**DRAFT - The Ohio State University at Newark**

**Strategic Plan 2025 – 2030**

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**Mission**

The Newark campus furthers The Ohio State University’s land-grant mission by providing access to higher education, preparing citizen leaders, conducting research, and engaging with its communities.

**Vision**

To be a leader in regional higher education, where students are empowered to achieve their academic and professional goals with the combined support of the faculty, staff, and community.

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**Through Lines**

Consistent themes or principles that are woven throughout our strategic plan to emphasize core, enduring priorities that underpin all initiatives and guide decision making.

* **Student Success.** Maintaining a steadfast focus on students and their successful completion of their academic goals.
* **Sustainability.** Ensuring the long-term viability of the campus through environmentally responsible practices, resource conservation, and strategic planning that meets the needs of the present without compromising future generations.
* **Fiscal Responsibility.** Committing to sound financial management practices to ensure the effective use of resources and aligning budget decisions with strategic priorities.
* **Belonging and Inclusion.** Fostering a campus environment where all students, faculty, and staff feel seen, heard, and valued.
* **Community Engagement.** Strengthening relationships with local communities, employers, and partners to enhance educational access, workforce development, and regional impact.
* **Innovation and Adaptability.** Continuously improving institutional processes and systems that support the campus enterprise and operate at the highest levels of effectiveness and efficiency
* **Accountability and Transparency.** Holding ourselves accountable to the campus community and stakeholders by sharing progress, decisions, and outcomes openly and honestly.
* **Global and Cultural Awareness.** Preparing students to succeed in an interconnected world by integrating global and cultural perspectives into the curriculum and campus life.

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**Goals and Initiatives**

**Goal #1: Transformative Academic Excellence.**

Delivering high-quality, affordable, and accessible education that empowers students to meet future challenges with confidence and competence.

Initiatives:

* Deliver rigorous, robust, and relevant academic programs as the foundation of the Buckeye Experience, which will position graduates for lifelong professional success while preparing them to lead purposeful lives and make significant contributions to society.
* Provide comprehensive, high-quality career development programming that complements students’ academic experiences and supports successful career entry and lifelong professional growth.
* Recognize the value of research by increasing student participation in faculty-led research to strengthen learning and career readiness.
* Develop a balanced faculty composition plan, whereby individual faculty talents and strengths are capitalized upon, empowering faculty to maximize their contributions to the campus’s mission.

**Goal #2: The Buckeye Student Experience**.

Offering an authentic Ohio State experience through robust support services and a vibrant campus life, fostering student success both academically and personally.

Initiatives:

* Address the significant need for on-campus student housing.
* Ensure proactive and consistent academic advising for all students to promote academic progress, retention, and achievement.
* Provide an extensive array of high-quality student success services and programs that are signature contributors to the Buckeye Experience.
* Continue to build and enhance a co-curricular program that fosters student engagement, community building, and personal growth by expanding opportunities in student leadership, intramural sports, and campus activities, enriching student development and strengthening campus life.

**Goal #3: Responsible Resource Stewardship.**

Enhancing our effectiveness and efficiency through prudent and forward-thinking stewardship of our resources.

Initiatives:

* Maintain Ohio State Newark as a competitively affordable campus.
* Provide students with high-quality facilities that encourage connections to campus and help define an overarching Ohio State Experience.
* Expand and diversify our donor base by engaging and cultivating new and the next generation of donors through personalized outreach, meaningful engagement opportunities, and innovative giving strategies that foster long-term relationships and support for the campus mission.
* Increase marketing efforts to promote the campus, ensuring greater visibility and engagement with prospective students, families, and the broader community.

**Goal #4: Strategic Collaborations and Partnerships.**

Strengthening our community support and building strong, dynamic relationships with local organizations, including COTC, to enrich the educational experience and expand opportunities for our students.

Initiatives:

* Enhance collaboration with central Ohio State University offices, including Business and Finance, Strategic Enrollment Management, Human Resources, Government Affairs, Marketing and Public Relations, Dining Services, and the Office of Technology and Digital Innovation to advance initiatives that address campus priorities such as equitable funding, sustainable enrollment growth, pay equity, advocacy for higher education, dining options, and technology innovation.
* Leverage our relationships with the Newark Earthworks, the SciDome, and Dawes Arboretum, among others, to provide greater co-curricular experiences for our students.
* Deepen Ohio State Newark’s partnership with COTC to further collaboration and create new academic pathway programs.
* Capitalize on existing and develop new partnerships with public and private entities, including our peer institutions in Lima, Mansfield, and Marion, to create opportunities for students to engage in experiences that support their academic outcomes and career success.