

INTRODUCTION

Ohio Northern University has a long and successful history of planning. We had a plan for the decade of the eighties, another one for the nineties, and still another one for the 21st century. Hence, this plan, "ONU Charts Its Future: Directions for A New Century," is simply the latest example of a long term commitment to planning.

All of our plans have emphasized the rigorous pursuit of academic excellence and the fostering of a quality experience for the students, faculty and staff associated with Ohio Northern. They have also stressed the importance of a collegial atmosphere in all areas of the institution and regarded diversity in values, cultures, perspectives, and educational programs as one of the keys to successful and rewarding lives and careers.

In an effort to enrich this planning tradition, the University has recently created a University Planning Council. This group, which guided the development of the current plan, is responsible for monitoring the University's progress in achieving its goals and for modifying existing goals and developing new ones as conditions and the University's environment change and evolve.

The vision, goals, and strategies outlined in our plan, therefore, represent the University's aspirations and directions at this very early point in the 21st century. But, we now also have a process in place that will enable Ohio Northern University to remain the dynamic, vibrant institution it knows it must be in order to respond and contribute to the rapidly changing world in which we live.

MISSION AND PURPOSE STATEMENT

Ohio Northern University, a United Methodist-related institution of higher learning, seeks to educate and graduate students accomplished in scholastic achievement, prepared for a useful life and meaningful career, and inspired with a desire to contribute to the good of humankind consistent with Judeo-Christian ideals.

Ohio Northern's purpose is to help develop students into self-reliant mature men and women open to dealing with the contemporary world, actively involved in their learning, capable of clear and logical thinking and sensitive to the higher values of beauty, truth and goodness. In keeping with these goals, students will study diverse ideas and influences and develop technology skills appropriate to

the needs of an ever changing world. The University's academic program includes mutually supportive liberal and professional education components and integrates practice with theory and provides students with opportunities for research, internships, co-op and international study and work.

VISION STATEMENT

Ohio Northern University will be a leading, private, student-centered institution of increasing regional and national prominence. It will be a diverse, dynamic and unique learning community offering rigorous professional programs in partnership with the sciences and the arts to prepare individuals for lifelong challenges in the 21st century.

The University's Commitments

Ohio Northern is a student-centered, service oriented, values-based institution of higher learning committed to a rigorous pursuit of academic inquiry and achievement.

Student-Centered – Ohio Northern is proud to be a place where the learning, development and welfare of students is the first priority. It is committed to providing the support that will ensure that students are always the University's principal concern.

Service-Oriented – Ohio Northern University is committed to providing service and outreach to its community by providing helping, learning, consulting, and leadership opportunities to its constituents.

Values-Based – Ohio Northern University, as a United Methodist Church related institution, is committed to being a university where values matter and to providing an ecumenical and nurturing environment that enhances the spiritual growth and development of its constituents.

The University's Values

Ohio Northern University values excellence, innovation, technology, diversity and its people.

Excellence – Ohio Northern University seeks to achieve the highest level of performance in all endeavors and believes that a process for continuous improvement provides a mechanism to sustain this commitment.

Innovation – Ohio Northern University, while a strong advocate of its current programs and activities, encourages the development of new initiatives and opportunities, the discovery of new sources of support and commitment, and the development of alternative delivery systems for educational services.

Technology – Ohio Northern University recognizes the importance of technology in contemporary education and instruction and seeks to maintain an advanced technological environment that meets ever-changing needs of its constituents.

Diversity – Ohio Northern University's motto is Ex diversitate vires, "out of diversity, strength", and it seeks to provide experiences and programs that prepare graduates to live in an inclusive world characterized by difference.

People – Ohio Northern University values the talents of its diverse human resources and strives to provide an environment in which they can thrive, grow and excel.

STRATEGIC GOALS

Goal #1: ONU will continue to be a dynamic, medium-sized, private institution, **committed to excellence in all its endeavors**, growing and changing as the development of the University's infrastructure permits.

1. **Continue to pursue a planning process that serves the University's commitment to excellence and encourages continuous improvement in teaching, scholarship, research and performance in the arts, sciences and professions by:**
 - **recruiting the best students possible measured by standardized test scores, prior academic performance and other evidence of promise, talent and character;**
 - **hiring the strongest faculty available who have been educated in leading universities, earned terminal degrees in programs recognized for excellence, practiced at the highest level of their discipline and show promise for a lifetime commitment to teaching and scholarship;**
 - **encouraging all members of the faculty to engage in research, scholarship, performance and professional activity of increasing national importance; and**
 - **fostering an educational environment that truly challenges students in the classroom, laboratory, stage and studio.**
2. Develop a multi-year Enrollment Management Plan for the period through the second decade of the 21st century that will guide the recruitment of undergraduate and graduate, traditional and non-traditional students at the regional and national levels who can be served by conventional and innovative educational delivery systems. This plan will be implemented by the Vice President for Admissions and Financial Aid and will be based on the strategic plans developed by the colleges and vice presidential areas (Goal #2). It will be reviewed annually and thoroughly evaluated every five years.
3. Based on financial projections and expectations (Goal #4), provide support for infrastructure expansion that will reasonably accommodate programmatic and enrollment growth. (Infrastructure, minimally, includes such things as: faculty, staff, classrooms, laboratories, studios, offices; library, technology, **cooperative agreements for clinical and other activities**; residence, parking, and dining capabilities; utility costs **and athletic and other practice fields.**)

4. Ensure that enrollment growth **preserves** traditional indicators of educational quality such as student/faculty ratio, class sizes, advisor loads and opportunities for student and faculty interaction both inside and outside the classroom, such as involving students in faculty research. In order to maintain one of the principal characteristics of an ONU education, **the University will** ensure, as well, that enrollment growth **continues to give students the opportunity to experience** a variety of curricular and programs outside their discipline.
5. Evaluate enrollment levels in **each of the** colleges, but especially in **those where the current infrastructure permits growth**. Develop and implement plans for enrollment growth as appropriate **and in conjunction with the targeted unit**.
6. Ensure that all enrollment growth is carefully controlled and that the size of the student body (**in on and off campus experiences**) does not outpace the ability of the University's personnel and physical resources to serve it.

Goal #2: ONU will continue to offer traditional and non-traditional programs at the undergraduate, graduate, and **certificate** levels that respond to the challenges of the 21st century.

1. **Continue to focus the strategic plans of the colleges, vice presidential areas and departments put in place in 2003-04 or earlier on how these units** contribute programmatically, to the vision, mission, financial stability, and strategic goals of the University. These plans **will continue** to be carefully and thoroughly reviewed by appropriate college/vice presidential groups **on a regular basis**. College plans will **continue** to identify what the faculty regard as programmatic growth opportunities, if any, in existing majors, new areas of study that respond to emerging needs and trends, and graduate and non-traditional educational areas.
2. **Develop strategies to increase enrollment in programs of the University where growth is possible**. Evaluate **the future of** the non-traditional doctorate in the College of Pharmacy with faculty input and involvement.
3. Evaluate opportunities for cross-college **and cross-department majors and** degrees and develop appropriate programming in a timely manner. **Possible areas of expansion are engineering management, health care administration and five-year masters degrees using the six-year**
4. **Expand technology support to facilitate use of technology in hybrid and on-line course work to enhance student learning and access**.

5. Continue to develop and expand **research centers and** partnerships with other educational **and health care** institutions, businesses and industries to enhance educational programs.

Goal #3: ONU will continue to emphasize respect for diversity in all of its forms and build programming and a faculty, staff and student body that provides experiences in diversity that will properly prepare students to thrive and succeed in the world of the 21st century.

1. Include **consistent** increases in minority and international students as central components of the University's enrollment management plan (Goal #1).
2. **Stress** the identification of minority, women, and international candidates in faculty and staff recruitment **and in University contracting.**
3. Strongly encourage the inclusion of issues of difference and diversity in curricular, **co-curricular and extra-curricular** programs throughout the University, **including in required seminar and speaker series.**
4. **Link the goal of diversity to the budgetary planning of the University and to the allocation of resources.**
5. **Continue to** provide an ecumenical and interfaith environment for students and provide encouragement and assistance to students in all faith traditions.
6. Build a University culture and support services designed to encourage a diverse campus community.

Goal #4: ONU will generate and manage the resources sufficient to advance its educational ambitions.

1. **Initiate in fall 2004, a comprehensive advancement effort and organization to fund the goals of the strategic plan, including (1) increasing the total gifts received annually for unrestricted current operations to \$2,000,000 by 2010, (b) securing the total funding for renovation or construction of approved physical plant projects (unless financing is assured, all or in part, from University or other funds), and (c) receiving and documenting gifts and irrevocable commitments to substantially increase the market value of the endowment, thus producing annual income for budget relief and endowing new initiatives identified in the strategic plan.**

2. **Generate annual resources sufficient to maintain and improve the operation of the University and to achieve the goals of the strategic plan.**
3. **Endeavor to continue efforts to keep an ONU education accessible to incoming and continuing students by setting fee increases at levels that will maintain and improve ONU's competitive position with institutions of similar quality.**
4. **Assure that compensation of all University employees enables the University to attract a strong faculty and staff that will move the University forward in its efforts toward excellence.**
5. **Continue to identify income generating opportunities in college/vice presidential area plans consistent with the mission and goals of the University.**
6. **Continue to insist on prioritization in budgeting and expenditure processes and on the linking of priorities to units' and the University's strategic plans.**
7. **Continue to** reallocate resources from lower to higher priorities rather than always seeking new funding for new activities. **Evaluate on a regular basis the extent to which** academic and non-academic programs and services are achieving goals and meeting needs. (See also Goal 7, #2) Renew, reorganize, or discontinue programming or services that are not meeting expectations.
8. **Continue to** seek opportunities to reduce costs and optimize the use of existing resources.

Goal #5: ONU will have a positive, differentiated public image as a leading institution of higher education.

1. **Audit current marketing activities identifying those areas of the University involved in this activity, and, in conjunction with those areas, develop a reasonable budget and an integrated marketing program directed by the Office of University Advancement.**
2. **Expand the focus of marketing efforts to broader national and regional areas.**
3. **Create** a University Marketing Committee appointed by the President to advise the Vice President for University Advancement on **issues** such as strategies, venues and techniques **as well as to assist him in** assessing the effectiveness and success of marketing efforts (See Goal #7). Regular

reports of the committee will be included on the agendas of University Council and University faculty and staff meetings.

Goal #6: ONU will have advanced services and facilities to support its mission.

1. Create a campus-wide Facilities Committee, appointed by the President and advisory to the VP for Finance, **to review and update annually the Campus Master Plan, to review facility use and pressures and to recommend prioritization of facility changes and additions in line with the units' and University's strategic plans.**
2. **Continue to update the ONU technology plan annually and identify new directions, priorities and needs through the Information Technology Operations Advisory Committee and through consultation with campus units.**
3. **Provide regular reports of facility and technology plans by placing the work of these committees on the agendas of the University Council and University faculty and staff meetings.**
4. Regularly **assess** the organization and performance of facilities and services to ensure that the University is providing **high** quality, cost-effective support systems **to the campus community and to other users.** Examine alternatives as appropriate and necessary. (See Goal #7).

Goal #7: ONU will have an on-going planning process that includes the assessment and evaluation of performance and goals.

1. **Continue the regular review by the** University Planning Council of the University's Strategic Plan, monitoring and evaluating the accomplishment of goals, and modifying existing goals and strategies and developing new ones as environmental factors warrant.
2. **Continue to use measures developed in the units to ensure continuous quality improvements of all programs and service.** (The procedures outlined in the addendum provide a useful starting point.)
3. **Review, devise and implement** personnel evaluation procedures **that ensure that contributions are identified and recognized and, when necessary, include plans to correct deficiencies.**

Goal #8: ONU will promote an environment that emphasizes communication, celebrates individual initiative and teamwork, and fosters timely and effective responses to University priorities.

1. **Continue opportunities for off-campus development and** in-house training **that update**, enrich and expand **knowledge**, skills and capabilities and invoke ONU's vision, values and sense of pride.
2. **Continue to stress** communication and make use of all forms of communication, e.g. Internet, meetings, forums, memos, notices, etc. to address employee concerns and questions and to inform them of University developments, activities, and finances.
3. **Continue to** identify, acknowledge **and recognize** the contributions **faculty, staff, students, alumni and friends of the University** make to the welfare, growth, development and reputation of the University.

MEMBERS OF THE PLANNING COUNCIL

2004-05

Dr. Kimberly Broedel-Zaugg	College of Pharmacy
Prof. Indra Canagaratna	Heterick Library
Dean Karen Condeni	Admissions
Dean David Crago	College of Law
Dr. Michele Govekar	College of Business Admin.
Mr. John Green	Financial Affairs
Dean Alice-Kay Hilderbrand	Student Affairs
Mr. Nathan Hosek	President, Student Senate
Mr. Dennis Hunt	University Advancement
Ms. Tonya Hunter	L-3 Student Past President of Student Senate
Prof. Terry Keiser	Dept. of Biological Sciences
Dr. Anne Lippert	Academic Affairs
Dr. E. Alan Sadurski	Dept. of Chemistry
Dr. Leslie Thede	College of Engineering
Dr. Stephen Veltri	College of Law

