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Letter from the Dean

The College of Engineering’s strategic plan is in its third year of implementation. We focus on our core goals of Teaching and Learning, Research and Innovation, Outreach and Engagement and Resource Stewardship. Our plan will leverage the university’s investments in three Discovery Themes (Health & Wellness, Food Production & Security and Energy & Environment) and supports the economic interests of the State.

Our strategic Teaching and Learning goals are to attract, retain and graduate the best students. Experiential learning is our distinguishing trait, providing team projects that transcend traditional lecture/lab classes and increase retention, particularly of first year students. We have established the first “global option” in the university and are creating a new degree in data analytics. We are planning new initiatives in integrated business and engineering, humanitarian engineering and combined energy/aerospace policy. Increased emphasis will be placed on global experiences as well as professional programs and certificates. We will grow our roles in e-learning and knowledge transfer.

Our strategic Research and Innovation goals are to attract and retain the best scholarly faculty and grow research expenditures by 60 percent. We are making selective investments in research which opens doors to non-traditional federal, industrial and state funding. One example is the opening of the nation’s largest materials characterization center (CEMAS – Center for Electron Microscopy and Analysis). We aim to lead in three areas of national priority: manufacturing / transportation, data analytics and the engineering–medicine interface. Therefore, we have created an umbrella Aerospace Research Center. We have made joint hires with neuroscience. A new Spine Research Institute and an industry-driven Center for Design and Manufacturing Excellence are underway. We are partners in a university proposal development center. Our investments echo Ohio’s leading industries: automobiles, aerospace and manufacturing. We support the University’s Discovery Themes through research directly aligned with the themes and through cross-cutting research investments in advanced materials, sensing, manufacturing, and cyber-enabled discovery.

Our strategic Outreach and Engagement goals are growing external income via a professional advancement team, playing a role in Ohio’s economic development and enhancing commercialization of our intellectual property. Experiential learning and economically driven discovery demand in-depth engagement with industry. We encourage entrepreneurial students, staff and faculty to translate their ideas into commercial ventures thus enhancing our role as an engine for economic growth. We continue to grow partnerships with major industries such as Honda and GE Aviation, non-profit research labs (e.g. Battelle and EWI) and Ohio’s federal facilities.

We recognize the need to increase women and under-represented minorities; women and minorities comprise >40 percent of our faculty hires in the last two years.

We have restructured our advancement team and 2012-2013 was the most successful year of philanthropy in College history. We will spread this and other news via a commitment to 21st century communication methods.

A strategic plan requires Resource Stewardship. We adhere to the axiom that our budget is our strategic plan. Through our plan we identify where to invest and where not to. We espouse sound fiscal management, balanced budgets and selective spending to meet our goals, as defined by the metrics at the end of the Strategic Plan.

Together we have created a plan with global themes, stretch goals and exciting outcomes. Together we seek to achieve our vision of being THE pre-eminent public, land-grant College of Engineering for the 21st century.
College Overview

We believe:

- Education is the key to upward economic mobility
- Technology and creativity are vital ingredients for our national standard of living
- Continuous improvement is essential to become more competitive
- A diverse population will produce superior results
- Elimination of bureaucracy enables eminence and competitiveness

Mission

We will:

- Foster a learning culture that prepares students to be key contributors to society
- Provide new knowledge that can be assimilated by our customers and partners
- Create and disseminate new ideas and concepts that expand our understanding of science, engineering and architecture
- Be an innovative leader in engineering and architecture education
- Be a prime resource for Ohio economic development
- Provide life-long learning for engineers and architects
- Promote and support the purposes of the entire university
Values

We value:

- Excellence in all we do
- Our relationship with our constituents (e.g., students, alumni, government, corporate partners and sponsors)
- The societal and economic impact of our professional contribution
- Teaching of principles and fundamentals
- The importance of life-long learning
- A diverse faculty, staff and student body
- Ethics and integrity
- A broad-based education
- Innovation, knowledge creation and scholarship
- Collegiality
- A culture that treats change as an opportunity

Vision

We will achieve world-class stature as a College of Engineering through our excellence and impact in education, research and outreach. We will be nationally recognized as the pre-eminent College of Engineering in achieving our land grant mission—ensuring Ohio's global competitiveness and future prosperity.
Strategic Scan

Context
To achieve its goal of becoming one of the nation’s top-tier, public engineering schools for undergraduate and graduate study, the College must adapt to a number of changing dimensions that define the landscape in which we currently exist.

A. Current external and internal environment as they relate to opportunities and threats

The National Academy of Engineering (NAE) Grand Challenges: The NAE has identified fourteen Grand Challenges that will dominate the engineering landscape for the foreseeable future. These align well with the University’s Research and Innovation themes (see Figure 1). Solutions to these challenges and their innovative applications are often multidisciplinary, offering unique opportunities to the College.

Ohio Economic Development: Ohio’s economic development interests in advanced materials, manufacturing, aerospace and transportation align well with the College of Engineering’s current and historical strengths.

Globalization of the Engineering Profession: Engineering designs and products are increasingly using global networks and supply chains. Our graduates will need the skills to compete in an increasingly competitive global market place.

Growing Demand for Engineers. President Obama recently challenged the US Engineering Deans to increase engineering graduates by 10 percent per year for the next ten years. To do so, it will be necessary to attract women and minorities into the engineering profession in much greater numbers. We will need to be increasingly innovative and proactive to attract the student body we desire.

Economic Opportunity: The College is in sound fiscal shape, and we are in a position to invest even at a time of national economic difficulty. Our strong research and innovation partnerships with industry and federal laboratories position us to play a crucial role in economic recovery.

Our core research strengths are in the University's Discovery themes and in crosscutting College focus areas.
B. Weaknesses that need to be addressed

**Scholarly reputation:** Our scholarly accomplishments need to have national and international impact commensurate with our aspirations.

**Condition of physical facilities:** The need to maintain state-of-the-art facilities in order to attract world-class faculty, engage in outstanding research, and to deliver outstanding laboratory and studio-based learning remains a continual challenge.

C. Recent successes and other strengths that our College will build upon

**Enrollment Growth:** Undergraduate enrollment has increased substantially while simultaneously improving the quality and diversity of the student population. The number of undergraduate engineers increased 59 percent in six years, from 4526 in 2006 to 7202 in 2012. The average ACT composite score for new students increased from 27.6 in Autumn 2006 to 29.2 in Autumn 2012. Enrollment of women increased from 13.0 percent in Autumn 2006 to 18.9 percent in Autumn 2012; enrollment of underrepresented minorities increased from 6.6 percent in Autumn 2006 to 6.7 percent in Autumn 2012.

**Budget Stability:** The College has eliminated our present budget allocation (PBA) operating deficit and is in the third year of five-year plan to eliminate operating deficits in several areas.

**Advancement:** The College is building fundraising momentum, finishing FY13 with the highest philanthropic receipts in College history with $23.5 million in private gifts, as well as $25 million for sponsored programs. Fundraising goals will increase going forward, rising by 15 percent in FY14 alone. As one of the few areas where the College has a measure of control over revenue, the Advancement team will be integrating with people throughout the College and across campus to maximize individual and corporate gifts that can be invested in the College’s strategic goals.

**Faculty Investment:** The College has hired eminent faculty scholars in several key research focus areas (Networking, Propulsion, Materials and Sensing) and several junior and mid-level faculty, especially in advanced materials, manufacturing and renewable energy; we are well-positioned to grow comprehensive research centers in these areas.

**Research Growth:** The College’s research expenditures have grown 22 percent between FY08-FY13.

**Industry Partnerships:** With engineering industrial research expenditures of $50M in 2010, we are ranked third nationally in industry support for research (U.S. News and World Report).

**Education Innovation:** Our recent investments in Engineering Education Innovation and in scalable, multidisciplinary, team-based experiential engineering programs have positioned the College to deliver outstanding, cross-disciplinary learning across the entire engineering student population and to engage students across campus in these activities.
With these as context, the College will be a key contributor to the achievement of the University’s Teaching and Learning, Research and Innovation, Outreach and Engagement and Support goals through the attainment of the following Focus areas.

To create an unsurpassed **Teaching and Learning environment**, the College of Engineering will:

- Deliver outstanding education programs, emphasizing experiential learning.
- Recruit and retain a diverse student body including through strategic pipelines and programs that address individual needs.
- Graduate practitioners with the skills to negotiate real-world situations, the conceptual breadth to offer alternatives to conventional solutions, and the ethical foundation to be role models to all groups.
- Raise money for scholarships to recruit and retain the brightest students, a diverse student body, and provide opportunities for students that otherwise would not be able to afford a college degree.

In pursuit of the university’s **Research and Innovation** agenda, concentrated on the themes of Food production and security; Energy and Environment; and Health and Wellness, the College of Engineering will:

- Promote breakthrough faculty research, scholarship, and impact through strategic investments.
- Recruit, develop, and retain outstanding and diverse faculty who are or will become internationally recognized.
- Establish and grow major multidisciplinary research Centers equipped to address the College’s and University’s Discovery Themes.
- Create endowed professorships and chairs to attract world-class faculty and provide them the resources they need to thrive.

To affect mutually beneficial **Outreach and Engagement** of the citizens and institutions of Ohio, the nation and the world, the College of Engineering will:

- Grow and sustain a comprehensive portfolio of strategic alliances that enhance learning and research and innovation.
- Develop relationships with corporate partners for education, research, and employment, and provide corporate partners with concierge-level service to maximize engagement and revenue.
- Mobilize knowledge as practice to enrich the lives of the people of Ohio, the nation, and the world.
- Engage our alumni, volunteers and donors in the wonder and excitement of our disciplines.
In recognition of the supporting role of financial soundness and operational simplicity, the College of Engineering will:

- Eliminate remaining cash deficits and ensure that all its units operate within budgetary constraints.
- Modernize the physical environment in which our educational and research programs are conducted.
- Invest in a strong advancement team to meet its stretch goals in the forthcoming campaign.
- Simplify business operations to improve effectiveness and efficiency.
- Provide for professional growth and leadership development of its staff.

The strategies described on the following pages delineate the approach we will use to achieve the high-level focus areas identified in the previous section. Though the strategies are organized within the four areas of Teaching and Learning, Research and Innovation, Outreach and Engagement, and Operating and Resource Stewardship, some of them clearly contribute to multiple areas as these areas themselves are integrated within our activities. Within each strategy, the key initiatives describe how we will implement each strategy, and include measurable focus areas and resources required for achieving them.

**Teaching and Learning**

Our four Teaching and Learning strategies are designed to provide an environment to produce graduates who are academically and professionally prepared, ethical, role models to all groups, globally aware, and life-long learners. Experiential learning, the use of strategic partnerships, and a diverse student body are key elements within these strategies. Our educational initiatives will contribute to the university’s discovery themes.

**A. Provide an experiential, interdisciplinary and global focus in our educational programs.**

**Key Initiatives:**

I. Create or enhance both physical environment and administrative processes to foster educational innovations focused on experiential inquiry and e-learning

**Focus Areas:**
Enhanced first-year facilities in FY12; additional infrastructure for second writing course offerings in 2013-14; documentation of participation in experiential inquiry beyond the classroom by 2014; and develop methods and policies to support e-learning innovations by faculty.

**Funding:**
Facilities renovation was completed with funding from the undergraduate program fee.
II. In cooperation with other colleges determine feasibility and establish new interdisciplinary minors, honors programs, MS programs, graduate specializations and/or degree certificates that focus on such topics as health and wellness, energy and environment, food production and security, data analytics, entrepreneurship, technical leadership, policy and law.

**Focus Areas:**
Global option established. Increase enrollment in Entrepreneurship and Engineering Science minors, increase enrollment in engineering education PhD program. Establish Integrated Business and Engineering Honors program. Create Humanitarian engineering minor. Explore graduate specialization tracks within existing MS programs.

**Funding:**
Detailed funding plan for both revenue and expenses will be developed and incorporated into the strategic plan.

III. Increase global option participation by undergraduates and international activities by faculty and staff through Global Studies Office.

**Focus Areas:**
Establish GSO in FY14; launch the Global Option in Engineering (GO ENGR) program in FY14 with a target of 5 percent student enrollment by 2016; create international internship/co-op opportunities for engineering and KSA students; and increase the number of faculty research outreach and engagements and the number of key global partnerships.

**Funding:**
Global Studies Manager, Don Hempson, hired and Global Studies Office established in 2013.

IV. Increase number of students participating in undergraduate research

**Focus Areas:**
Increase number of undergraduate theses for research distinction from 50 per year to 75 per year by 2015.

**Funding:**
$50K in PBA per year for 4 years ($200K PBA total investment) for additional undergraduate research scholarship. Funded from a combination of undergraduate program fees and IDC reserves.

B. **Offer a comprehensive portfolio of student support services that prepare students for professional practice.**

**Key Initiatives:**
I. Provide a comprehensive cadre of career services for students, including cooperative education, internship and placement functions.

**Focus Areas:**
>80 percent level of participation in career services by students; students and employers both report high level of satisfaction with quality of service.
Funding:
Additional staff member in ECS, Kaitlin Schafer, hired in 2013.

II. Encourage active student participation in professional organizations and project competitions. Emphasize multidisciplinary nature and improve diversity of project teams.

Focus Areas:
66 percent of students participating in at least one organization or affiliated project competition team; expand to 25 project teams by 2012.

Funding:
Project team support of $40K provided annually and fully funded. Project teams may apply to the office of UESS for additional funds to match those obtained through fundraising efforts.

C. Enhance pro-active student recruiting efforts to sustain an optimal high-quality yield.

Key Initiatives:
I. Engage the Undergraduate Admissions Office and regional campuses in setting and achieving sustainable College enrollment and retention targets.

Focus Areas:
In FY12, establish enrollment and retention targets, and associated facilities and scholarship expectations, to achieve sustainability and high quality. Continue adapting recruiting scholarship allocations in response to admission yield information to maintain a high quality, diverse class.

Funding:
Scholarships receive an annual allocation from the undergraduate program fee.

II. Expand the impact of Engineering Scholars and other living-learning programs

Focus Areas:
Explore additional scholars programs (e.g. collaboration with ASC for STEM scholars) and connect existing scholars programs to broader efforts in the college and university including Advancement, Research, and the STEP program. Explore opportunities for Scholars and living-learning programs to improve the climate for diversity in the college.

Funding:
1 FTE staff Scholars coordinator per program ($130K total funded from undergraduate program fee - 1 FTE in FY2012 and 1 in FY2014). Each Scholars coordinator could serve up to 50 percent time in an additional role such as advising, career services, global studies, K-12 outreach, or graduate student support services.
III. Optimize graduate recruiting efforts and fellowship allocations.

**Focus Areas:**
Strive for 10 percent per year total enrollment growth for 3 years and annually sustain or increase the percent of applications from and enrollment of women and underrepresented minorities. Attain rate of acceptance of Graduate School-allocated fellowships consistent with other units across the university and 75-85 percent acceptance for College-allocated fellowships. Increase recruitment and retention of GEM Fellows. Establish graduate partnerships with Minority and Majority Serving Institutions by 2016. Send faculty and students to visit individual schools and vice versa.

**Funding:**
Funding was allocated in FY2012 and FY2013 for recruiting materials and travel. A graduate program coordinator was funded in FY2013, and $175K has been set aside for fellowships. All funded from enrollment growth and College reserves.

D. Increase the cultural and economic diversity of the student body and provide a comprehensive portfolio of programs aimed at improving recruitment and retention of women and underrepresented.

**Key Initiatives:**
I. Establish a Graduate Student Support Office that will manage graduate student support including professional development.

**Focus Areas:**
Increase the retention and support of graduate students through collaboration, learning and career exploration, and establish a Graduate Diversity Engineering Office.

II. Expand the scope and impact of the Women in Engineering (WiE) Program and the Minority Engineering Program (MEP).

**Focus Areas:**
Add one new external award per year in our WiE or MEP programs, annually sustain or increase the percent of women and minorities enrolled among new first year students and annually sustain or increase the percent of women and minorities enrolled among total enrolled students in each engineering major to reach the median of the Big Ten by 2016, formally assess all program offerings at the completion of the activity.

**Funding:**
It will be funded externally through partnerships. $25K cash annually for 5 years beginning in FY2012. If funds are not obtained externally, program will be delayed.
E. Offer Professional Masters degree programs providing technical and leadership skills to help engineers and architects succeed.

**Key Initiatives:**

I. Initiate Masters of Global Engineering Leadership (MGEL) Program.

**Focus Areas:**
- Recruit 30-40 students per year.

II. Develop 2-3 new certificate or open enrollment programs

**Focus Areas:**
- Coordinate with department and section chairs to explore new ideas and identify target audiences.

III. Lead development of on-line education policies and methods in COE.

**Focus Areas:**
- Work closely with Office of Distance Education and E-learning to take advantage of university resources and ensure smooth development of new programs. Convene e-learning policy committee. Develop policies for supporting e-learning in existing programs.

**Funding:**
- Director of Professional Programs is already in place. $100K in start-up costs for MGEL with revenue plan in place by end of FY2014. New programs will be designed to be self-sustaining with modest start-up costs. New support for e-learning to be requested in FY2015.
Research and Innovation

Our goals in Research and Innovation are closely aligned with the University's Discovery themes, allowing us to build on our strengths in transportation technology and systems, energy technology, manufacturing, health, advanced materials, and sensing. We also expect to play an important role in food production and security, working closely with CFAES and others. This includes growing key global partnerships, particularly aligned with the University’s Global Gateways. Strategic investment in support functions will facilitate growth in research and innovation. These investments include growth of research centers and investments in support staff that will allow faculty and students to focus on discovery and learning. The College can impact research funding from governmental organizations and from corporations through these strategic investments, and the return on these investments is critical to providing resources to support the research initiative.

A. Emphasize, in our faculty recruiting, strategic areas related to global grand challenges.

Key Initiatives:

I. Determine appropriate size of College’s (tenure-track and non-tenure-track) faculty to meet teaching and learning and research and innovation goals

Focus Areas:

Determine expected mix of tenure-track and non-tenure-track faculty by FY13.

Funding:

Create endowed professorships and chairs to support the discovery themes.
II. Hire to faculty targets, emphasizing key strategic focus areas.

**Focus Areas:**
In FY2013-14, we developed a two-year plan for both cluster hiring opportunities and senior hiring opportunities that have a clear relationship to the Discovery themes.

**Funding:**
Funding for new College faculty positions and startup will be generated from retirements and PBA growth.

B. Provide a comprehensive repertoire of programs aimed at improving recruitment and retention of women and minority faculty.

**Key Initiatives:**

I. Create a College-base formal mentoring system for women and minority faculty and staff to aid their successful transition and integration into College academia.

**Focus Areas:**
All department chairs engaged, significant level of participation among new and existing faculty members.

**Funding:**
No new additional funds required.

II. Develop a program within the College that supports dual career hiring.

**Focus Areas:**
One-third of new faculty hires from underrepresented groups, development of formalized plan by College’s Action Learning Team in FY13, one new incentive announced in FY13.

**Funding:**
2-3 College faculty positions per year beginning in FY2013 in support of diversity/dual career hiring. Positions will be funded from retirements and startup up reserves.

III. Evaluate diversity contributions in performance reviews of TIU heads and faculty/staff.

**Focus Areas:**
Develop formal wording for annual performance evaluations of faculty and staff

**Funding:**
No funding required.
IV. Expand the faculty pipeline program aimed at early identification of women and underrepresented minority faculty beginning at the undergraduate level and including graduate students, post docs and faculty.

**Focus Areas:**
Increase number of underrepresented minorities and women attending strong graduate programs, increased number of interviews of underrepresented minorities and women.

**Funding:**
No funding required.

C. **Establish and grow major interdisciplinary research Centers aligned with the College’s key research focus areas.**

**Key Initiatives:**

I. Develop new and strengthen existing centers that engage university, industry and government in collaborative research, learning, and commercialization in topical areas aligned with key university and College discovery themes.

**Focus Areas:**
Five major College Centers, or University Institutes with significant College participation, by 2016. The Aerospace Research Center and Center for Electron Microscopy and Analysis were launched in FY14, with plans for a Center for Design and Manufacturing Excellence and a Spine Research Institute in FY14.

**Funding:**
A strategic reserve managed by the Associate Dean for Research is being funded from marginal IDC growth.

II. Implement budget allocation and performance review guidelines for College centers.

**Focus Areas:**
Full implementation of current guidelines and modification as required, formal performance review process FY14.

**Funding:**
Position has been funded to manage research operations.
D. **Enhance the impact and competitiveness in faculty research and innovation activities by investing in enabling infrastructures.**

**Key Initiatives:**

I. Enhance faculty competitiveness and success for major federal research awards.

**Focus Areas:**
- Implement proposal writing support in FY12; double the number of successful major research awards by 2016.

**Funding:**
- Position was funded to manage proposal development.

II. Expand industrial research opportunities through strategic industrial partners and through improved industrial contract practices.

**Focus Areas:**
- The College is ranked #1 nationally in industrial research expenditures by 2016.

**Funding:**
- No additional resources at this time. College Industrial Liaison Director is already funded and in place.

**Outreach and Engagement**

Our goals in Teaching and Learning and Research and Innovation are interdependent with partners and constituents external to the College and University. To mobilize knowledge as practice and engage society in the excitement of our disciplines we must develop strategies that build fruitful relationships and mutually beneficial results. Toward this end, we have identified four broad areas of outreach that impact directly our research and teaching missions. These include research alliances with key public and private partners and educational alliances with K-12 partners. We also identify broad communication strategies to improve our image and reputation among public and corporate constituencies. We will grow our College Industry Liaison Office to sustain and build upon key industry and government partnerships. The University's discovery themes are integrated into our outreach and engagement activities.

A. **Promote strategic public and private sector relationships to create new research opportunities.**

**Key Initiatives:**

I. Develop a program of strategic alliances between the College and key industry partners. Corporate partners look for interns, employees, marketing, and research. Providing best-in-class service to these partners will build on the advantages of breadth and depth inherent to Ohio State, and dramatically increase the level of engagement and funding provided by these partners.

**Focus Areas:**
- In FY13, 8-12 most important industrial partners identified, strategies for working with primary partners and engaging second tier
industry partners defined, pipelining prospects identified.

**Funding:**
No additional resources at this time. College Industry Liaison Director is already funded and in place.

**B. Revamp IP-related processes and procedures to foster IP creation and commercialization successes from research.**

**Key Initiatives:**
I. Increase effectiveness of evaluating and processing intellectual property that results from College research and innovation.

**Focus Areas:**
IP evaluation committee formed and initial process defined in FY12. Double the IP value generation by 2016.

**Funding:**
No additional funds required at this time.

**C. Use targeted marketing and a message focused on eminence to elevate the visibility and reputation of the College.**

**Key Initiatives:**
I. Develop and execute a College-level integrated marketing plan to elevate brand image and awareness with internal and external stakeholders.

**Focus Areas:**
Comprehensive stakeholder analysis in FY14, progress surveys annually in future years; increased national awards and NAE memberships among the faculty.

**Funding:**
Funding will be determined in FY1 based on outcomes of the College communications assessment report.

**D. Promote broader, deeper and more sustainable faculty and staff participation in K-12 outreach initiatives in order to increase the number and diversity of students in the pool of college and career-ready K-12 STEM talent in Central Ohio.**

**Key Initiatives:**
I. Establish strategic partnerships with the Ohio Department of Education, targeted Ohio school districts, and other post-secondary institutions so faculty, staff and students can more easily and more effectively engage as part of an ongoing relationship with these schools.
Focus Areas:
Continue participation in ODE initiatives and track recruitment from targeted districts. Develop training for faculty and students in outreach activities.

Funding:
Cost share support for externally funded programs.

II. Enlist multi-faceted support (financial, experiential learning, advisory) of industry partners in College outreach programs (K-12, WiE, MEP).

Focus Areas:
Establish 3 such partnerships in FY12.

Funding:
1 FTE has been funded.

III. Engage College of Education in incorporating engineering design into teacher education in response to next generation science standards.

Resource Stewardship and other Supporting Activities
Four supporting strategies are designed to provide operational and administrative efficiencies and physical facilities that enable achievement of our other Focus areas.

A. Diversify our fiscal resources through an enhanced development effort.

Key Initiatives:
I. Establish and achieve College total private support fundraising annual goal in cooperation with University Development in context of comprehensive university campaign.

Focus Areas:
Average $50M through FY16. Advancement will work with ILO to address corporate partners as well as major-gift donors. External partners view us as one university, and we will strive to communicate and collaborate across units to live up to their expectations.

Funding:
Strategic investments have been made in Advancement, funded jointly by the OSU Foundation and the College. Hiring will be complete in FY14, after which additional funds will not be necessary.
B. Optimize the operation of our internal administrative support processes.

Key Initiatives:

I. Enhance the Business Operations Center to incorporate a broader range of responsibilities serving the entire College.

Objective:
The Business Operations Center is fully implemented as a shared services center.

Funding:
The funding of the BOC was done via a 3-year implementation plan.

II. Provide more centralized IT support to College units.

Focus Areas:
Develop and approve plan during FY13; begin implementation immediately after approval.

Funding:
Realignment of existing IT funding to be determined once the plan is finalized. A CIO position and IT support for centers will be funded, totaling approximately $275K.

III. Enhance faculty startup reserve fund to support intended steady-state faculty hiring.

Focus Areas:
$2.7M in PBA reserve fund by FY15.

Funding:
$1.4M in PBA spread over four years from IDC and budget growth. Funding will meet target levels in FY2015.

C. Align the administrative structure and culture of units within the College to achieve the vision and goals of its strategic plan.

Key Initiatives:

I. Integrate the programs and faculty from the Department of Aviation into the Center for Aviation Studies (CAS).

Focus Areas:
Council on Academic Affairs, University Senate and Board of Trustees approvals by end of FY12.
Funding:
None other than planned to launch CAS

D. Modernize physical facilities to achieve the vision of the College’s strategic plan.

Key Initiatives:
I. Design and implement the new Chemical and Biomolecular Engineering and Chemistry building.

Focus Areas:
Finalize design in 2011, occupancy FY15.

Funding:
Per fundraising goals and coverage of capital budget shortfall. The College will fund a gap of $3.7M due to the capital budget shortfall from building cash reserves.

II. Identify space to move Biomedical Engineering to main campus.

Focus Areas:
Approve concept plan in 2014; finalize design in 2015, occupancy FY17.
Funding:
Fundraising should occur to aid in funding renovation costs to move Biomedical Engineering to main campus.

III. Identify and upgrade, as needed modern research space to support the College's key research and innovation themes.

Focus Areas:
Identify initial needs in 2012; build or recondition space as needed.

Funding:
$50K in cash for CAR expansion feasibility study in FY12. $200K annual in cash for renovation of space. $75K for CDME feasibility study in FY14. All funded from College research funds.
Measuring Progress to Success

- Teaching and Learning Scorecard
- Research and Innovation Scorecard
- Outreach & Engagement Scorecard
- Resources Scorecard
### Focus Area

#### Incoming Student Quality

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>U1</td>
<td>Graduate Student Academic Quality Index</td>
<td>72.25</td>
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</table>

#### Program Excellence

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>U2</td>
<td>NSSE Enriching Educational Experiences Score</td>
<td>42.5</td>
</tr>
<tr>
<td>U3a</td>
<td>USNWR Graduate Ranking Among National Universities: Engineering</td>
<td>29</td>
</tr>
<tr>
<td>U3b</td>
<td>USNWR Ranking Among National Universities: Graduate &amp; Undergraduate Engineering Specialties*</td>
<td>3</td>
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<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
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<tbody>
<tr>
<td>U4</td>
<td>Post-graduation Outcomes Index</td>
<td></td>
</tr>
<tr>
<td>U5</td>
<td>Undergraduate Graduation Rate</td>
<td>78%</td>
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</table>

#### College Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>% of PhD Students Funded</td>
<td>85%</td>
</tr>
<tr>
<td>C2</td>
<td>% of Underrepresented Groups (women and minorities) Enrolled in Undergraduate Program (ENG)</td>
<td>18% women, 5% minorities</td>
</tr>
<tr>
<td>C3</td>
<td>% of New First Year Students Graduating from the University Within 6 Years</td>
<td>76.3% (2010 base)</td>
</tr>
</tbody>
</table>

*Total of 13 ranked program specialities for Engineering.
## Strategic Plan 2011-2016

### Focus Area

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>U1 Graduate Student Academic Quality Index</td>
<td>72.25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75</td>
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<tr>
<td>U2 NSSE Enriching Educational Experiences Score</td>
<td>42.5</td>
<td></td>
<td></td>
<td></td>
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<td>45</td>
</tr>
<tr>
<td>U3a USNWR Graduate Ranking Among National Universities: Engineering</td>
<td>29</td>
<td>29</td>
<td>29</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U3b USNWR Ranking Among National Universities: Graduate &amp; Undergraduate Engineering Specialties*</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>Top 15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U4 Post-graduation Outcomes Index</td>
<td>Metric Under Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U5 Undergraduate Graduation Rate</td>
<td>78%</td>
<td>80%</td>
<td></td>
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</table>

### College Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1 % of PhD Students Funded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90%</td>
</tr>
<tr>
<td>C2 % of Underrepresented Groups (women and minorities) Enrolled in Undergraduate Program (ENG)</td>
<td>18% women, 5% minorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19% women, 7% minorities</td>
</tr>
<tr>
<td>C3 % of New First Year Students Graduating from the University Within 6 Years</td>
<td>76.3% (2010 base)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80%</td>
</tr>
</tbody>
</table>

### Teaching and Learning Scorecard

- Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

#### Legend

- ![Progress toward target](Image)
- ![Stayed the same](Image)
- ![Regressed from target](Image)
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputation</td>
<td>U6 National Academy / American Academy of Arts and Sciences Members</td>
<td>2.60%</td>
<td>2.60%</td>
</tr>
<tr>
<td></td>
<td>U7 Faculty Scholarly Productivity Index Rating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td>U8 Total Research Expenditures</td>
<td>$93,106,922</td>
<td></td>
</tr>
<tr>
<td></td>
<td>U9 Commercialization Success Index</td>
<td></td>
<td></td>
</tr>
<tr>
<td>College Metrics</td>
<td>C2 Research Expenditures per Faculty Member</td>
<td>$478,804</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C3 Major ($1M/yr or more) Research Awards</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Plan 2011-2016

Focus Area

Metric 2011 Baseline 2012 2013 2014 2015 2016 Target Progress

Reputation

U6 National Academy / American Academy of Arts and Sciences Members
2.60% 2.60% 3%

Productivity

U7 Faculty Scholarly Productivity Index Rating
Metric Under Development

U8

Total Research Expenditures
$93,106,922
$130M

U9

Commercialization Success Index
Metric Under Development

College Metrics

C2 Research Expenditures per Faculty Member
$478,804
$600,000

C3 Major ($1M/yr or more) Research Awards
5 5

Research and Innovation Scorecard

Create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world’s most pressing problems.

Legend

Progress toward target
Stayed the same
Regressed from target
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnerships</td>
<td>U10 Industry Research Expenditures</td>
<td>$19,911,684</td>
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</tr>
<tr>
<td></td>
<td>U11 OSU Publications Cited by Industry Patents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Critical Workforce Development</td>
<td>U13 % Students Completing an Internship</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Off-campus Programs &amp; Awareness</td>
<td>U15 Enrollment in Non-credit Courses and Programs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>College Metrics</td>
<td>C1 Number of K-12 Partnerships</td>
<td>3</td>
<td>3</td>
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</tbody>
</table>
### Strategic Plan 2011-2016

#### Focus Area

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>U10 Industry Research Expenditures</td>
<td>$19,911,684</td>
<td>$30m</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>U11 OSU Publications Cited by Industry Patents</td>
<td>Metric Under Development</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>U13 % Students Completing an Internship</td>
<td>70%</td>
<td></td>
<td>80%</td>
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<td></td>
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</tr>
<tr>
<td>U15 Enrollment in Non-credit Courses and Programs</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>

#### Critical Workforce Development

<table>
<thead>
<tr>
<th>Metric</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
<th>Progress</th>
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<tbody>
<tr>
<td>C1 Number of K-12 Partnerships</td>
<td>3</td>
<td>3</td>
<td>5</td>
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</tr>
</tbody>
</table>

### Outreach & Engagement Scorecard

Establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

#### Legend
- **Progress toward target**
- **Stayed the same**
- **Regressed from target**

![Bar chart showing progress](chart.png)
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012 Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources - People</td>
<td>U17 Workplace Culture Index</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Resources - Dollars</td>
<td>U19 Non-Retirement Turnover for Faculty</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>U20 New Fundraising Activity</td>
<td></td>
<td>$48.7 Million</td>
</tr>
<tr>
<td></td>
<td>U21 Efficiency Metric</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources Facilities</td>
<td>U23 Facility Condition Index</td>
<td>71.9%</td>
<td></td>
</tr>
<tr>
<td>College Metrics</td>
<td>C1 % of Women and Underrepresented Minority Faculty Retained</td>
<td>90% of URM/ 100% Women</td>
<td>93.8% Women/ 100% URM</td>
</tr>
<tr>
<td></td>
<td>C2 % Participation Rate of Alumni in the Development Campaign</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C3 Efficiency of Building Utilization Score (TBD)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Resources Scorecard

Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational simplicity and effectiveness.

<table>
<thead>
<tr>
<th>Metric</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>U17 Workplace Culture Index</td>
<td>71</td>
<td>73</td>
<td></td>
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<td>Stayed the same</td>
</tr>
<tr>
<td>U19 Non-Retirement Turnover for Faculty</td>
<td></td>
<td></td>
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<td></td>
<td>Metric Under Development</td>
</tr>
<tr>
<td>U20 New Fundraising Activity</td>
<td>$48.7 Million</td>
<td>$43 Million</td>
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<td>Progress toward target</td>
</tr>
<tr>
<td>U23 Facility Condition Index</td>
<td>71.9%</td>
<td>80%</td>
<td></td>
<td></td>
<td>Regressed from target</td>
</tr>
</tbody>
</table>

Legend

- ![Progress toward target](image)
- ![Stayed the same](image)
- ![Regressed from target](image)