We will need the energy and ideas of our entire University community to move many of these actions forward. As we partner on progress, we also must remember that OHIO is special because of what we are, where we are and who we are. We are not setting out to change that but rather to build upon it and to ensure it remains true for another century to come.

Sincerely,

Lori Stewart Gonzalez

Lori Stewart Gonzalez, Ph.D.
President
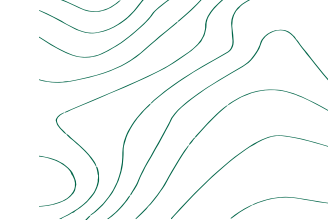
THE OHIO UNIVERSITY MISSION AND VISION

THE PROCESS

As the first step in the strategic planning process, President Gonzalez charged a small group of University leaders to review and refresh the University's mission and vision with input from the full University community. With guidance from conversations with each of the University senates and input from a comprehensive survey, a revised mission was drafted and presented to the Ohio University Board of Trustees in April 2024. This is the first comprehensive update to the Mission and Vision since 2007.

THE PREFACE

Ohio University brings together students from down the street and around the world to a University community focused entirely on their success and deeply committed to delivering value, through both affordability and experiences that promise a return on the investment. As a national, R1 research institution, we engage students in transformational research with a focus on inquiry and creativity that impacts communities, here in Appalachia and around the world. Our approach to learning in and through community fosters connections that expand each student's view of the world and influence the impact they will have on it, today and forever.

THE OHIO MISSION

To hold the door open to higher education so that all those eager to solve humanity's most urgent challenges might *enter to learn*, connecting them with experiences and discovery that will help them think critically, care deeply, lead boldly and ultimately *depart to serve*.

THE OHIO VISION

To deliver the most valuable university education in Ohio, and lead as one of the most valued public universities in the nation.

- *For students*, we will connect each student with personalized experiences that ensure their lifelong success while maximizing opportunities for an affordable education.

- *For communities and partners*, we will be eager collaborators in addressing challenges and advancing opportunities.

- *For our state*, we will remain committed to serving students in and recruiting students to Ohio and be actively responsive to evolving workforce and educational needs.

- *For all,* we will invest in research and creativity that translates to solutions, delivering value far beyond Ohio's borders.
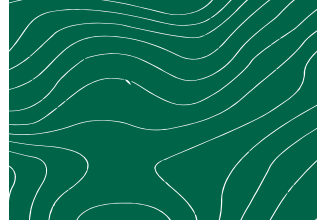
OUR OHIO VALUES

- We believe that a University education can and should be both academically excellent and accessible to all who seek it.

- We fully embrace that the educational experience, at its best, can and must ensure success for every student.

- We are confident that learning happens in community and through experiences, and we work to build both into all programs and modalities, in and out of the classroom.

- We are committed to working with business and community partners, not by delivering knowledge already achieved but by collaborating to build new knowledge together.

- We recognize that our place in the world has value in our work — that what we can teach and learn in the heart of Appalachia can shape the success of our region and be applied far beyond these 13 states.

- We expect respect across differences and recognize our responsibility to practice empathy, to appreciate diverse perspectives and cultures, and to develop the capacity to solve problems that transcend borders.

- We remain resolute that students enter to learn and depart to serve, and we work to inspire students to apply their education to improve the world.

LEARN. DISCOVER. ENGAGE. WORK.

To guide the development of the Dynamic Strategy, President Gonzalez divided the planning into four areas of excellence in which she hoped to define audacious, distinctive goals. Three of those are built around the public institution's calling — teaching and learning, research and discovery, and outreach and engagement. The fourth centers on the people and culture that undergird and enable the first three.

Ultimately, all four of these pillars are intertwined. A thriving culture where faculty and staff feel supported and inspired bolsters the teaching and learning happening inside and outside the classroom. Research and discovery are fueled by a learning community where faculty and students create ideas together. Impact happens when a University's outreach arm is well connected to its research arm and students are engaged in service learning.

THE PROCESS

WORK GROUPS

To develop the Dynamic Strategy goals, strategies and actions, President Gonzalez convened a Work Group for each of the four pillars and charged them to design bold, audacious goals leveraging appreciative inquiry. The appreciative inquiry model is designed to drive innovation by focusing on an organization's strengths, assets and opportunities. Each work group included appointed co-chairs as well as ex-officio members assigned from the President's Cabinet.

STEERING COMMITTEE

President Gonzalez also appointed co-chairs of the overall Dynamic Strategy process to convene a Steering Committee comprised of the Work Group co-chairs and ex-officio members. The Steering Committee met regularly to review progress of the individual groups and share ideas across pillars.

UNIVERSITY ENGAGEMENT

Each Work Group was required to design and implement strategies to engage the University community in the dialogue. This work included surveys and focus groups to collect input. In addition, a midyear University Update was held in January during which each group shared information on their in-progress goals and the University was invited to provide feedback.

TRACKING AND MEASUREMENT

President Gonzalez has contracted with experts from EAB to guide the development of metrics over the 2024 summer season. Progress against these metrics will be tracked and reported to the University Community at least annually.

THE PEOPLE

DYNAMIC STRATEGY OVERALL CO-CHAIRS

Scott Titsworth — Dean
Scripps College of Communication

Char Miller — Executive Director
School of Nursing, College of Health Sciences and Professions

MISSION/VISION WORK GROUP

- **Robin Oliver (co-chair)** — Vice President
  University Communications & Marketing

- **Lyn Redington (co-chair)** — Vice President
  Student Affairs

- **Rebecca Dingus** — Associate Professor, Marketing
  College of Business

- **Reagan Farmer** — Student Senate Treasurer
  Honors Tutorial College '25

- **Lisa Harrison** — Interim Dean
  Patton College of Education

- **Teri Peasley** — Associate Professor, Instruction
  Patton College of Education
  Regional Higher Education

- **John McCarthy** — Dean
  College of Health Sciences and Professions

- **David Nguyen** — Dean
  University College

- **Amy Taylor-Bianco** — Professor, Management
  College of Business

- **Carly Leatherwood (ex officio)** — Chief of Staff
  Office of the President

THE PEOPLE
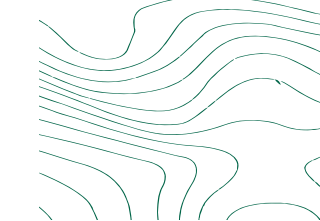
LEARN

- **David Nguyen (co-chair)** — Dean; Associate Professor, Higher Education and Student Affairs
University College

- **Paul Shovlin (co-chair)** — Assistant Professor, English
College of Arts & Sciences

- **Dylan DeMonte** — Academic Affairs Commissioner Student Senate
University Curriculum Council

- **Chris Fisher** — Professor, Music
College of Fine Arts

- **Miriam Intrator** — Interim Head, Mahn Center & Digital Initiatives; Special Collections Librarian
University Libraries

- **Kari Lehman** — Vice Provost for OHIO Online
Office of the Provost

- **Hannah Nissen** — Dean of Campus and Community Relations, Zanesville
Regional Higher Education

- **Geoffrey Buckley** — Professor, Geography; Interim Associate Dean, OHIO Honors Program
College of Arts & Sciences

- **Eszti Major-Roher** — Senior Director, Teaching & Learning Technologies, Academic Technology
Office of Information Technology

- **Andrew Pueschel** — Director, Center for International Business, Education & Development; Assistant Professor, Marketing
College of Business

- **Melinda Rhodes-DiSalvo** — Executive Director
Center for Teaching, Learning, and Assessment

- **David Rohall** — Dean of Campus and Community Relations, Eastern
Regional Higher Education

- **Lyn Redington (ex officio)** — Vice President
Student Affairs

- **Candace Boeninger (ex officio)** — Vice President
Enrollment Management

- **Elizabeth Sayrs (ex officio)** — Executive Vice President and Provost
Office of the Provost

- **Bose Maposa (staffing)** — Director of Operations
Office of the Provost

DISCOVER

- **Liz Beverly (co-chair)** — Professor, Primary Care; Co-Director, Diabetes Institute
Heritage College of Osteopathic Medicine

- **Chris France (co-chair)** — Distinguished Professor, Psychology
College of Arts & Sciences

- **Matthew Ando** — Dean
College of Arts & Sciences

- **John Bowditch** — Associate Professor, Emerging Communication Technologies
Scripps College of Communication

- **Mariana Dantas** — Associate Professor, History
College of Arts & Sciences

- **Caroline Kingori** — Associate Dean, Department of Social and Public Health
College of Health Sciences & Professions

- **Sarah Poggione** — Vice Provost for Undergraduate Education
Office of the Provost

- **Adam Rapp** — Associate Dean for External Affairs; Executive Director, Schey Sales Centre; Professor, Marketing
College of Business

- **Amrit Bahadur Thapa** — President
Graduate Student Senate

- **Jason Trembly** — Professor, Mechanical Engineering
Russ College of Engineering and Technology

- **David Koonce (ex officio)** — Interim Vice President of Research and Creative Activity; Dean, Graduate College
Division of Research, Graduate College

- **Ken Johnson (ex officio)** — Executive Dean; Chief Medical Affairs Officer
Heritage College of Osteopathic Medicine

- **Cary Frith (ex officio)** — Chief of Staff
Office of the Provost

THE PEOPLE

ENGAGE

- **Imants Jaunarajs (co-chair)** — Assistant Vice President
  Student Affairs

- **Tracy Plouck (co-chair)** — Dean
  Voinovich School of Leadership and Public Service

- **Josh Antonuccio** — Director, School of Media Arts & Studies
  Scripps College of Communication

- **Jenn Bowie** — Associate Vice President, Alumni Engagement
  and Annual Giving; Executive Director, Ohio University Alumni
  Association
  University Advancement

- **Gillian Ice** — Interim Associate Provost, Global Affairs
  Office of the Provost

- **Marcy Keifer Kennedy** — Professor of Instruction, Teacher
  Education
  Patton College of Education

- **Lewatis McNeal** — Vice Provost for Regional Higher Education and
  Partnerships
  Office of the Provost, Regional Higher Education

- **Shawnee Meek** — Associate Professor of Instruction, Management
  College of Business

- **Rebecca Miller** — Senior Director of Community Relations
  College of Health Sciences & Professions

- **Scott Miller** — Associate Dean for Industry Partnerships
  Russ College of Engineering and Technology

- **Roberta Milliken** — Dean of Campus and Community Relations,
  Chillicothe
  Regional Higher Education

- **Michelle O'Malley** — Associate Professor of Instruction, Linguistics
  College of Arts & Sciences

- **Julia Paxton** — Professor, Economics
  College of Arts & Sciences

- **Matthew Shaftel** — Dean
  College of Fine Arts

- **Mae Thomas (student)** — Residence Life Commissioner
  Student Senate, First Year Council

- **Julie Cromer (ex officio)** — Director of Athletics
  Intercollegiate Athletics

- **Megan Vogel (staffing)** — Chief of Staff
  Student Affairs

WORK

- Cindy Anderson (co-chair) — Chair, Sociology and Anthropology;
  Professor, Sociology; Senator, Faculty Senate
  College of Arts & Sciences

- Greg Fialko (co-chair) — Senior HR Director and Director of Benefits
  University Human Resources

- Jenn Bennett — Executive Director, OHIO Wellness, Administrative
  Senate chair
  College of Health Sciences & Professions

- Mike Courtney — Senior Associate General Counsel, Director of
  Employee and Labor Relations
  Office of Legal Affairs

- Mark Ferguson — Executive Director, Well-Being & Recreation, Ping
  Student Affairs

- Korcaighe Hale — Associate Professor, History
  College of Arts & Sciences, Regional Higher Education

- Megan Handle — President
  Student Senate

- Katie Hartman — Vice Provost for Faculty Development
  Office of the Provost

- Deborah Marinski — Dean of Campus and Community Relations,
  Southern
  Regional Higher Education

- Adam Pergram — Faculty Affairs Liaison
  University Human Resources

- Dwan Vanderpool Robinson — Associate Professor, Educational
  Studies
  Patton College of Education

- Jennifer Traxler — Assistant Professor of Instruction, Management
  College of Business

- Mary Elizabeth Miles (ex officio) — Vice President of Human
  Resources
  University Human Resources

- Russell Morrow (ex officio) — Interim Vice President
  Office of Diversity and Inclusion

- Lyn Redington (ex officio) — Vice President
  Student Affairs

- Robin Oliver (ex officio) — Vice President
  University Communications & Marketing

- Amy Trout (staffing) — Strategic Initiatives and Projects Manager
  Office of the President
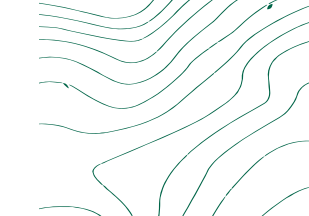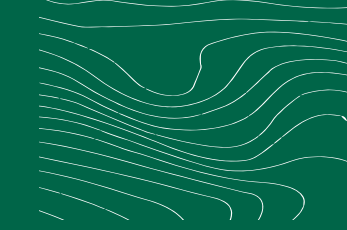
LEARN

Ohio University has a long history of teaching excellence. Decades after they earn their degree, alumni continue to point to their close connection with and mentorship from faculty as a major contributor to their success. Faculty are deeply committed to their students as individuals and personally invested in seeing them succeed. Such a connection may be expected at a small private institution, but it is exceedingly rare at a large R1 state university.

As we embrace our R1 research status, we continue to deeply value our commitment to teaching. Our vision is to stand comfortably at the axis and to set a new expectation for what a public university can and should be: equal parts teaching and research where both intertwine to enrich the student experience.

To better measure our success, we will partner with higher education industry leadership to define a system for evaluating universities' teaching excellence so that we might set clear goals to achieve the nation's highest standard in teaching as we have in research.

LEARN

GOAL

Become the nation's first university to achieve the industry's highest standard in both teaching and research.

STRATEGY 1

Establish a set of metrics to effectively evaluate our current excellence in teaching and to drive the elevation of the learning experience for all students.

ACTION 1 – Partner with higher education industry leaders and experts to define key elements and outcomes that demonstrate excellence in teaching.

ACTION 2 – Evaluate and improve our ability to measure both early and late indicators of student success as well as post-graduation student outcomes.

ACTION 3 – Identify current criteria related to our culture of teaching excellence, including ongoing pedagogical development, and amplify them.

STRATEGY 2

Immediately expand the availability of and access to learning opportunities outside of the traditional classroom that prepare students for post-graduation success, ensuring every OHIO student earns experience in their chosen field.

ACTION 1 – Expand opportunities for students to learn through service to, and research benefiting, local communities and the state of Ohio.

ACTION 2 – Increase scholarships and grants that support internships, externships and other experiential learning opportunities that support career exploration.

ACTION 3 – Incorporate industry-recognized credentials within and in addition to degree programs.

STRATEGY 3

Invest in innovative teaching and educational technology that improves student outcomes, and reward and celebrate teaching excellence.

ACTION 1 – In tandem with pedagogical and technology experts, conduct a comprehensive review of educational and student-support existing and emerging technologies and develop and implement a plan to align and improve tools to enable personalized, concierge-oriented student support.

ACTION 2 – Expand pedagogical development for faculty and incentives for teaching achievements, including evaluation of the tenure process focused on discipline-specific review and potential revisions aimed at new articulations of and rewards for teaching excellence and fostering innovation.

ACTION 3 – Strengthen compensation and rewards for faculty support of student research and experiential learning.
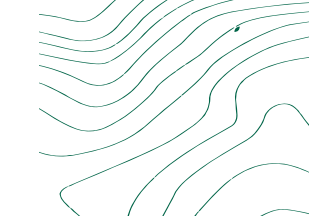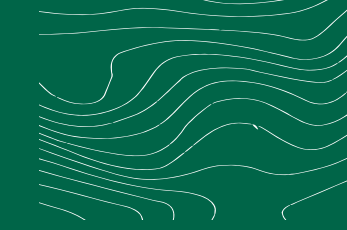
DISCOVER

At Ohio University, our approach to research, scholarship and creative activity has always been focused on the role our discoveries play in advancing our region, our state and our world. Whether we are engaged in basic or applied research, we do so in consideration of the ultimate impact of our work around the world.

That impact is furthered through our commitment to inclusivity and collaboration. We seek opportunities to involve a variety of expertise across diverse disciplines to elevate outcomes, and to include students of all levels in research to nurture intellectual curiosity. By fostering a culture of knowledge exchange, we will harness the collective intellect of our students and faculty to drive discovery and innovation that promotes the health, prosperity and sustainability of communities for generations to come.

DISCOVER

GOAL 1

Lead nationally and increase distinction in two focused areas of research – healthy aging and energy and the environment.

STRATEGY 1

Engage interdisciplinary teams to translate fundamental scientific discoveries into clinically applicable strategies for the prevention and management of cardiometabolic and musculoskeletal diseases and the promotion of brain and neurophysiological health.

ACTION 1 – Enhance the technology transfer and commercialization process of research findings to ensure that discoveries are effectively translated into clinical practice and health policy.

ACTION 2 – Collaborate with regional health partners in the establishment of a research-oriented academic health center.

STRATEGY 2

Strengthen and expand energy and environmental research aimed at achieving a low-carbon future and mitigating the economic, ecological and social impacts of global environmental change.

ACTION 1 – Strengthen intellectual capital through tenure-track cluster hires, faculty retention and implementing a graduate student recruitment program.

ACTION 2 – Develop and deploy core research facilities and make targeted investments in foundational research equipment.

GOAL 2

Identify, incubate and accelerate emerging areas of research and creative activity to build new knowledge and address humanity's most urgent challenges.

STRATEGY 1

Foster a culture that encourages creativity, risk-taking and collaboration to promote innovation.

ACTION 1 – Create structures that support interdisciplinary collaborations among faculty and students.

ACTION 2 – Identify and prioritize areas of greatest potential impact for new graduate programs for research-focused terminal degrees.

STRATEGY 2

Bolster support for partnership development and grant acquisition.

ACTION 1 – Strengthen and expand relationships with industry, government and alumni to advance opportunities for collaborative research grants.

ACTION 2 – Expand faculty and graduate student funding opportunities through greater institutional support for grant writing, grant matching funds and generation of new internal grant options.

ENGAGE

Ohio University engages the broader community in many ways, from serving as the academic home to our regional public radio station to funding and staffing mobile health clinics to supporting entrepreneurs and nonprofits. Our University is recognized as a partner that listens and responds to community needs and engages in collaborative efforts to solve social problems in our region and beyond. In all efforts, OHIO is committed to honoring partnerships throughout our regional, national and global communities for meaningful engagement and collaboration. In addition, we have passionate and loyal alumni who bolster the University's work with students and with the communities we serve.

As we move forward, we have the opportunity to build on these strengths to capture broader distinction as a University where students will connect beyond the boundaries of campus with alumni and partners who prepare them for ultimate success.

ENGAGE

GOAL

Build and actively engage an unmatched network of alumni, employers and organizations as partners with the University to prepare all students for careers, drive prosperity in the region, and fulfill workforce needs across the state.

STRATEGY 1

Create and effectively resource a Center for Community Impact to steward our progress as a national university engaged in addressing challenges in our region and scaling solutions to communities everywhere.

ACTION 1 — Evaluate and align current community impact, outreach and engagement efforts, including the establishment of a community leadership board.

ACTION 2 — Establish an enhanced "front door" to the University as a resource for organizations, students and alumni seeking collaborative opportunities, and assess and improve technology for tracking and managing constituent relationships.

ACTION 3 — Complete a comprehensive analysis of current experiential learning and community engagement opportunities, and exponentially expand partnerships.

STRATEGY 2

Improve OHIO's ability to respond quickly to shifting workforce and economic development needs across the state.

ACTION 1 — Expand and deepen employer partnerships to include the identification of education and training needs to inform curricular planning.

ACTION 2 — Explore non-credit-bearing programming as a solution to immediate and evolving workforce needs.

ACTION 3 — Analyze regional employment needs in each of our Regional Higher Education markets annually and incorporate findings into strategic planning for regional campuses.

STRATEGY 3

Enhance alumni engagement including student mentorship, student placement, volunteerism and giving.

ACTION 1 — Review existing alumni mentorship programs and build on successful models to significantly increase the number of alumni involved in student mentorship.

ACTION 2 — Build a robust network of Bobcat alumni willing to connect students with professionals and opportunities in their chosen career field.

ACTION 3 — Launch a comprehensive fundraising campaign to include the expansion of endowed scholarships and funding for experiential learning.
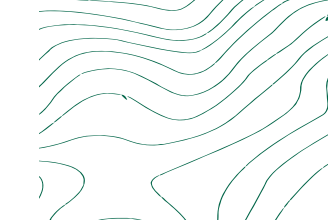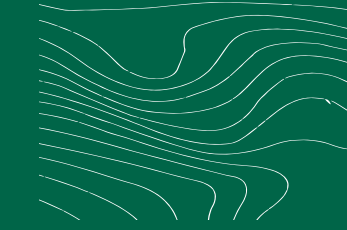
WORK

The heart of an excellent, engaged, thriving public university is its faculty and staff. An inspired and motivated employee community, by its own nature, promotes student success and fuels innovation and discovery. As we move our Dynamic Strategy forward, we recognize that people are the center of progress. We want every member of our faculty and staff and every University leader to connect with our mission and vision and find a place for themselves in the path ahead. We know we must recognize and reward the role they will play in our ongoing success, and we also must recruit talented individuals who are ready to join our journey.

WORK

GOAL

Become a destination employer for those passionate about the mission of public higher education.

STRATEGY 1

Prioritize recruiting, retaining, recognizing and rewarding high performing faculty and staff across all campuses and modalities.

ACTION 1 – Build compensation and benefits strategies that provide OHIO a competitive advantage in recruiting and retaining talent.

ACTION 2 – Resource best-in-class faculty and staff recruitment strategies.

ACTION 3 – Expand opportunities for meaningful recognition and rewards for faculty and staff.

STRATEGY 2

Continually enhance a workplace culture rich with support, trust, belonging and well-being.

ACTION 1 – Develop a strategy for measuring and responding to employee sentiment at least every three years.

ACTION 2 – Build upon communication strategies that provide visibility and insight into University decision-making.

ACTION 3 – Assess current well-being resources and develop plans to align and improve strategies to meet the wellness needs of the workforce.

ACTION 4 – Expand opportunities for social connection and community building that promote inclusion and celebrate all identities and perspectives.
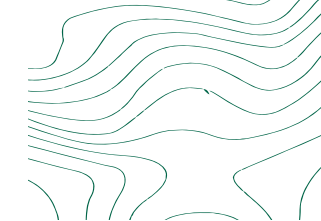
STRATEGY 3

Establish a Center for Ohio Employee Excellence charged with ensuring effective support of and development for faculty and staff.

ACTION 1 – Ensure the integration and success of the new hire community by creating an experiential onboarding for all faculty and staff across all campuses and modalities.

ACTION 2 – Expand or create programs demonstrating gratitude and recognition for employee service and accomplishment.

ACTION 3 – Enhance and expand professional development opportunities, policies and practices that promote seeking internal and external development opportunities for continuous improvement.

IMPLEMENTATION

The goals, strategies and actions outlined in the Dynamic Strategy will move into implementation in Fall 2024 with the goal of completion in Spring 2027. Along the way revisions will be made where necessary as we continue to respond to an ever-evolving higher education landscape and shifting student demands. We will also identify solutions with potential to scale, informing our next planning effort.

Implementation will require the formation of new work groups in some areas and the assignment of actions to various units and leaders as appropriate. As we move forward, regular updates will be provided to the University Community and posted online at **ohio.edu/president/dynamic-strategy**.

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