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Board of Regents

University System of Ohio

Update on Ohio's
**Strategic Plan for
Higher Education**

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Message from the Chancellor

In March 2008, Ohio unveiled a new plan for higher education that promised to be accountable and transparent, with the aim of making the University System of Ohio a significant driver of the state's economy.

The *Strategic Plan for Higher Education* is an ambitious plan that sets 10-year goals for the most important measures of progress in higher education. Many of these goals represent areas that have consistently challenged the state and its educational institutions.

We have spent the last three years building the foundation for significant change in how higher education operates in Ohio. Enrollments throughout the University System of Ohio have surged. We kept the rate of tuition increases at its lowest point in more than 40 years. We also changed the way the University System of Ohio is funded, enacting one of the most comprehensive performance-based funding formulas in the country; thus giving the schools an incentive to focus on making more students successful, rather than just getting more students.

The University System of Ohio, along with our independent partners at the University of Dayton and Case Western Reserve University, are focusing their research in Centers of Excellence, part of an unprecedented effort to be national and international leaders in areas that are vital to Ohio's growing industries.

The *Choose Ohio First Scholarship Program*, along with the *Ohio Research Scholars Program*, provided a chance for the University System of Ohio and Ohio's independent colleges to increase their collaboration. Twenty-eight Choose Ohio First programs serve



more than 2,500 STEM (Science, Technology, Engineering, and Mathematics) students at 41 public and independent institutions.

We are operating more efficiently, saving more than \$704 million in FY2008-10 through various efforts across the state. We also are implementing shared purchasing programs, dividing more administrative costs between institutions, and eliminating unnecessary duplication. A new *Advisory Committee on Efficiency in the University System of Ohio* brings together representatives from across the institutions to find best practices that save money.

The University System of Ohio is working more closely than ever before with the Ohio Department of Development to attract companies to Ohio and help existing Ohio companies grow. We have worked together to provide companies like Procter & Gamble, NetJets, Rolls-Royce, the Timken Company, JP Morgan Chase, GE Aviation, and Bridgestone/Firestone access to the nation's 9th largest university

system in terms of research expenditures. The Ohio Skills Bank is working to make sure Ohio is delivering the demand-driven workforce Ohio employers require.

There are many more achievements we could note, but there is also much work to be done. We must break down barriers in order to help more high school students earn college credit, something that has traditionally been a major challenge to Ohio's educational system. We must continue to improve our responsiveness to the needs of business, quickly training workers at all skill levels to help Ohio companies build a globally competitive workforce. We must accelerate our research and innovation efforts through programs such as the *Ohio Third Frontier*, to ensure that we are creating the companies that will drive tomorrow's economy right here in Ohio.

I am grateful to the leaders and people of Ohio who have worked so hard to make higher education more affordable, more accessible, and of a higher quality – all prerequisites to driving economic growth in the knowledge economy. Presidents and trustees of the University System of Ohio have worked tirelessly to make their institutions more accountable for their service to students and their service to the state. Faculty and staff at our colleges and universities are researching the innovations of tomorrow, finding ways to reduce the costs of textbooks and materials for students, and taking personal time to ensure some of our most at-risk students have the support they need to succeed in college.

I have never been more proud of Ohio and our University System of Ohio. We will continue to work hard to provide the opportunities and innovations that can lead Ohioans to a prosperous, growing economy.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric D. Fingerhut". The signature is fluid and cursive, with the first name "Eric" and last name "Fingerhut" clearly distinguishable.

Eric D. Fingerhut
Chancellor, Ohio Board of Regents

Goals of the University System of Ohio

As the state's public system of higher education, the University System of Ohio bears the primary responsibility for raising educational attainment. To do so, the System must meet the following goals. Meeting these goals will enable Ohio to meet the benchmarks for higher education established by the state, including increasing enrollment by 230,000 by 2017, and increasing the rate of graduation by 20 percent.

The University System of Ohio will improve Ohio's educational attainment by:



Graduating more students

Indicator	Baseline FY07 ¹	Current Level FY10	2017 Target
Total Degrees Awarded	72,836	77,338	100,000
Associate	18,335 ²	20,156	28,000
Bachelor's	37,816	39,266	52,000
Graduate and Professional	16,685	17,916	20,000



Keeping graduates in Ohio

Indicator	Baseline SP 2006 Graduates ³	Current Level SP 2006 Graduates	2017 Target
Percent of graduates working or attending school in Ohio three years after graduation	64.65%	64.65%	70.00%
Associate	80.61%	80.61%	85.00%
Bachelor's	60.86%	60.86%	66.67%
Graduate and Professional	54.83%	54.83%	60.00%



Attracting more talent to Ohio

Indicator	Baseline	Current Level 2007	2017 Target
Number of degree holders age 22-64 entering the state minus number leaving the state each year	-9,120	-2,416	10,000
Associate	-400	656	2,000
Bachelor's	-5,826	-1,517	5,000
Graduate and Professional	-2,894	-1,555	3,000

¹ The Baseline for Total Degrees Awarded listed in the Strategic Plan was incorrectly labeled as FY06 data. The data was in fact based on FY07.

² Reflects revised completions data submitted by campuses after the release of the Strategic Plan.

³ The Baseline has been changed from SP 2004 to SP 2006 in order to more accurately capture the progress of the Strategic Plan, released in 2008.

Ohio Compared to the Nation

Associate Degree and Higher					Bachelor's Degree and Higher					Graduate Degree and Higher				
Strategic Plan Baseline [2006]		Current Level [2008]			Strategic Plan Baseline [2006]		Current Level [2008]			Strategic Plan Baseline [2006]		Current Level [2008]		
Ages 25-64	%	Rank	%		Ages 25-64	%	Rank	%		Ages 25-64	%	Rank	%	
Massachusetts	49.20%	1	49.61%	1	Massachusetts	40.80%	1	41.38%	1	Massachusetts	16.89%	1	17.35%	1
New York	42.93%	10	43.75%	9	Virginia	35.08%	6	35.92%	6	New York	14.13%	4	14.63%	4
Virginia	42.57%	12	43.43%	11	New York	33.83%	8	34.63%	8	Virginia	14.02%	5	14.33%	5
Illinois	39.73%	16	40.80%	15	Illinois	31.56%	14	32.60%	12	Illinois	11.55%	10	11.97%	11
California	38.20%	21	38.58%	21	California	30.14%	16	30.61%	17	Pennsylvania	10.52%	15	10.77%	15
United States	37.22%		37.89%		United States	28.94%		29.52%		California	10.47%	16	10.85%	14
Pennsylvania	36.94%	27	37.93%	24	Pennsylvania	28.46%	23	29.27%	21	United States	10.32%		10.53%	
Florida	36.66%	28	36.78%	29	Florida	26.69%	30	27.12%	31	Michigan	9.57%	21	9.80%	22
North Carolina	35.62%	29	36.94%	27	Michigan	26.54%	32	26.56%	33	Ohio	8.93%	29	9.33%	25
Michigan	35.31%	30	35.65%	33	North Carolina	26.50%	33	27.81%	27	Florida	8.90%	31	8.96%	31
Ohio	33.41%	38	34.87%	35	Texas	25.87%	36	26.41%	34	Kentucky	8.69%	32	8.36%	35
Texas	32.66%	40	33.27%	41	Ohio	25.17%	37	26.29%	35	North Carolina	8.57%	34	9.00%	30
Indiana	31.77%	41	33.37%	40	Indiana	23.49%	41	24.74%	40	Texas	8.16%	37	8.31%	36
Kentucky	29.27%	45	29.18%	47	Kentucky	21.77%	45	21.39%	47	Indiana	8.29%	35	8.25%	38
West Virginia	25.01%	50	25.58%	50	West Virginia	18.20%	50	18.75%	50	West Virginia	7.04%	47	7.05%	46
Ages 25-34	%	Rank	%	Rank	Ages 25-34	%	Rank	%	Rank	Ages 25-34	%	Rank	%	Rank
Massachusetts	51.92%	1	53.44%	1	Massachusetts	44.32%	1	46.95%	1	Massachusetts	15.06%	1	16.78%	1
New York	47.06%	3	47.68%	4	New York	38.12%	2	38.67%	4	New York	13.29%	2	13.88%	2
Virginia	41.66%	13	42.39%	16	Virginia	34.27%	9	34.82%	9	Virginia	10.85%	7	11.00%	6
Pennsylvania	41.62%	14	42.84%	14	Illinois	32.75%	12	34.29%	12	Illinois	9.74%	9	10.28%	7
Illinois	40.76%	18	42.66%	15	Pennsylvania	32.24%	15	33.39%	13	Pennsylvania	9.02%	10	9.80%	10
United States	37.05%		37.76%		United States	28.84%		29.47%		United States	8.03%		8.36%	
Michigan	35.57%	26	35.78%	32	California	27.94%	24	28.60%	23	Ohio	7.66%	17	8.11%	17
North Carolina	35.48%	27	35.99%	29	Michigan	27.40%	27	27.30%	28	Michigan	7.59%	18	7.96%	19
California	35.16%	29	35.85%	31	North Carolina	27.21%	28	28.08%	26	California	7.54%	19	7.89%	20
Florida	35.08%	30	35.29%	33	Ohio	26.61%	30	27.77%	27	North Carolina	7.09%	23	7.39%	25
Ohio	34.71%	32	36.40%	25	Indiana	25.31%	33	26.49%	32	Kentucky	6.71%	26	7.60%	23
Indiana	34.49%	33	35.97%	30	Florida	24.91%	34	25.03%	36	Florida	6.48%	28	6.14%	35
Kentucky	30.60%	41	32.20%	38	Texas	23.30%	39	24.22%	37	Indiana	6.10%	35	6.17%	33
Texas	29.52%	46	30.73%	42	Kentucky	21.98%	42	23.67%	41	Texas	5.60%	41	6.15%	34
West Virginia	28.22%	47	28.24%	47	West Virginia	19.52%	50	20.83%	46	West Virginia	5.07%	47	5.40%	43

current workforce

future workforce

Accountability Measures

Updated September 2010

Measurements of Success		Strategic Plan Baseline	Current Level	Strategic Plan Goal
Access				
1	Total fall term enrollment	461,999	527,230 ¹	691,999
2	Total STEM degrees awarded	25,666	27,618	51,332
3	Total enrollees age 25 and older	166,651	195,139	346,000
4	Associate and bachelor's degrees awarded to first-generation college students	19,509	20,418	33,333
5	Percent of total degrees awarded to Black, Hispanic and American-Indian students	8.96%	9.32%	14.36%

Quality				
6	Improvement in actual graduation rate over expected graduation rate <i>(universities)</i>	-0.25% ²	-0.25%	+10%
7	Number of first-time students in the top 20% SAT/ACT <i>(at Universities)</i>	13,841	14,337	20,762
8	Percent of facilities in satisfactory condition or needing minor rehabilitation <i>(fall term)</i>	64.1%	62.7%	70.0%
9	Total size of endowments and foundations per FTE	\$9,979	\$12,516	\$19,958
10	Federally-financed research spending per capita – <i>national rank</i>	9	9	Top 5

Affordability and Efficiency				
11	Average out of pocket cost	\$3,844	\$3,844	\$3,844 + CPI Inflation
12	Tuition and fees of a combined associate and bachelor's degree offered on a community college or university regional campus – <i>national rank</i>	26	25	Top 10
13	State funding per FTE – relationship to the national average	-\$1,090	-\$1,067	+\$1
14	Percentage of first-time students below age 21 with equivalent of one semester or more of college credit earned in high school	5.5%	5.9%	20.0%
15	Percentage of bachelor's degree recipients with at least one year of credit from a community college <i>(universities)</i>	8.9%	10.2%	25.0%

Economic Leadership				
16	Industry-financed research spending per capita – <i>national rank</i>	6	7	2
17	Globalization measure: Total international students/Ohio students studying abroad annually	12,299 / 6,328	14,024 / 6,771	34,600 / 16,413
18	Licenses/Options Executed <i>(AUTM Survey)</i>	74	76	136 ³
19	Business satisfaction - measured through survey	TBD	TBD	TBD
20	Number of students engaged in internships and co-ops <i>(fall term)</i>	46,543	57,260	100,000

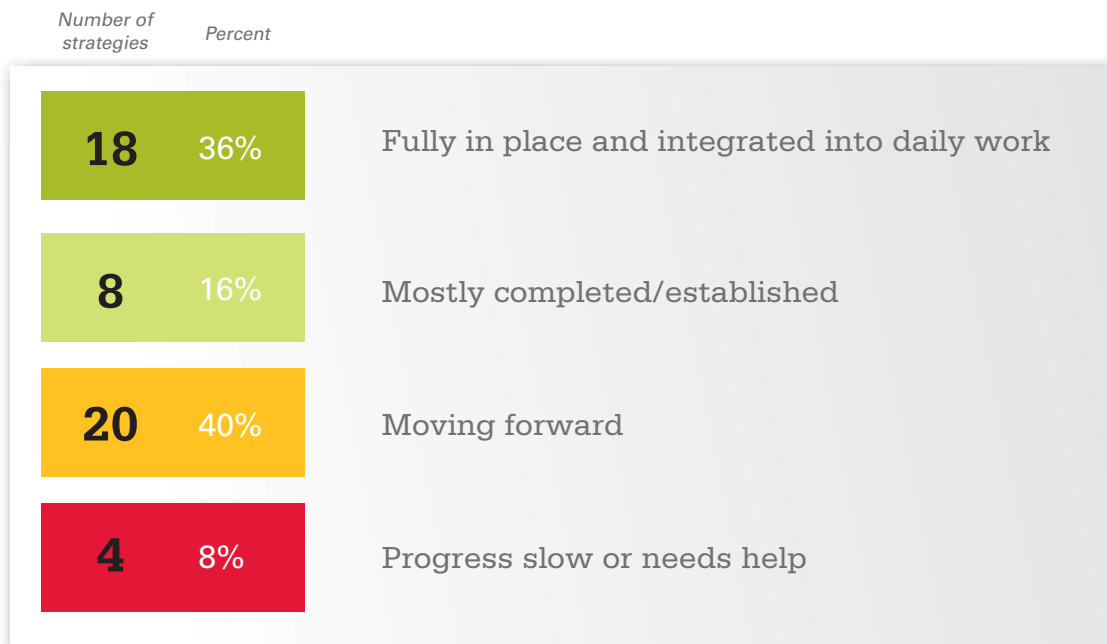
¹ Ohio State University (including regional campuses) and Lorain County Community College enrollment figures are estimated as follows:
Fall 2008 actual enrollment X increase in preliminary headcount from fall 2008 to fall 2009.

² The baseline number represents the first year with complete data (2002 6-year graduation rate).

³ This goal will reflect 10 licenses/options executed per \$100M of total research expenditures.

Summary

Total number of key strategies: **50**



Structure

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 38

Each of Ohio's 13 public university main campuses will have **distinctive missions**, which include a comprehensive, high-quality education, as well as the establishment of nationally-recognized **Centers of Excellence**.

Status: Almost all centers have been designated and announced. Annual meetings and reports by category have begun.

Key Strategy

p. 39

The **Ohio Innovation Partnership**, including the **Ohio Research Scholars Program** – which exists in partnership with the Third Frontier Commission—and the **Choose Ohio First Scholarship Program**, should be made permanent and expanded when possible.

Status: Research scholars recruiting continues. Student participation in COF has increased four times in 2 years. Over 4,000 students have received funding in 28 different programs.

Key Strategy

p. 40

An **Excellence Fund** will be established that allows the Chancellor to support Centers of Excellence established under this plan. The fund should receive financial contributions from the institutions, the state and private sources. The Chancellor should establish criteria in an open and transparent manner, and update them as circumstances warrant to contribute to the successful implementation of this plan.

Status: While an Excellence Fund has not been established, the Action Fund and Research Incentive programs have been focused on promoting the Centers of Excellence.

Key Strategy

p. 41

The University System of Ohio must seek out and implement best practices for **building entrepreneurial excellence** and leverage the work of our Centers of Excellence into jobs for Ohioans. This effort will be led by a Research and Commercialization Task Force, created and led by the Chancellor, working in collaboration with the Ohio Department of Development.

Status: Universities are aggressively focused on entrepreneurial activities through projects such as the Procter & Gamble master agreement. The Research and Commercialization Task Force is meeting.

Key Strategy

p. 42

The Governor will appoint highly qualified trustees to the boards of institutions who will provide leadership for the institution and the University System of Ohio as a whole. The trustees will be **committed to the goals of the strategic plan**, including providing high quality, affordable education and building Centers of Excellence at the universities. State law should be amended to permit the appointment of trustees who live outside the state but are deeply committed to the success of higher education in Ohio and can contribute value to the particular institution.

Status: The Chancellor and Regents have worked closely with trustees to build support for statewide goals. Institutions have appointed out of state trustees as non-voting members, but the law has not been changed.

Key Strategy

p. 43

The Board of Regents will participate as **active advisors** to the Chancellor in the implementation of this plan, and will **work with the Boards of Trustees** and other civic leaders to build support for higher education in Ohio. The annual report on the Condition of Higher Education in Ohio issued by the Board of Regents will include an assessment of progress under this plan, as well as observations about changing circumstances that might require modifications in the plan.

Status: The fourth condition report is on schedule for release March 2011. The Chancellor and Regents are continuing to improve the advisory process.

Key Strategy

p. 49

The Chancellor will convene a public session of the trustees of Northeast Ohio's four public universities and NEOUCOM at least annually to review the progress toward improving **quality**, increasing **mission differentiation**, increasing **collaboration**, increasing the contribution of the institutions to the regional and state economy, and **decreasing competition** among the institutions, and will submit an annual report to the Governor and the General Assembly summarizing the progress made since the release of the Northeast Ohio Universities Collaboration and Innovation Study Commission's report.

Status: First annual meeting reviewed the progress to date. Second annual meeting is scheduled.

Key Strategy**p. 50**

The Northeastern Ohio Universities College of Medicine (NEOUCOM) should be placed under the leadership of an independent board of trustees and **expand its presence** in Akron and Cleveland.

Status: Independent board has been established. BioInnovation Institute in Akron has been established with NEOUCOM as a major partner. The Cleveland partnership is in active development.

Key Strategy**p. 52**

Make Associate of Arts and Associate of Science degrees available at all **23 community colleges** in the University System of Ohio.

Status: Complete.

Key Strategy**p. 52**

Create an **integrated** course and program network among all community colleges.

Status: A successful pilot was conducted working with Lorain County Community College and Eastern Gateway Community College. The pilot is now being expanded to operate statewide.

Key Strategy**p. 53**

Community college education will be made available to the **Mahoning Valley**. This will be accomplished in collaboration with Kent State University, Youngstown State University, Jefferson Community College, and adult workforce centers.

Status: Complete.

Key Strategy**p. 54**

Every high school graduate in Ohio will have the option of being **“dual admitted”** to a community college and a public university, so long as they meet the academic standards of each school. Students will always know what university programs and campuses will admit them based on their level of performance at the community college.

Status: Dual enrollment opportunities growing but not yet statewide.

Key Strategy**p. 55**

State law should make clear that anyone with a high school diploma or GED will have **access to higher education** to the community college of their choice. General Associate degrees will be fully transferrable to a university. Universities will have flexibility to set admission standards that conform to their missions.

Status: Complete.

Key Strategy**p. 56**

Adult courses will be **more flexible** than traditional courses in times, locations and duration. More online courses will be available to adult learners.

Status: Significant progress has been made in online courses. Focused efforts underway on flexible options for traditional courses.

Key Strategy**p. 56**

The **Adult Basic and Literacy Education** (ABLE) programs will build a network of adult education programs focused on helping adults become college ready.

Status: A statewide pilot including all ABLE programs and community colleges is underway.

Key Strategy**p. 57**

University System of Ohio adult career-technical and apprenticeship programs will be included in the transfer system. Courses offered and certificates earned will have the opportunity and be **encouraged to meet standards** sufficient for college credit.

Status: Career Technical Assurance Guides (CTAGs) are operational in 18 subject areas.

Key Strategy**p. 58**

Adult learners will build their academic and technical skills by earning a series of pre-college and college-level **“stackable certificates”** that provide a pathway to career-oriented postsecondary training and economic success. This will make it easier for adults to prepare themselves for satisfying and productive careers and allow them to connect pre-college academic work to credit-bearing career and technical coursework that leads ultimately to a college degree.

Status: This strategy has been incorporated into the CTAG program.

Key Strategy**p. 59**

The University System of Ohio will accept credit received through training and experience in the United States Armed Forces or National Guard, as long as it has been approved by the American Council on Education or a regional accrediting body, such as the Higher Learning Commission. University System of Ohio colleges and universities will join **Service-members Opportunity Colleges (SOC)**, a consortium of institutions dedicated to helping veterans succeed.

Status: All USO institutions have joined the Servicemembers Opportunity Colleges. Articulation and transfer network is working on a systemwide standard for acceptance of military experience which should be completed by 2012.

Key Strategy**post-issuance**

Implement the provisions of the Governor's Executive Order (2008) and H.B. 450 (2009); additionally promote the USO to Veterans and active military personnel.

Status: As of Sept 2010, 2,202 veterans, service members and dependents benefit from the Ohio GI Promise, providing instate tuition benefits to all veterans eligible for the post-9/11 GI Bill. GI Promise Coordinator and Task Force work with every USO institution to ensure the highest quality service to veterans.

Key Strategy**p. 60**

Adult learners over age 55 bring life experience and knowledge to higher education. The University System of Ohio will encourage this growing age group by developing programs, hours, and convenient locations as part of the **Life-long Learning Initiative**. The mature learners will be matched with younger learners for tutoring and mentoring.

Status: Ohio Senior Civic Engagement Council's Lifelong Learning Subcommittee moving forward with implementing recommendations

Key Strategy**p. 61**

Students will know in advance the courses and programs **guaranteed to transfer** and apply to their degree program. This includes the general education component and the prerequisite and beginning courses in their majors. An ever-expanding pool of guaranteed courses and degree programs for transfer will be available to the citizens of Ohio.

Status: All courses fully transferable. Transfer Assurance Guides for transfer of programs growing. Articulation and transfer network established to guarantee permanent growth and sustainability of transfer system.

Key Strategy**p. 63**

State subsidy formulas will be revised in consultation with university officials and members of the Ohio General Assembly. They will be based on a set of **core principles** to support the goals of this plan, and should begin implementation by the FY 2010-2011 biennial budget.

Status: University formula implemented. Community college formula completed for consideration by General Assembly in FY2012-13 budget.

Key Strategy**p. 65**

By 2017, the average out-of-pocket dollar amount that an in-state, undergraduate student pays to obtain a college education in the University System of Ohio will be among the **lowest in the nation**. Data will be collected documenting the amount students actually pay to attend college, and the results will be summarized and made available to the General Assembly and the public.

Status: Focus on low-cost pathways gaining momentum. Colleges gathering consistent, comparable national data.

Key Strategy**p. 66**

A network of high-quality, low-cost, campuses will be created within 30 miles of every Ohioan offering associate and bachelor's degrees needed for economic advancement. The network will utilize existing community college and regional campus facilities. The price of the combined degrees will be one of the **10 lowest cost paths** to a bachelor's degree in the nation. The Chancellor will establish bi-annual enrollment and tuition goals for these combined campuses and recommend appropriate incentives in the state subsidy formula to achieve these goals.

Status: Focus on low-cost pathways gaining momentum. Colleges gathering consistent, comparable national data.

Key Strategy**p. 68**

University Boards of Trustees will submit to the Chancellor, by October 15 of each even numbered year, a document containing good faith estimates regarding the upcoming biennium in the following categories: (1) estimated **enrollment** and distribution among programs, (2) estimated growth in **endowments**, private fundraising and other non-public revenue sources, (3) estimated **tuition** charges, and (4) estimated **out-of-pocket costs** to students in each income category. Trustees may submit alternative plans that consider different levels of state support. The Chancellor will establish a format for these reports, as well as tuition guidelines that describe the level of financial need that must be available for students

at different income levels. The reports will be used to seek flexibility from the Governor and the General Assembly to allow each university to set its own tuition policies on the main campuses so long as each university demonstrates that all qualified students will be able to attend through a combination of federal, state and institutional financial aid.

Status: Tuition flexibility not yet implemented.

Key Strategy

p. 69

Financial incentives and state support will be provided to support increased private fundraising at all University System of Ohio schools.

Status: Pilot project in FY2008-09 successful. Additional support on hold as a result of economic downturn.

Key Strategy

p. 71

A University System of Ohio **endowment** will be created and should be supported with state matching funds.

Status: USO foundation delayed as a result of economic downturn but is now on track for launch in 2011.

Relationship With K-12 System

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 74

Clear standards of **college readiness** will be established.

Status: Common core comparisons with Ohio Department of Education progressing; completion estimated no later than March 2011. ACT cutoffs for entry level college work with no remediation established and published.

Key Strategy

p. 75

Seniors to Sophomores is an early college credit program, which will bring qualified high school seniors to college campuses, allowing them to earn a full year of **academic credit** for free. The program will also drive the strategy to increase participation and awareness of the state's other early college credit options.

Status: Early Seniors to Sophomores results being analyzed. Dual enrollment consultation with all USO institutions will break down financial barriers. Results expected in early 2011 for consideration in FY2012-13 budget.

Key Strategy

p. 77

The University System of Ohio will **reach out** to all students who do not complete their high school education and work to re-engage them through high school completion and college preparedness programs.

Status: Some initiatives through ABLE system, but no systemwide effort has been launched.





Key Strategy

p. 78

The Board of Regents will collaborate with the Ohio Department of Education to **improve teacher education** and expand the role of education.

Status: Metrics developed for colleges of education report cards; data collection has begun.

Technology Infrastructure

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 81 & 84

The Board of Regents will create a **single, integrated technology infrastructure** to provide:

- Access to online advising services that allow students and parents to easily determine the best way to obtain a college education in Ohio, apply for admission, and register for courses at multiple University System of Ohio institutions and campuses.
- A common application system.
- A readily accessible and easy to use online system for researching courses at different schools, enrolling and transferring credits, and completing necessary financial transactions.
- A federated system of authentication that makes it possible for students and faculty to access resources at multiple campuses through a single account."

The Chancellor will take the necessary steps, in consultation with the public and private institutions and the General Assembly, to assemble a **single, integrated technology infrastructure** for higher education. Legislative action will be sought where necessary to accomplish this goal.

Status: Shared Infrastructure (SI) created, realizing efficiencies, implementing significant savings, and furthering education, applied research and economic goals. OhioLINK, OARnet, OSC, OLN and eTech Ohio organized into Technology Partners to jointly manage and implement major technology projects.

Relationship with the Business Community

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 88

A survey and study of **business satisfaction** with higher education will be developed and administered annually in partnership with leading business organizations.

Status: First survey to be launched in January 2011; results in by the end of March 2011.

Key Strategy

p. 89

A **compact** or agreement will be executed with the business community to substantially increase the number of students participating in internships and co-ops.

Status: Multi-stakeholder conversations and Advisory Committee meetings held; crafting program for statewide structure.

Key Strategy

p. 89

Higher education will become more **responsive and flexible** in serving the needs of businesses to train their incumbent workers, and businesses will enroll more workers into training programs that receive college credits or are transferable as credits so that more Ohioans will be on track to earn degrees.

Status: Ohio Skills Bank leading effort. Company by company initiatives underway, systemic approach still being developed.

Key Strategy

p. 90

To increase enrollment, attract and retain in-state and out-of-state students, a **statewide marketing campaign** will be coordinated with the marketing and communications efforts of Ohio higher education institutions and the business community.

Status: Coordinating statewide marketing campaign with OTTA, launch expected in 2011.

Key Strategy

p. 90

A **system-wide strategy** for tracking graduates will be established.

Status: Affordable strategy not yet identified.

Key Strategy

p. 91

The Board of Regents will lead the **Ohio Skills Bank** (OSB) to link workforce supply and demand at the regional level. Ohio Skills Bank regional teams will also facilitate articulation and transfer between adult workforce centers and community colleges.

Status: Ohio Skills Bank fully operational and gaining in expertise.

Key Strategy

p. 92

The Board of Regents will create an office, with a **dual reporting** relationship to the Chancellor and the Director of Development, that specializes in gathering and presenting the necessary expertise during the competition phase of business relocation and expansion projects. This office will then facilitate the relationship between the business and the school once the state's proposal has been accepted.

Status: Close working relationship between Board of Regents Division of Economic Advancement and the Department of Development project teams has provided many successes for Ohio.

Key Strategy

p. 93

A center will be created to study the factors leading to success in college for African-American males and to lead an effort to **implement best practices** across the state.

Status: Coordinator building support for program.

Key Strategy





p. 94

The University System of Ohio and Ohio's private colleges and universities will **work together** to promote higher education in Ohio across the globe and share the costs of recruiting international students.

Status: Chancellor's global task force working effectively and opportunities being seized.

System Finances

Managing Resources Efficiently

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 97

A **continuous improvement** system will be created to identify spending efficiencies and productivity improvement strategies and implement them statewide. Based on this work, annual efficiency targets will be recommended by the Chancellor for inclusion in the biennial budget.

Status: Efficiency Council recommendations made and efficiency reports issued. 2011 targets need to be set and institutional collaborations continue to be encouraged.

Key Strategy

p. 98

The University System of Ohio will participate in **purchasing aggregation programs** developed by the state. Purchasing cooperatives covering products and services not aggregated by the state will also be supported.

Status: Significant purchasing aggregation launched in healthcare and IT areas. Pilot program with University of Akron and Lorain County Community College to share back-office functions is operating.

Key Strategy

p. 99

State support per full-time student will be **increased to the national average** within the next 10 years. This figure includes state operating support, but not capital funds, which are difficult to compare from state to state.

Status: Progress made through strong support during economic downturn.

Key Strategy

Post-Issuance

Drive the development and deployment of a sustainability agenda for the USO (e.g., energy efficiency).

Status: Campus Conservation Competition held during November 2010. First statewide conference held and second scheduled in later half of 2011.





Key Strategy

Post-Issuance

Drive the promotion of the recommendations of the **Ohio Construction Reform Panel** and the savings that could be realized from its implementation.

Status: Pilot projects approved by General Assembly and being implemented. Full implementation remains a priority.

Measuring Our Success

	Fully in place and integrated into daily work
	Mostly completed/established
	Moving forward
	Progress slow or needs help

Key Strategy

p. 103

The University System of Ohio Accountability Measures will track progress toward meeting our goals as a system. By December 31, 2008, the presidents of each institution, with the approval of their Board of Trustees, will submit to the Chancellor a document indicating how the institution will contribute to meeting the system-wide accountability measures.

Status: Constant monitoring and reporting is a strength of the implementation process.

Key Strategy

p. 109

All universities will join the Voluntary System of Accountability, making data available regarding price, financial aid, degree programs, retention and graduation rates, campus safety, student satisfaction, and student learning outcomes. All universities will administer and report on the National Survey of Student Engagement (NSSE).

Status: All universities have joined the VSA, NSSE implementation agreed to and will be fully implemented by 2012.

Key Strategy

p. 110

All community colleges will adopt a nationally benchmarked, transparent system of accountability similar to the Voluntary System of Accountability. All community colleges will administer the Community College Survey of Student Engagement (CCSSE).

Status: COMPLETED