



STRATEGIC PLAN FRAMEWORK

# Education for Citizenship 2035



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## MESSAGE FROM THE PRESIDENT

Dear Buckeyes:

From enrolling 24 students on the first day of classes more than 150 years ago to becoming one of the most impactful and far-reaching public research universities in the nation, Ohio State continues to operate at the highest level of academics, scholarship, clinical care, athletics and more.

Resting on our laurels, however, is not and never has been the Ohio State way.

Our motto of “Education for Citizenship” not only speaks directly to our founding mission as a land-grant university, but also comes with the inherent charge to evolve and advance in ways that continue to benefit Ohioans, our nation and the world.

Learning, teaching and discovery are lifelong pursuits, and Ohio State’s strategic plan framework reflects the need to always push ourselves as Buckeyes. What made us leaders over the last 150 years, or even over just the previous decade, will not be enough. Only the pursuit of excellence is evergreen.

Today, we face challenges that are different, but no more daunting than those we have overcome before. Let us take inspiration from our motto. Let it be our North Star as we **define the future of higher education at Ohio State and serve as a model for the nation.**

By doing so, our families, neighborhoods and communities can and will continue to thrive. That is our land-grant commitment, and that is the meaning of Education for Citizenship.

I look forward to shaping this exciting future together.

Sincerely,

Walter “Ted” Carter Jr.  
President, The Ohio State University



# At Ohio State, we create solutions the world needs now.

We are the state's flagship, land-grant, public research university with a student body of nearly 67,000 — and one of the largest institutions of higher education in the world. Ohio State is home to six campuses; 15 colleges; over 200 majors; almost 300 master's, doctoral and professional degree programs; 15,000 acres; and 40,000 full-time employees, including student employees. Ohio State students, patients, employees and facilities — through Extension offices and more — can be found in each of Ohio's 88 counties. The university's worldwide network of living alumni numbers more than 600,000 strong.

We consistently rank among the top public institutions for academic programs at the undergraduate and post-graduate levels, including online education, while value continues to be a priority. In the 2022-23 academic year, 58% of bachelor's degree recipients graduated with zero student loan debt — 20% better than the national average. Pursuant to the university's

land-grant mission, nearly three-quarters of undergraduates at Ohio State are from Ohio. About 14,000 students equipped with an Ohio State education enter and put their skills to good use in the workforce and economy of the state each year.

Complementing and enhancing these programs are a nearly \$1.45 billion global research enterprise and the nationally recognized Wexner Medical Center. The university proudly supports Ohioans with more than 100 medical facility locations that serve as major referral centers for patients throughout Ohio and the Midwest. A leading and self-supporting athletics program provides opportunities for more than 1,000 student-athletes competing in 36 sports. Finally, and importantly, the university has a history of well-defined shared values, including: excellence and impact, diversity and innovation, inclusion and equity, care and compassion, and integrity and respect. They continually guide all that we do.



## Education for Citizenship and our land-grant mission

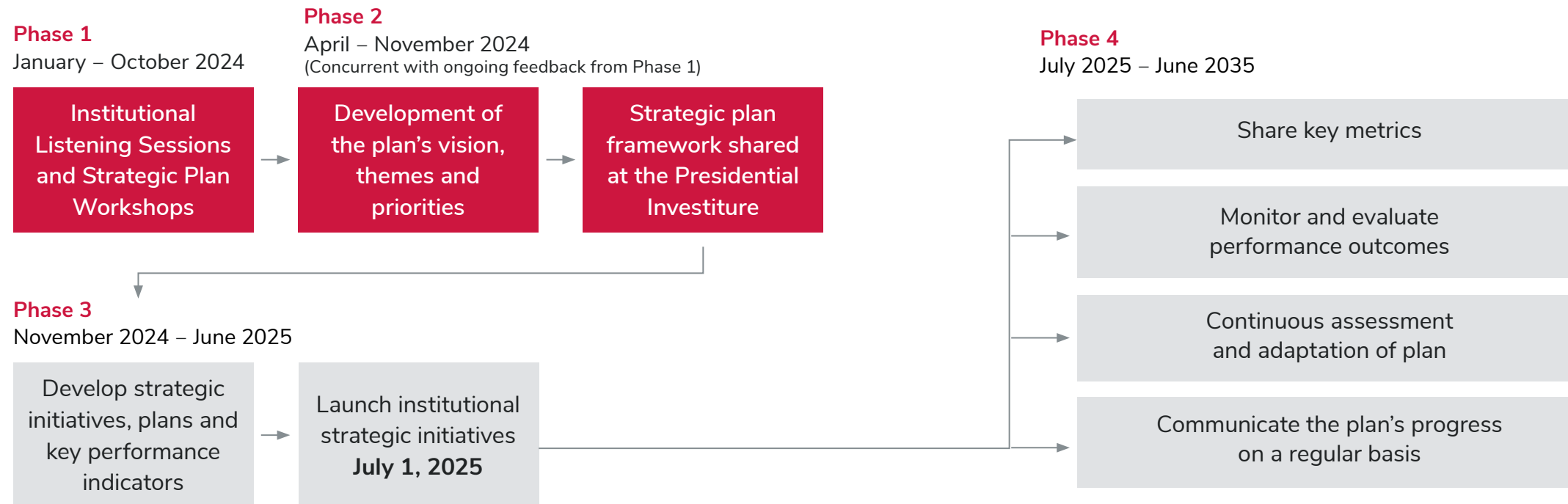
At this moment of challenge and opportunity, we can find inspiration in our motto, “Education for Citizenship.” Adopted by the Board of Trustees on November 5, 1938, it arrived at a time when our university and nation were overcoming the hardships of the Great Depression. The motto was recommended by President George Washington Rightmire, a longtime faculty member and administrator, as well as an alumnus.

It captures the weight of Ohio State's mission as an educational institution and our obligations as a land-grant university, reminding us that service to uplift communities is not only the university's founding principle, but also our oldest and most treasured tradition.

Through reflection, evaluation and meaningful action, we aim to reinforce our ethical culture and live our shared values to advance Ohio State's core work of teaching, learning, research and service.

# Strategic Planning Approach and Timeline

■ COMPLETED ■ NEXT STEPS



## Phase 1 Engagement and feedback

From January through October of 2024, the university conducted listening sessions and workshops with students, faculty, staff, alumni and constituents representing various offices, departments, units and external partners. Based on the data collected — and guided by the university’s shared values — the strategic plan’s vision, themes and priorities were developed.

Alumni Advisory Council  
Alumni Association Board  
Alumni Volunteers  
Athletics  
Board of Trustees  
Donors  
Enterprise for Research, Innovation and Knowledge

Government and Community Officials  
Office of Academic Affairs and Deans  
President’s Cabinet  
President and Provost’s Advisory Committee  
President and Provost’s Council on Women

Student Consultation Panel  
Student Government Leadership  
The Ohio State University Foundation Board  
University Senate Faculty Council  
University Staff Advisory Committee  
Wexner Medical Center



# Education for Citizenship 2035

Today, our university and higher education face challenges that are different, but no more daunting than what we have overcome before.

With our motto of “Education for Citizenship” as our inspiration, we will meet those challenges — and, in doing so, define the future of higher education at Ohio State and serve as a model for the nation.

To do so, our strategic vision is to:

Educate the next generation of citizens	Build a model working and learning environment	Advance research, creativity and innovation that improve and save lives	Embrace our land-grant mission
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Everything we do must connect with our mission as a land-grant university.



We exist because of and for the people we serve.



We exist to make our state and nation better, and to equip our graduates to do the same.

Ohio State’s strategic plan is built on six themes:

### ACADEMICS

Creating a teaching-and-learning environment accessible and affordable to all that achieves both academic excellence and a strong focus on workforce development.

### RESEARCH AND CREATIVE EXPRESSION

Building and expanding Ohio State’s research capacity and artistic creativity to achieve new levels of state, federal and global significance in emerging and meaningful areas of discovery.

### HEALTH CARE

Advancing exemplary academics, research and clinical care in Ohio and nationally at the Wexner Medical Center and health sciences colleges — in coordination with the medical center’s strategic plan.

### TALENT AND CULTURE

Establishing Ohio State as a destination workplace for highly qualified faculty and staff, as well as a community with the highest standards of respect for one another and diversity of thought.

### OPERATIONS

Making a large, complex university more effective through excellence in resource stewardship, new revenue generation, leadership, and advanced support from alumni and partners.

### COLLEGIATE ATHLETICS

Elevating Ohio State as the nation’s foremost leader in student-athlete development, achievement and support, while continuing to adapt to the evolving state of the intercollegiate athletics model.

## Each of the priorities will cut across the plan's six themes to ensure alignment throughout the university.

### Accessibility

- \* Education accessible financially, geographically and in terms of people's schedules
- \* Clinical care accessible to as many patients as possible
- \* Creating a culture of greater accessibility by incentivizing regional enrollment
- \* Scientific and creative expertise accessible to communities and industry
- \* Ensure our campuses are accessible for individuals who have disabilities to provide equal access to an education and university life

### Student Success

- \* Complementing academics with training through internships and student employment
- \* Student research and creative expression experiences
- \* For students across disciplines, involvement in health care enterprise
- \* Off-field educational support for student-athletes
- \* Grow a campus culture of well-being, mattering and belonging

### Workforce Development

- \* Hybrid and online educational options for working professionals seeking to upskill
- \* Expand co-ops, internships and other extracurricular student experiences
- \* Utilize scholarship and research to improve the way industry partners operate
- \* Translate university innovations to new products/ startups that employ Ohioans

### Outreach and Engagement

- \* A culture of civic engagement among students that extends beyond graduation
- \* Alumni mentoring that connects students with community and career resources
- \* Utilize Ohio State scholarship and research to uplift surrounding communities
- \* Expand health care access to rural communities and families in Ohio and the region
- \* Make service-learning projects an essential part of the student experience

### Affordability

- \* Ensuring an excellent Ohio State education is a worthwhile investment
- \* Improve overall operations to help lower costs for students
- \* Creating culture of financial awareness among students through programming
- \* Philanthropic support for scholarships that apply to the broadest student body

### Performance Excellence and Resource Stewardship

- \* Funding and facilities for innovations in research and creative expression
- \* New and advanced spaces for broad range of educational experiences
- \* Student scholarships that bring additional talent
- \* Address changing landscape in athletics to create sustainable funding model
- \* Facilities and planning to bring clinical care to those who need it

### Workplace of Choice

- \* Retaining and recruiting exemplary talent across faculty and staff
- \* Providing training and experiences through student employment
- \* Opportunities to pursue academic degrees and certificates
- \* Access to Wexner Medical Center and health sciences services

### Service to the State of Ohio

- \* Academic training that prepares the state's citizens
- \* Research and creative expression that benefits organizations and communities
- \* Producing/retaining talented workforce for in-demand fields
- \* Improve the health and wellness of families with rural health centers
- \* Most effective operations to be excellent stewards of state funds
- \* Build spirit and pride through support of Ohio State athletics