

INTRODUCTION

Because of its long history of successful planning, “ONU Charts Its Future: Directions for A New Century” is simply the latest iteration of the University’s efforts to identify priorities, aspirations and directions. Accordingly, it charts the course of Ohio Northern University in its pursuit of academic excellence and the fostering of a quality experience for the students, faculty and staff associated with Ohio Northern. It stresses the importance of a collegial atmosphere in all areas of the institution and regards diversity in values, cultures, perspectives and educational programs as one of the keys to successful and rewarding lives and careers.

The vision, goals and strategies outlined in our plan represent the University’s aspirations and directions. We seek to empower our students to find their true north, to turn their passions into a pathway and to make lifelong connections that ensure a successful future.

VISION STATEMENT

Ohio Northern University will be a leading, private, student-centered institution of increasing regional and national prominence. We 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.

The University's Foundations

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

Student-Centered

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

Service-Oriented

Ohio Northern is committed to providing service and outreach to its many communities by offering helping, learning, consulting and leadership opportunities to its constituents. We seek to prepare and inspire our students to lead useful lives and meaningful careers that serve the common good.

Values-Based

Ohio Northern, as an institution related to the United Methodist Church, 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 Commitments

Ohio Northern University is committed to excellence, innovation, advanced technology, diversity and community.

Excellence

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

Diversity

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

Community

Ohio Northern values the talents of its diverse human resources and strives to provide environments in which they can thrive, grow and excel.

STRATEGIC GOALS

Goal No. 1: Ohio Northern University is committed to excellence in all its endeavors.

Accordingly, it will encourage continuous improvement in teaching, scholarship, research and performance in the arts, sciences and professions by:

1. Recruiting the best students possible, measured by standardized test scores, prior academic performance and other evidence of promise, talent and character.
2. 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 of a lifetime commitment to teaching and scholarship.
3. Encouraging and supporting all members of the faculty to engage in research, scholarship, performance and professional activity of increasing national importance.
4. Fostering an educational environment that truly challenges students in the classroom, laboratory, stage and studio.

Goal No. 2: Ohio Northern University is a dynamic, mid-sized institution that manages growth.

1. Create a multi-year enrollment-management plan that focuses on the recruitment, development and retention of undergraduate, graduate, traditional and non-traditional students at the regional and national levels. This plan will be based on the strategic plans of the colleges and the University and implemented in coordination with the vice president for admissions and financial aid.
2. Support infrastructure expansion that accommodates programmatic and enrollment growth.
3. Preserve traditional indicators of educational quality such as student/faculty ratios, class sizes, advisor loads and opportunities for student and faculty interaction both inside and outside the classroom, such as involving students in faculty research. Maintain one of ONU's principle characteristics by ensuring that students are given the opportunity to experience a variety of curricular and extracurricular programs.
4. Develop and implement plans for enrollment growth consistent with excellence.

Goal No. 3: Ohio Northern University will offer traditional and non-traditional programs at the undergraduate, graduate and certificate levels that prepare our students for success.

1. Focus the strategic plans of the University, colleges and departments to ensure that they contribute programmatically to ONU's vision, mission, financial stability and strategic goals.
2. Develop appropriate cross-college and cross-department majors and degrees. Evaluate and review on a regular basis areas of low enrollment for possible elimination of those areas.
3. Expand technology support to facilitate hybrid and online course work that will enhance student learning and access.
4. Develop and expand research centers and partnerships with other educational and health care institutions, businesses and industries to enhance educational programs.

Goal No. 4: Ohio Northern University will emphasize respect for diversity in all its forms and build programming and a faculty, staff and student body that provide experiences in diversity that will prepare students to thrive and succeed.

1. Include consistent increases in minority and international students as central components of the University's enrollment-management plan.
2. Identify minority, women and international candidates in faculty and staff recruiting and in University contracting.
3. Emphasize inclusiveness in curricular, co-curricular and extra-curricular programs throughout the University.
4. Link the goal of diversity to the budgetary planning of the University and to the allocation of resources.
5. 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 No. 5: Ohio Northern University will generate and manage the resources sufficient to advance its educational ambitions.

1. Plan and execute comprehensive fundraising campaigns to fund the goals of the strategic plan, including:
 - Building a culture of giving among our alumni, faculty, staff and friends in order to annually increase total support for current operations.
 - Aiding the pursuit of academic excellence by raising specific funds for program enrichment and capital expenditures.
 - Substantially increasing the value of the endowment in order to reduce the financial burden of attending Ohio Northern and to increase the resources available for faculty and programs.
2. Keep Ohio Northern education accessible to incoming and continuing students by setting fee increases at levels that will maintain and improve our competitive position with peer institutions.
3. Ensure that the compensation of all University employees enables us to attract a strong faculty and staff that will move the University forward in its efforts toward excellence.
4. Provide resources to support faculty research and professional development in their fields.
5. Identify income-generating opportunities in University and college plans.
6. Prioritize budgeting and link priorities to the strategic plans of the University and the colleges.
7. Reallocate resources from lower to higher priorities rather than 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. Renew, reorganize or discontinue programming or services that are not meeting expectations.
8. Seek opportunities to reduce costs and optimize the use of existing resources.

Goal No. 6: Ohio Northern University will have a positive, differentiated public image as a leading institution of higher education.

1. Develop integrative marketing strategies for the University that emphasize scholarly and professional achievements, as well as such things as fine arts performances, speakers, summer camps and athletics.

2. Establish a strategic enrollment-marketing plan that determines how we build enrollment both within and outside Ohio.
3. Carry out our marketing strategy through a centralized effort that includes consistent terms, logos, graphics and messages.

Goal No. 7: Ohio Northern University will have advanced services and facilities to support its mission and to create an environmentally sustainable campus.

1. Review and update annually the Campus Master Plan through the campus Facilities Committee in order to review facility use and pressures and to recommend prioritization of facility changes and additions in line with the University and college strategic plans.
2. Update annually the Ohio Northern technology plan and identify new directions, priorities and needs through the Information Technology Operations Advisory Committee and through consultation with colleges and departments.
3. Report facility and technology plans regularly at University Council, University faculty and staff meetings, and college meetings.
4. Annually 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.
5. Commit to an environmentally sustainable campus by constructing new facilities with LEED certification.

Goal No. 8: Ohio Northern University will continually assess and evaluate performance and goals.

1. Review the University Strategic Plan annually; monitor and evaluate the accomplishment of goals; modify existing goals and strategies; and develop new ones as environmental factors warrant.
2. Use measures developed in the University and colleges to ensure continuous quality improvements of all programs and services.
3. Review, and where necessary devise and implement, personnel procedures that ensure that contributions are identified and recognized and plans to correct deficiencies are put in place.

Goal No. 9: Ohio Northern University will promote an environment that emphasizes communication, celebrates individual initiative and teamwork, and fosters timely and effective responses to University priorities.

1. Provide opportunities for off-campus development and in-house training that update, enrich and expand knowledge, skills and capabilities and invoke our vision, values and sense of pride.
2. Stress communication and use all forms of communication (e.g. Internet, meetings, forums, memos, notices) to address staff concerns and to inform our community of University developments, activities and finances.
3. Identify, acknowledge and recognize the contributions faculty, staff, students, board members, alumni and friends of the University make to our welfare, growth, development and reputation.

Goal No. 10: Ohio Northern University will coordinate, grow, and develop in collaboration with the greater Ada community.

1. Work cooperatively with Ada to establish an aesthetically attractive community.
2. Establish a planning process in partnership with the village to develop businesses and enhance the attractiveness of Ada.
3. Enhance communication with village officials, groups and government to emphasize the values, contributions and commitments of the University to Ada.

Glossary

Infrastructure – The faculty, staff, classrooms, laboratories, studios, offices, library, technology, athletic facilities and other resources that will advance Ohio Northern University in the achievement of its mission.

LEED – The Leadership in Energy and Environmental Design Green Building Rating System, a third-party certification program.

Professional Development – The growth of faculty and staff members in their fields and their engagement with others in their disciplines.

True North – The concept of “true north” combines the common navigational term with the idea of a special journey. It’s a promise about what is true about Ohio Northern. Students here discover extraordinary opportunities, find support for turning their passion into a pathway and make lifelong connections to ensure a successful future.

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2007-08

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