

EHE Strategic Framework

2017-18

Cheryl Achterberg, Dean

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The Strategic Plan for The Ohio State University

Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

VISION

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

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.

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 STRATEGIES

Five institution-wide strategies are fundamental to the University achieving its vision, mission and future success:

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

Access, Affordability, and Excellence: to offer an excellent, affordable education and promote economic diversity.

Research and Creative Expression: to enhance our positions among top national and international public universities, both across the institution and in targeted fields—driving significant advances for critical societal challenges.

Academic Healthcare: to continue the ascent of the OSU Wexner Medical Center as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.

Operational Excellence and Resource Stewardship: to be an exemplar of best practices in research stewardship, operational effectiveness, and efficiency and innovation.





Dear Colleagues and Friends,

It is a pleasure to share with you the 2017-18 strategic framework for OSU's College of Education and Human Ecology. With this strategic framework, the college aligns itself with the university's 2017 Strategic Plan, "Time and Change," providing guiding principles and forward-thinking approaches to fulfill both the university and the college missions. It is intended to serve as a tool that can be leveraged now and in the future as we strive to make a profound difference in the lives of young people, families, students, schools and communities.

The applied focus of this special college, puts the spotlight on the people, activities and partnerships that we are growing on and off campus. At the same time, it supports advancing the basic science work in the Department of Human Sciences. Altogether, the framework recognizes the hard work, dedication, and talents of our diverse faculty, staff, and students.

These are the challenges we embrace and relish: to support a scholarly life for our faculty and to simultaneously commit to student learning and success; to cultivate the deep connections we have locally and nationally; to mix theory and practice with equal passion; and to continually press in search of insights and solutions to the pressing problems of our day. Future challenges include an upgrade to our facilities.

In this spirit and in honor of "The One University" sentiment, we have developed five goals that include:

- Diversity and Inclusion at the core of all of our efforts
- Teaching and Learning with an emphasis on building new and innovative course offerings and programs; increased connections between our faculty and students; and development of our urban education profile
- Research and Creative Expression with an emphasis on pioneering interdisciplinary work across the college, the university and beyond
- Access and Affordability through a multi-pronged strategy focused on building student and scholarship pipelines throughout the State of Ohio
- Human Wellbeing with an emphasis on holistic, interdisciplinary approaches, as is implied by the term "human ecology".

A commitment to maintaining excellence and resource stewardship provides the foundation upon which all of these goals are built.

This framework is the culmination of the first ten years of this unique merged college. We have worked together to plan, implement, and refine the mission, vision, values, and strategies that define the College of Education and Human Ecology and its place in the university and the nation. I look forward with excitement to the next decade, shepherded by a new dean. There is an excellent foundation to build on.

Sincerely,

Cheryl Achterberg, Dean

College of Education and Human Ecology Strategic Framework, 2017-18

Executive Summary

EHE is a college with many connections—connected to OSU’s vision, mission, and values and connected to our statewide community through theory and practice, teaching and research, outreach and engagement.

The college’s **core mission** is straightforward:

To resolve pressing educational, health and wellness, and social needs locally, statewide, and beyond.

Our **core values** include **holistic, interdisciplinary, and systemic thinking**, i.e., we work with people and with our disciplines as connected wholes rather than a mere collection of parts. This is our most foundational value. We are also committed to **diversity**, working with diverse persons, ideas, perspectives and methodologies. Our third core value includes **integrity and accountability**, individually and collectively.

Our strategic framework was put together by faculty and staff, tapping a wide range of ideas and enthusiasms. It is meant to serve as a guide for more extensive strategic planning under the leadership of a new dean. We are committed to creating world-class research and scholarship with a constant drive to improve our work, our leadership, and ultimately, our impact in families, classrooms, small businesses and our larger community. We identified **five major goals** which are summarized on the accompanying figure (figure 1). These goals and strategies are listed below (table 1):

Major Goals

table 1.

Diversity & Inclusion	<p>Diversity and inclusion are at the core of all of our efforts.</p> <p><u>Goal A:</u> Develop best practices for aggressive recruitment, scholarship fund-raising, and programming for minoritized students, faculty, and staff</p> <p><u>Goal B:</u> Enhance programming to increase retention and success of under-represented (including multilingual and international) students</p> <p><u>Goal C:</u> Create mentorship programs for students, staff, and faculty in the interest of retention and professional development</p>
Teaching & Learning	<p>Provide unsurpassed student learning experiences, enhanced by diversity and delivered through an excellent and innovative curriculum.</p> <p><u>Goal A:</u> Align with new general education curriculum</p> <p><u>Goal B:</u> Build signature general education courses, international experiences, and other innovative learning opportunities</p> <p><u>Goal C:</u> Develop online courses, certificates and degree programs</p> <p><u>Goal D:</u> Develop highly regarded urban education profile</p> <p><u>Goal E:</u> Enhance course evaluation instruments/measures</p> <p><u>Goal E:</u> Engage more tenure-track faculty in high-quality undergraduate teaching</p>

<p>Research & Creative Expression</p>	<p>Produce nationally recognized research and scholarship that advances fundamental and translational knowledge addressing our most pressing local, state, and national problems.</p> <p><u>Goal A:</u> Increase interdisciplinary research efforts, such as <i>Child First</i>, within the college and university-wide (proposals submitted, funded, and publicized)</p> <p><u>Goal B:</u> Reinforce rigorous holistic approaches to research, from basic to applied and qualitative to quantitative</p> <p><u>Goal C:</u> Expand research mentorships for graduate students and faculty in all ranks</p> <p><u>Goal D:</u> Increase collaborative research and writing teams across the college.</p>
<p>Access & Affordability</p>	<p>Become a recognized college model for innovative strategies that create pipelines for under-represented faculty and students.</p> <p><u>Goal A:</u> Increase and support transfer students from within OSU, regional campuses, Columbus State, and other institutional partners including K-12)</p> <p><u>Goal B:</u> Re-examine direct admissions and other criteria to undergraduate and graduate programs</p> <p><u>Goal C:</u> Establish/expand student and scholarship pipeline programs</p> <p><u>Goal D:</u> Leverage and align general education and curricular requirements with College Credit Plus</p>
<p>Human Wellbeing</p>	<p>Enhance health and decrease disparities in human development and wellbeing.</p> <p><u>Goal A:</u> Promote asset models of human behavior and wellness</p> <p><u>Goal B:</u> Increase holistic, interdisciplinary approaches to interventions with an eye toward child development, learning, and workforce development (e.g., <i>Child First</i>)</p> <p><u>Goal C:</u> Expand evidence-based community, school, and workplace programming</p> <p><u>Goal D:</u> Leverage extension to promote human wellbeing</p>
<p>Excellence & Resource Stewardship</p>	<p>Be a recognized college model for financial sustainability, effective resource management, and operational simplicity and effectiveness.</p> <p><u>Goal A:</u> Tailor programs to the market; explore more minors, especially within Human Sciences for Fisher College students; increase online education programming degrees, courses, and certificates</p> <p><u>Goal B:</u> Increase grant activities with salary release for faculty</p> <p><u>Goal C:</u> Pursue foundation funding; surpass campaign goals</p> <p><u>Goal D:</u> Establish mutually beneficial partnerships with EHE and university centers as well as with the broader community (e.g., school districts, industry, retail, government, and community agencies)</p> <p><u>Goal E:</u> Explore centralization of selected IT functions and invest in educational technology faculty support; support Enterprise/Workday conversions</p> <p><u>Goal F:</u> Pursue facility renovations and acquisitions to meet critical teaching, learning, and research needs</p>

Figure 1

Vision:

We strive to develop human potential. Our unique combination of strengths enables us to address social, educational, health and consumer needs in a comprehensive approach.

Mission:

To resolve pressing educational, health and wellness, and social needs locally, statewide and beyond.

Core Values:

- Holistic and systemic thinking
- Diversity and Inclusion
- Integrity and accountability

We Are:

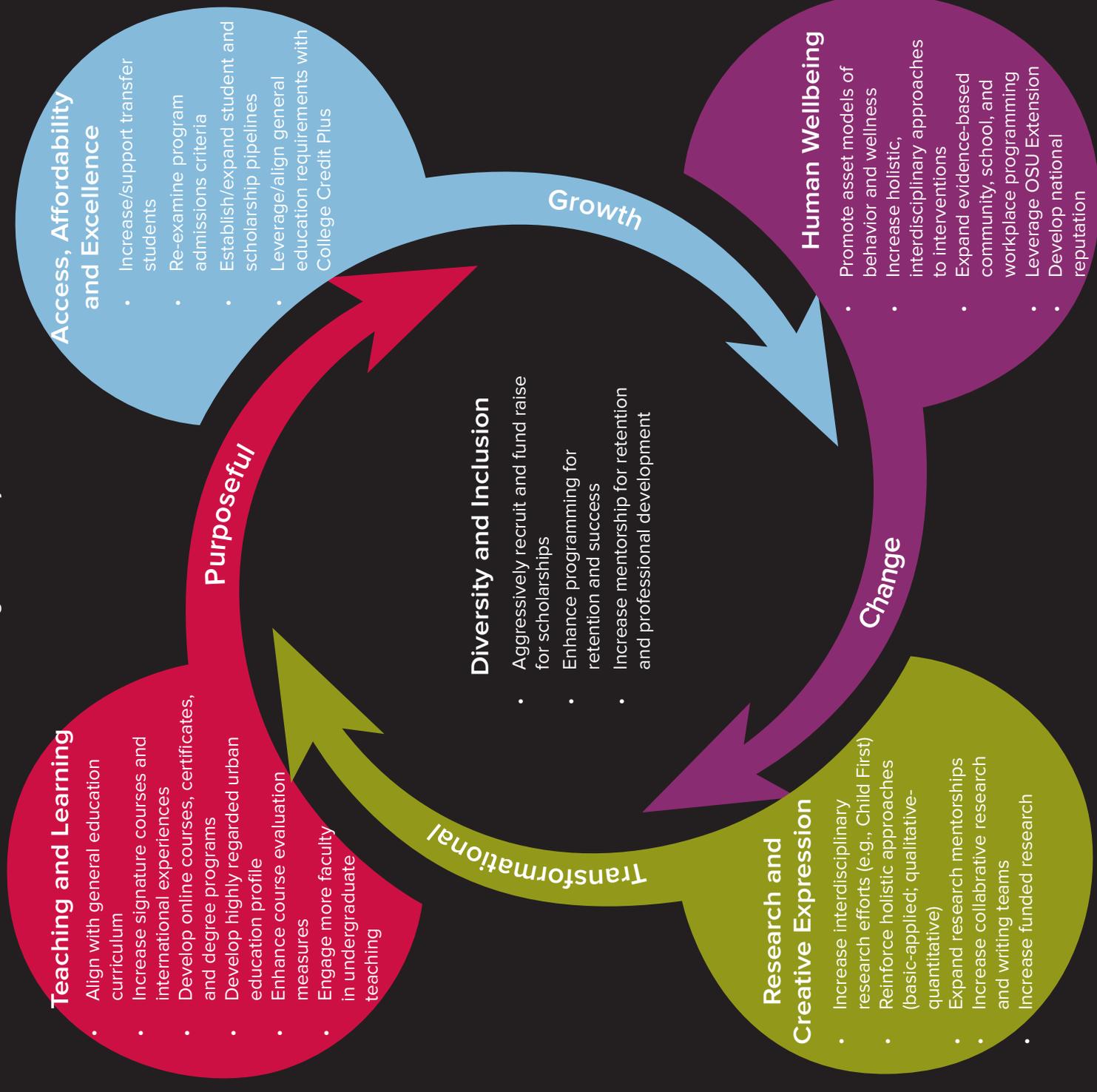
- Purposeful
- Transformational
- Change Agents
- Committed to the common good

WE MAKE A DIFFERENCE

- Preparing Professionals and leaders for action in the lab, the classroom, in business and the community
- Partnering for Social Impact to expand our reach

2017-18 College of Education and Human Ecology Strategic Framework Summary

“One college with many connections”



How We Operate:
Excellence and Resource Stewardship guide everything we do including our goals:

- Tailoring programs to the market
- Renovating/building facilities to match program requirements
- Increasing grant activities with salary releases
- Pursuing foundation funding and surpassing campaign goals
- Establishing partnerships with OSU/EHE centers and the community
- Exploring centralization of selected IT functions, investing in educational technology, and supporting Enterprise project (Workday implementation).



THE OHIO STATE UNIVERSITY
 COLLEGE OF EDUCATION AND HUMAN ECOLOGY