

Ohio University-Chillicothe

Vision Ohio Goals

DRAFT

Draft Submitted: February 15, 2006



OHIO
UNIVERSITY

Chillicothe Campus

101 University Drive
Chillicothe, OH 45601

Phone: 740.774.7200
Fax: 740.774.7295

Table of Contents

INTRODUCTION	4
BRIEF OVERVIEW OF THE CHILLICOTHE CAMPUS	4
VISION OHIO GOALS AND RHE GOALS	4
VISION STATEMENT	4
MISSION STATEMENT	4
PRESIDENT MCDAVIS' FOUR GOALS	4
VISION OHIO CORE VALUES / GUIDING PRINCIPLES	5
PROCESS USED FOR VISION OHIO	5
UNDERGRADUATE ACADEMIC GOALS	6
GRADUATE EDUCATION AND RESEARCH ACADEMIC GOALS	9
FACULTY, STAFF AND STUDENT QUALITY AND DIVERSITY GOALS	12
ENVIRONMENTAL GOALS	16
INFRASTRUCTURE GOALS	19

VISION OHIO INTRODUCTION

Brief Overview of the Chillicothe Campus

As one of the regional campuses of Ohio University located 45 miles south of Columbus in the Appalachian foothills, the Ohio University-Chillicothe Campus is at home in the historic city of Chillicothe, the first capital of Ohio. The Chillicothe campus of Ohio University is a non-residential campus, which has achieved quarterly enrollments as high as 2048 students in headcount and 1390 in FTE, and has experienced steady growth – over a 28% increase in headcount and FTE enrollment over the last five years. The campus offers thirteen associate’s degrees, eight bachelor’s degrees and several master’s degrees with thirty-two full-time faculty members, supplemented by part-time instructors.

Vision Ohio Goals and RHE Goals

Vision Statement

As we are committed as one university, the Chillicothe campus of Ohio University continues to believe in the vision statement as excerpted below from our University’s Vision Ohio document:

Ohio University will be an internationally prominent university that engages its students in learning centered educational experiences and in society and is recognized for its unique ability to engage both undergraduate and graduate students in distinctive and world-class research activities that best serve the educational, societal, and economic needs of the region, state, nation, and world. The university will be a welcoming, learning-centered, globally aware community with loyal and engaged alumni, an extensive network of supportive partnerships, and a diverse population of students, faculty, and staff.

Mission Statement

As we are committed as one university, the Chillicothe campus of Ohio University continues to contribute to support the mission statement as excerpted below from our University’s Vision Ohio document:

Ohio University is a national, public, comprehensive university that emphasizes a high-quality, learning-centered educational experience and conducts world-class research in many disciplines. The Athens campus combines undergraduate, graduate, and professional programs in a residential setting; the regional campuses offer enhanced access to many of the same quality programs. This combination of strengths, setting, and access fosters a diverse academic community that serves the economic and cultural needs of the region and benefits the state, nation, and world by generating new knowledge and educating future citizens and leaders.

President McDavis’ Four Goals

The Chillicothe campus of Ohio University operates under the four over-arching goals as set forth in President McDavis’ Inaugural speech on September 10, 2004 as the 20th president of Ohio University. These are:

- Establish Ohio University as a nationally prominent research university
- Increase and affirm our commitment to diversity
- Secure resources for research through grants and private donations
- Increase partnerships and improve relationships within the region, state, country and world

Vision Ohio Core Values / Guiding Principles

The Chillicothe campus of Ohio University incorporated the nine Vision Ohio Core values and guiding principles in the deliberations and activities resulting in this document. These core values and guiding principles are excerpted below:

The essential and enduring convictions/principles that guide all operations, relationships and decisions (not to be compromised for financial or short-term expediency)

As Ohio University acts to achieve its vision, a set of fundamental principles guide our decisions:

- 1. Strong undergraduate programs, with a liberal arts core, are a vital and necessary foundation.*
- 2. Strong graduate and professional programs are necessary to achieve our educational and research mission.*
- 3. All forms of research, scholarship, and creative activity are vital to the intellectual life of the university and their integration into both the graduate and undergraduate curricula is a key component of student success.*
- 4. Learning at the university is enhanced by creating a community of students, faculty, and staff who come from diverse backgrounds. That community benefits from our commitment to international education and the inclusion of global perspectives into our curricula.*
- 5. Advising, mentoring, personal interaction, and active engagement among faculty, staff, students, and alumni greatly enhance the educational experience.*
- 6. Learning is derived from the totality of the college experience, including activities both inside and outside the classroom.*
- 7. Shared governance - the inclusion of input from all constituent groups - is central to our decision-making processes.*
- 8. Our continuing success requires the making of judgments about and selective investment in initiatives that will advance our mission.*
- 9. Accountability is essential to effective management and requires commitments to assessment, planning, decision making, and continual improvement.*

Process Used for Vision Ohio

The Chillicothe campus of Ohio University implemented and followed a process of campus input and critique with two major gatherings of campus faculty, staff, and administrators. The first part of the process occurred at our annual campus strategic planning session in August 2005 with fellow campus faculty and administrators. During this session, Vision Ohio was introduced by Steve Flaherty, Associate Vice President of Regional Higher Education. Faculty and administrators compiled the first draft of priorities and goals that were the impetus for our campus meeting in November 2005.

The campus meeting held in November 2005 provided complete campus opportunity for involvement and yielded the information contained in this document.

**VISION OHIO
UNDERGRADUATE ACADEMIC GOALS**

Group: Ken Breidenbaugh, Dennis Deane, Jim McKean, Diane Diekroger.

Subgoal: Establish common intellectual experience for all first-year students that lead to a common set of fundamental intellectual skills. This includes the creation of an inquiry based core curriculum that serves as the foundation of the academic mission.

Activities	Support Unit	Measurement/Quality Indicator
<p><u>Academic Classes/Faculty</u></p> <p>Students participating in selected classes are introduced to various cultures.</p> <p>A list of the courses offered at OUC in one quarter illustrates the range of this exposure to non-American cultures.</p> <p>These will include:</p> <ul style="list-style-type: none"> • French and Spanish classes, • Introduction to Cultural Anthropology, • History of Art, • Education and Cultural Diversity, • Current World Problems, and • Rainforest Images. 	<p>Faculty</p>	<p>Enrollment Rates</p> <p>Academic Success Rates</p> <p>Increase in number of courses offered</p>

**VISION OHIO
UNDERGRADUATE ACADEMIC GOALS (cont.)**

Subgoal: Provide abundant opportunities for students to learn beyond the classroom and develop the ability to work collaboratively.

Activities	Support Unit	Measurement/Quality Indicator
<p><u>Learning Commons, Writing and Math Labs, Tutoring/Faculty and Administration</u></p> <p>Students working in these areas will receive valuable experience in interpersonal communication, personal responsibility and deeper learning in the disciplines as they assist other students in their academic studies. Students coming to work in the Learning Commons will be able to share learning experiences with other students, expanding their contacts as well as other students' contacts.</p>	Information and Technology Services	Completion of Learning Commons – Concept #1
<p><u>Study Abroad Program/Faculty and administration</u></p> <p>Students participating in this program are given the opportunity to meet and interact with persons from vastly different cultures. Although this experience will not result in a fluency of intercultural dynamics, it will provide students with an introduction to the process of intercultural relations.</p>	Student Support Faculty	Number of Study Abroad Activities Reoccurrence of Events Number of Students Participating
<p><u>Internships/Associate Degree Program Faculty</u></p> <p>Internships give students the "outside" experiences that will enable them to more successfully articulate into the working environment.</p>	Student Support Office of Continuing Education	Number of Students Participating Number of Employers offering Internships Student Job Placement Success Rate
<p><u>Theater Performances/Theater Program Faculty</u></p> <p>The regular quarterly theater performances generate an institutional and community event that is rooted in the shared aesthetic experience. Students that participate in these performances are afforded the experience that enables them to create a unique event, something that is far more valuable than the mere analytical study of an event.</p>	Faculty	Number of Performances Number of Students Participating Attendance Rates

**VISION OHIO
UNDERGRADUATE ACADEMIC GOALS (cont.)**

Subgoal: Inculcate among students a sense of personal responsibility, acquaint students with the values associated with the public good, and foster the acquisition of intercultural fluency.

Activities	Support Unit	Measurement/Quality Indicator
<p><u>Student Clubs and Student Senate/Student and Faculty</u> Student clubs and Student Senate provide students with many opportunities outside of the classroom: including public service and personal development of skills, relating to planning, management and interpersonal communication.</p>	<p>Student Affairs</p>	<p>Number of Clubs, Retention of Clubs, and Activities</p>
<p><u>Student Orientation, Project Serve, Book Project /Student Services</u> Students receive a common set of academic "survival" skills at these functions. They are given the opportunity to meet and form relationships with other students and share in a common set of academic and social experiences.</p>	<p>Enrollment Services Student Affairs Student Support</p>	<p>Number of Group Sessions Retention Rate of Participants Academic Success Rate Graduation Rate</p>

VISION OHIO
GRADUATE EDUCATION AND RESEARCH ACADEMIC GOALS

Group: Jodie Van Winkle, Barbara Poole, Char Miller, Vicky Parker, John Reiger, Ann Rumble, Gary Haynes, Janet Fink, Hamid Shahrestani, Nirmal Niroula.

Subgoal: Support high quality and distinctive graduate education programs that serve the needs of the region and state. Support the development of programs and policies that prepare graduate students for careers in academic and professional settings.

Activities	Support Unit	Measurement/Quality Indicator
Current Graduate Programs include: Professional MBA Cohort #1 Professional MBA Cohort #2 Social Sciences Engineering Management Educational Administration (Rural Principal Program) Superintendent Certificate Program Future Programming Educational Administration (Rural Principal Program) - start date Summer 2006 Professional MBA Cohort #3 - start date Fall 2006 Political Science/Public Administration - tentative start date Fall 2006 or Winter 2006-2007 Counselor Education - tentative start date Winter 2007 Social Work - Fall 2007	Chillicothe Campus -- Continuing Education Chillicothe Campus -- Student Services Chillicothe Campus -- Financial Aid Athens Campus -- Specific College Unit Athens Campus -- Graduate Student Services	Number of students applying/completing graduate programs Graduate feedback -- survey graduates

VISION OHIO
GRADUATE EDUCATION AND RESEARCH ACADEMIC GOALS (cont.)

Subgoal: Selectively invest in graduate education and research in the areas of: Health and Wellness; New Technologies; Basic Research and Development; Energy and the Environment; Social, Economic, and Cultural Development

Activities	Support Unit	Measurement/Quality Indicator
Faculty Research Funds	All Departments Dean's Office	Amount of funds used fro research activities Number of matching fund grants Number of publications/presentations
Graduate Research Assistant Funding	Faculty	Number of Students on Undergraduate Research Assistantships

VISION OHIO
GRADUATE EDUCATION AND RESEARCH ACADEMIC GOALS (cont.)

Subgoal: Support growth in scholarly activity and research productivity that lead to increased sponsored research and national prominence.

Activities	Support Unit	Measurement/Quality Indicator
Faculty Research Funds	All Departments Dean's Office	Amount of funds used for research activities Number of matching fund grants Number of publications/presentations
"New Faculty" Reduced Loads (now: to conduct research; future: to pursue grants)	All Departments Dean's Office	Number of faculty involved Number of grants generated Number of grants funded
Existing Faculty Reduced Loads (now: none at OUC; future: develop program for reduced load to pursue grants)	All Departments Dean's Office	Number of faculty involved Number of grants generated Number of grants funded
Summer Research Program	All Departments Dean's Office	Number of faculty involved Number of research projects
DC Discretionary Funding (Instructional and Technology Support)	Division Coordinators Dean's Office	Amount of funds used Number of departments involved
Ohio University-Chillicothe Travel Fund		Amount of funds used for research activities Number of faculty involved
List of Sponsored Programs at Ohio University-Chillicothe and intended to pursue	Development Office Dean's Office	Number of programs pursued
National Publications	All Departments	Count number of articles
Promote our own research through PR activities	All Departments PR/Student Services	Number of articles, press releases
Pursue specific grant funding to support Appalachian area efforts	All Departments	Amount of grant funding received Accomplishment of grant goals
Pursue specific grant funding to support diversity efforts	All Departments	Amount of grant funding received Accomplishment of grant goals

VISION OHIO
FACULTY, STAFF AND STUDENT QUALITY AND DIVERSITY GOALS

Group: Dennis Bothel, Barbara Mahaffey, Megan Fritz, Ruth Pontius, Holly Wilson, Norma Jean Beverly, Jaime Lowe, Richard Kowieski, Sue Brisker, Linda Mohr, Douglas Hennig, Patty Griffith

Subgoal: Recruit and retain exceptional faculty and staff for creating and sustaining preeminent programs of learning, engagement, and research and scholarship.

Activities	Support Unit	Measurement/Quality Indicator
Perform Faculty Needs Analysis to secure a maximum of five new Faculty per year	Faculty / Dean's Office	Short-Term and Long-Term Needs Analysis are Reviewed and Updated Annually as Needed Successful hiring of five new faculty each year
Perform Staff Needs Analysis to secure a maximum of five new Staff/Administrators per year	Administrative Staff / Dean's Office	Short-Term and Long-Term Needs Analysis are Reviewed and Updated Annually as Needed Successful hiring of five new staff/administrators each year
Performance Review – staff & admin – establish goals and expectations	HR and Faculty/Staff Development	Number performed and percent accomplished
Faculty annual reports – reviewed and feedback from Dean	HR and Faculty/Staff Development	Percent submitted, completed, and followed
Salary – are we competitive? <ul style="list-style-type: none"> • Check with OU system – RHE and main campus • Compare with regional campuses of OSU 	HR and Faculty/Staff Development	Rankings in percentile statewide, peer institutions, and nationally
Exit interviews & written questionnaires – University-wide (database)	HR and Faculty/Staff Development	Actual review completed by affected unit and changes discovered and implemented
Search committees – more reasonable timeline for searches so we don't lose good candidates to other institutions because we take too long	HR and Faculty/Staff Development	Effective start date of searches and percent successful hiring of new employee
Survey candidates that we are interested in – why did they go elsewhere; money/ our search moving too slow	HR and Faculty/Staff Development	Employment Surveys
Commitment from Institution to maintain specific levels of staffing	HR and Faculty/Staff Development	Personnel Staffing Report – Total Staff FTE
Demographics – data on current faculty and staff	HR and Faculty/Staff Development	Annual demographic reports on campus climate and composition

VISION OHIO
FACULTY, STAFF AND STUDENT QUALITY AND DIVERSITY GOALS (cont.)

Subgoal: Provide support to departments, faculty, and staff to develop increasingly nationally prominent teachers, scholars, and researchers and foster policies that support the accomplishment of the academic mission. Develop and sustain an Office of Faculty and Staff Development that coordinates all development activities.

Activities	Support Unit	Measurement/Quality Indicator
Periodic (perhaps monthly) ads in local newspapers highlighting accomplishments of all levels – faculty/students/staff/administrators	Public Relations/Marketing	Total Expenditures Response Rates through Web Feedback
Promotions – publicize both internal and external	Public Relations/Marketing	Consistent distribution of activities via communication streams
RHE collaborate with main campus to expand the faculty mentoring initiative to include 2-year program faculty	Division Coordinators	Database compiled to track number of collaborations
Support – Need best equipment (possibly reduce life cycle for most equipment to 3 years instead of 5)	Facility Management Information and Technology Services	Duration of Equipment Cycles
Create an informal campus committee to field faculty/staff concerns and issues <ul style="list-style-type: none"> • Workload vs. compensation for support personnel – compare to other OU campuses • Merit raises at all levels • Bonuses – other means to reward other than with money – better reward system 	HR and Faculty/Staff Development	New Hire Surveys upon initial hire and one year later
Develop and sustain a Faculty and Staff Orientation & Development Program	Faculty / Staff Development Committee	Number of mentors participating Low turnover rates

**VISION OHIO
FACULTY, STAFF AND STUDENT QUALITY AND DIVERSITY GOALS (cont.)**

Subgoal: Establish and implement recruitment and hiring practices that lead to an increasingly diverse and inclusive academic community.

Activities	Support Unit	Measurement/Quality Indicator
Current diversity initiatives – not necessarily reflected in our student population, but is having a positive impact in our image in the community	Diversity Task Force	Student Population Surveys Service Area Surveys
Diversity Fair (hold yearly)	Cultural Committee	Occurs, Number of Participants, Number of Diverse Groups Represented
Include Diversity in Orientation Discussion for all staff/faculty	HR and Faculty/Staff Development	Verify inclusion in orientation materials

**VISION OHIO
FACULTY, STAFF AND STUDENT QUALITY AND DIVERSITY GOALS (cont.)**

Subgoal: Strategically recruit, support, develop, and retain academically talented undergraduate and graduate students.

Activities	Support Unit	Measurement/Quality Indicator
Information Commons	Information and Technology Services	Completion of Concept #1
Learning Center – support with writing and math	Information and Technology Services	Student Utilization, Faculty/Student Satisfaction Surveys
Tutoring Services – attempt to aid students in all curricular areas	Student Support	Student Utilization, Faculty/Student Satisfaction Surveys
Internships – practical on-the-job experience	Student Support or Office of Continuing Education	Student Utilization, Faculty/Student Satisfaction Surveys
Hiring students on campus	HR and Faculty/Staff Development	Track employment statistics of students hired, measure longevity
Encourage diverse student organizations on campus	Student Affairs	Total number of organizations and annual percent increase or retention
Plan social events	Student Affairs	Total number of events and level of participation by campus population
A mentoring program with OUC and the Ross County Schools (with the emphasis on diverse students).	Student Affairs	Total number of participants, Student Satisfaction Surveys
Recruitment at the high school level – additional contact at our local high schools and with area guidance counselors is necessary – OUC personnel presence in our schools is important	Enrollment Services	Number of visits, percent yield from each school/district
Student Assistant Wage Policy	HR and Faculty/Staff Development	Longevity, Student Satisfaction Surveys and Exit Interviews
Fee Waivers	Enrollment Services, Student Affairs, and Student Support	Increases in yield, student body academic quality
Currently reviewing advising protocols to achieve greater involvement of our faculty/staff with each student (i.e. New students deserve to have advising done by faculty – consider sign off requirement by a faculty member for declared majors to take courses)	Student Affairs and Division Coordinators	Student to advisor ratios decrease, increased retention of advised students; shorter academic probation occurrences and time periods

**VISION OHIO
ENVIRONMENTAL GOALS**

Group: Lisa Kauffman, Charlotte McManus, Robert Knight, Camille Leadingham, Cheryl Boyer, Roger Smith, Barbara Trube, Dale Maxey, Jan Schmittauer & David Scott

Subgoal: Develop a supportive, learning-centered research university environment that encourages all academic and academic support units to work both individually and collaboratively to accomplish the university vision. Foster the development of faculty, staff, and student orientation programs to support the development of an inclusive, supportive, learning-centered environment.

Activities	Support Unit	Measurement/Quality Indicator
Regular All campus meetings	Dean's Office	Attendance and Input
Student Advising / Mentoring	Student Services Faculty	Documentation of advising
Develop OUC Student Handbook	Multi Department Committee	Completion Fall 2006
Orientation New and Current Employees	All Departments	100 % Attendance
Implementation of Learning Commons Project	Implementation Team Facilities Management Technology Services	Student Utilization National Exposure

**VISION OHIO
ENVIRONMENTAL GOALS (cont.)**

Subgoal: Develop and sustain an environment of engagement in which students, faculty, staff, and alumni are supported and encouraged to actively participate in the solution of community and regional problems related to PreK-12 education, economic development, and health issues with special emphasis on those problems related to Appalachia and underserved populations. Develop a facilitative office to support and coordinate partnerships to solve local, regional, and state problems.

Activities	Support Unit	Measurement/Quality Indicator
Survey Student Needs	Noel-Levitz Learning Commons Implementation Team	Evaluate and address needs Student Satisfaction
Investigate Offering 12 additional hours for Education Generalist	Education Department Dean's Office	Student Job Placement
Outreach Local School Systems	All Departments	Sharing of Information Attend 1-2 schools Fall 2006
Outreach Local Businesses (Health Care Organizations, Manufacturing, Service Organizations, Small Business)	All Departments	Number of Partnerships Number of Contracts (B & I, Cont. Ed.) Participant Feedback (Evaluations, surveys, etc.)
Child Development & Family Service Center	Education, Nursing, Facilities Management, Dean's Office, Accounting	Number of Families Served Net Rental Revenue Number of Partnerships Established and Fostered

**VISION OHIO
ENVIRONMENTAL GOALS (cont.)**

Subgoal: Develop an environment of inclusiveness in the classroom, campus and community that leads to a positive, welcoming, and supportive environment.

Activities	Support Unit	Measurement/Quality Indicator
Increased Awareness and Presence of Diversity on Campus	Diversity Task Force Faculty and Staff	More diversity in the faculty, staff and student body
Recruitment of Non Traditional Students from Early Childhood Development Center	Student Services	Larger Enrollments
<p>Learning Commons</p> <p>Students and campus community working in these areas will receive valuable experience in interpersonal communication, personal responsibility and deeper learning in the disciplines as they assist other students in their academic studies. Students coming to work in the Learning Commons will be able to share learning experiences with other students, expanding their contacts as well as other students' contacts.</p>	Academic Programs (Faculty), Information and Technology Services, Facilities Management	Completion of Learning Commons – Concept #1
Hilltop Café	Student Services	Number of Students/Staff Served

**VISION OHIO
INFRASTRUCTURE GOALS**

Group: Harris, Kelly, Schinkle, Triplett, Zajdel

Subgoal: Implement a budget allocation process involving a metric-driven accountability system (e.g. a balanced scorecard approach) that links budgeting to the implementation of the strategic plan.

Activities	Support Unit	Measurement/Quality Indicator
Performance Related Management Model of Budgeting (RCM – Responsibility Centered Management)	Dean Accounting Faculty & Staff	Income from various units
Formation of OUC Standing Committee on Strategic Planning and Budget	All Academic and Administrative Units	Quarterly Meetings Correlation Established between strategic planning and budget

**VISION OHIO
INFRASTRUCTURE GOALS (cont.)**

Subgoal: Implement enrollment management, operational efficiencies, and endowment development strategies that support the accomplishment of the strategic plan.

Activities	Support Unit	Measurement/Quality Indicator
Student Satisfaction Student Retention Enrollment Management	Faculty and Student Services Staff	Growing enrollment Increased income from tuition
Grant Writing	All Units	Funds received from grants
Development Officer	OU Development Office & OUC Development Office with Input from Faculty and Staff	More endowed scholarships; annual, one-time scholarships; gifts
Development Campaign	OU Development Office & OUC Development Office (Development Officer - to be hired)	Achieve Goals of Scholarships Funds, Infrastructure, and Partnerships

VISION OHIO
INFRASTRUCTURE GOALS (cont.)

Subgoal: Establish and implement an information technology infrastructure involving both educational and administrative computing capabilities that facilitates the accomplishment of the strategic plan.

Activities	Support Unit	Measurement/Quality Indicator
Basic Maintenance System of computers and infrastructure of systems	Computer Services and IT staff	Computers work; service level achieved
Better Project Management in Future which would include work orders and new services	Computer Services and IT staff Facilities Maintenance	Successful projects aligned with primary goals of the institution
Support of Technology Upgrades in the classroom	Computer Services and IT staff	Quality of presentations in the classroom

**VISION OHIO
INFRASTRUCTURE GOALS (cont.)**

Subgoal: Establish administrative structures that support the accomplishment of the strategic plan including an oversight office that coordinates all diversity and inclusiveness efforts.

Activities	Support Unit	Measurement/Quality Indicator
Increased Awareness and Presence of Diversity on Campus	Diversity Task Force Faculty and Staff	More diversity in the faculty, staff and student body
Encourage Diversity in the Classroom	Faculty	Students from underrepresented groups will be more comfortable in the classroom
Diversity Training Workshops	Dean's Office/Accounting Cultural Committee	Greater awareness of inclusiveness of diverse population

**VISION OHIO
INFRASTRUCTURE GOALS (cont.)**

Subgoal: Implement an approach to evaluating the contributions of academic support units to accomplishing the goals of the strategic plan that includes participation of faculty and specialized consultants.

Activities	Support Unit	Measurement/Quality Indicator
Presentations at National Conferences	Faculty/Administrators/Staff	National exposure of great activities happening at OUC
Create service catalog containing a description of existing services provided by departments	Each department	Written compilation of services and providers
Create procedure for adding service responsibility to department	Each department and dean's office	Written procedure for adding services
Create procedure for deleting services from service catalog	Each department and dean's office	Written procedure
Create service level agreements for crucial services	Each department and dean's office	Service level agreements
Develop centralized work order system	Each department and dean's office	Work order system