

College/Support Unit Strategic Plan Template

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ACKNOWLEDGEMENTS

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Letter from the Dean

Fisher College of Business has a long-standing history of success in the field of business management education, as evidenced by the college's top ranked programs at the undergraduate, graduate, and executive levels. The 2010 Strategic Plan for Fisher College of Business builds upon the college's strong foundation and will help move the college forward in our efforts to continue to build a reputation as one of the world's top academic business institutions.

Fisher's strategic plan dovetails with, and echoes the University's Plan and objectives. The initiatives detailed here will become our framework for the successful execution of such.

The college's strategic plan encompasses 7 main goals:

1. Embrace "One University"
2. Uniquely Prepare Students to Move Seamlessly to Careers
3. Attracting, Retaining, Supporting High Performance and Highly Capable Individuals
4. Build World Class Academic Departments
5. Demonstrate Leadership in Economic Development
6. Emphasize Operational and Financial Soundness and Simplicity
7. Tell the Fisher Story

Our long-term vision for Fisher is to forge a vast network of partnerships and collaborations with the rest of the university and the global business community, thereby elevating our research, teaching, student experience and the practice of business. We believe that in order to achieve a reputation as one of the top business schools in the world, we will need to continue to build on our strong foundation and also identify a number of "signature" strategies that can distinguish and differentiate our College. These include:

Faculty and Academic Departments. Our record in research productivity, quality, and impact is core to building Fisher's reputation. This plan contemplates not only the hiring of one net new tenure and non-tenure track faculty each year over the planning horizon, but also the need to continue to retain, recognize, and develop our most promising and productive faculty. This plan also sets expectations that the hiring priorities be within the context of departmental strategic plans which seeks to improve and strengthen departmental reputations.

Integration of Action Based Learning into Curriculum. We will create a world class environment for business education that, in addition to a strong classroom curriculum, will also emphasize the opportunity to learn by doing. In close collaboration with our corporate sponsors, students will put into practice (under faculty guidance) what is learned in theory prior to graduation, helping prepare them for success in their careers.

Specialized Programs. We believe that a number of our specialized programs enable Fisher to attract high-quality focused students to Fisher. In particular we believe that we can significantly increase enrollments in the Specialized Masters in Business, the Working Professional MBA, the Masters of Business and Operational Excellence, and the undergraduate minors in business and entrepreneurship.

Demonstrate Leadership in Economic Development. Fisher College assumes a lead role in the commercialization of the university's highest priority technologies. We believe that the leveraging of our university's distinct comprehensiveness in health sciences, food and agriculture, and engineering can establish Fisher College as one of the premier brands in entrepreneurship and technology commercialization and advance our reputation as a critical driver of economic development in the Region, nation, and world.

Financial Soundness and Simplicity. Over the planning horizon, except for the establishment of the Proof of Concept Center, Fisher will fund its own investments and intends to operate at breakeven or with slight surpluses year to year. We will significantly increase our endowment and have set an aspirational goal of a \$150MM Campaign target. We also intend to investigate the feasibility and financing of a new building to support the student experience and growth of the College.

In summary we believe that this plan is an aggressive yet realistic approach to further securing Fisher's place in the very top ranks of the world's business schools. It is a plan that asks all of the members of the Fisher College to take a leadership role to establish collaborations and partnerships with the rest of the university and the business community. And in so doing, we elevate the impact of our research and teaching and advance the practice of business.

Introduction to the Strategic Plan

This document results from a college strategic planning initiative that began in the spring of 2009 and included members of the Executive Committee of the College, heads of the key staff areas, and select faculty. Our approach was to begin by identifying the key trends likely to impact the College and the associated implications. We recognize that the past 20 years at Fisher have been defined by growth, investment, and great progress in building the infrastructure, human capital, and reputation of our College. But we also recognize the implications of the recent financial turmoil in the market and the fiscal pressures on the state. Now is our time to redouble our efforts in our journey to eminence.

Through the strategic planning process we hoped to challenge our College to identify opportunities to distinguish and differentiate our reputation on all the significant parts of our mission—our teaching, our programs, our research mission, and our engagement and outreach to the university at large and the business community. It is our belief that these “signature” strategies will be critical to taking Fisher to one of the world’s top ranked business schools. At the same time, we hold ourselves accountable to self-funding our investments and to the fiscally sound operating policies that have been the hallmark of our College. We therefore recognize that in order to execute our plan, we will need to grow our current sources of funding and identify new sources.

Mission

We are dedicated to building a world class college committed to making a difference through the impact of our research, our creative and effective teaching, and our close collaborations with the business community.

Vision

Through the vast networks and partnerships that Fisher College forges with the rest of the university and the global business community, we will continuously elevate our research, teaching, student experience and impact, and the practice of business. We will be consistently recognized as one of the top business schools in the world.

Values

We will be committed to our core values:

- Embrace Life Long Learning
- Engage in research that advances scholarship and the practice of business
- Contribute to building an environment of respect for colleagues, openness, transparency, and trust
- Learn from diverse perspectives
- Encourage change and innovation
- Collaborate with the business community and the rest of the university
- Respect the multi-dimensions of our mission---teaching, research, outreach to the business community, service
- Recognize and reward outstanding performance and contributions to our mission

Context

At the College we agree that there are continually evolving *higher education trends* that will dramatically impact both the College and Ohio State University

1. **Globalization of universities** – The globalization of education requires universities to take a global perspective in learning, people, research, and community.
2. **Universities as engines of economic growth** – As hubs for research and innovation, universities are expected to play a bigger role in their state’s economic development, which is of particular relevance in Ohio.
3. **Financial pressures for universities** – Universities face growing demands as endowment, fundraising and state support decline, creating greater need for reduced costs and additional sources of revenue.
4. **New technologies in the learning environment** – New technologies are shaping the way universities teach, research, and serve their communities.
5. **Proliferation of educational delivery models** – Higher education access has increased through the proliferation of educational programs, including short-cycle degrees, expansions of life-long learning, and online channels.
6. **Growth of interdisciplinary research and teaching** – Research is increasingly complex, involving multiple disciplines. Universities must optimize culture and structure to promote trans-institutional and interdisciplinary success.
7. **Competitive acquisition environment for faculty and staff talent** - With about half of our current faculty and staff entering retirement eligibility by 2017, acquiring faculty and staff talent will be imperative given the very competitive talent environment.
8. **Recruitment of students beyond traditional sources** – As the growth of U.S. high school graduates flattens and selectivity and diversity remain paramount, universities are expanding their student markets beyond traditional sources.

9. **In Business Schools, expectation that ethics and values are continually reinforced**- Given the decade of scandals, fraud, and near-collapse of the world's financial system, there is increased pressure to re-think our business school curriculum.

in addition, Ohio State and Fisher also must address its own *challenges*...

1. **Demands for accountability** – With educational costs continually rising, the University is receiving increasing pressures for performance and accountability by the University System of Ohio and the Board of Regents.
2. **Underperforming commercialization effectiveness** – Despite ranking high in total research and development expenditures, Ohio State underperforms its peers on measures of technology transfer and commercialization.
3. **Campus diversity improvement opportunities and demand in the business world to recruit from diverse student pools**– Faculty and staff minority diversity lag peers; Ohio State has substantial improvement opportunities in minority, geographic, and socio-economic diversity among its student body.
4. **Competitive acquisition environment for faculty and staff talent** – With about half of our current faculty and staff entering retirement eligibility by 2017, acquiring faculty and staff talent will be imperative given the very competitive talent environment.
5. **Fisher specifically must address meeting the needs of the large number of undergraduate students given scarce resources; competitive demand for pool of highly qualified domestic candidates to MBA programs.**
6. **Fisher's reputation is still evolving; relatively undifferentiated**

...while also continuing to build momentum of our College's *accomplishments*.

1. **Student quality improvements** – Ohio State and Fisher College have made significant strides in academic excellence through greater selectivity, improved standardized test scores and class ranks from incoming freshmen, and higher College ratings.

2. **Number of top ranked programs and departments** - A number of Fisher's programs and departments rank in the top 10 in the nation. For example, our programs in supply chain and logistics, finance, EMBA, and our MBA and Masters in Accounting are highly ranked programs. We have made extraordinary progress in recruiting high quality, research productive, and well respected individuals to our faculty ranks.
3. **Compared to peers, consistently outperforms in the percentage of students who secure jobs** - Through the support of a robust career management program, recruiter base, faculty, staff, alumni, and numerous stakeholders, Fisher graduate programs consistently rank among the top five nationally in the percentage of students who secure internships and post graduate employment (95+%). Similarly, the Fisher undergraduate program consistently ranks among the top ten nationally in both internships and post graduate employment (80+%)
4. **Financially sound** - The College has had the good fortune to have high student demand, loyal and generous donors from the alumni and business community, other diversified sources of revenue, and good governance over College operations. The College has had a great degree of flexibility to deploy surplus capital to build the infrastructure and recruit and retain the human capital to deliver on our goals and Mission.

Goals, Objectives, Strategies, Initiatives

1 Goal:

One University – We will pursue college goals and initiatives that facilitate faculty collaboration across disciplines, align business functions with university best practices and procedures, and increase commercialization of intellectual property generated university-wide.

As outlined in Goal 4, Fisher College will continue to support and encourage interdisciplinary research within the college and across the university.

As outlined in Goal 5, Fisher will work to train and support inventors from several colleges across the campus. We will use the expertise of our faculty to assist inventors with creation of business plans, access to capital and other skills. Fisher will also help the university identify promising technologies and shepherd those technologies through to market.

As outlined in Goal 6, Fisher College will centralize all financial and human resource processing to a service center staffed with highly trained, skilled experts who specialize in these functions. Some of the benefits we hope to achieve are reduced risk and increased compliance and improved data quality for analysis. Centralizing these functions will improve the interface with offices and departments across the university.

1.1 Objective: Build broad awareness for Fisher’s achievements and unique value proposition as a leader in management education nationally and globally.

1.1.A Fisher College Strategy: Develop and implement an effective marketing and communications strategy for telling the Fisher story in a way that builds the reputation of the college nationally and internationally.

1.1.A.1 Fisher College Initiative: Develop internal staffing structure and partnerships to fulfill the marketing and communications objectives of the college.

Initiative Description: Conduct a marketing and communications audit and needs assessment to identify areas of opportunity and gap in skill sets and resources. Hire a new senior director of marketing and communications, and others as indicated by the assessment to provide the necessary strategic leadership and staff capability.

Metrics, Milestones and Resources

Metrics – Build a high quality and fully-staffed marketing and communications office that is on parity with peer and aspirational peer schools based on benchmark data.

Milestones – Complete the marketing and communications audit and needs assessment. Create, fund and post the required positions. Fill the positions with high quality individuals who work together well as a team.

Resources - \$300,000 annually in continuing funds

1.1. A.2 Fisher College Initiative: Leverage Fisher’s web site as a primary marketing tool to advance Fisher’s brand.

Initiative Description: Make significant enhancements Fisher’s web site to increase the number of opportunities to tell the Fisher story (through stories, video, slideshows, etc)

Metrics, Milestones and Resources

Metrics – Update home page content bi-weekly to ensure depth and breadth of information is relevant and being conveyed to Fisher’s constituents in a timely manner; improve impact of web presence as measured based on monthly web analytics data

Milestones – Implement web templates college-wide to obtain consistent look and feel among all Fisher web pages

Resources - \$100,000 annually in continuing funds

1.1.A.3 Fisher College Initiative: Use Fisher’s participation in ONN’s Ohio Means Business bi-weekly program to demonstrate Fisher’s impact in economic development statewide

Initiative Description: Highlight Fisher expertise in topical program segments that have potential for positive impact on the college’s brand and reputation

Metrics, Milestones and Resources

Metrics – Impact of programming as measured by media ratings; number of faculty placed on show per quarter; audience surveys.

Milestones – Develop report on possible topic areas in which Fisher faculty, staff and students can contribute to the programming. Identify individual faculty, staff and students to participate and gain their agreement to work on the project. Participate successfully in programs as planned.

Resources – \$70,000 anticipated annually for show sponsorship

2. Goal:

Students First – We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

2.1 Objective:

Enroll the best through active recruiting and access

2.1.A Fisher College Strategy: Engage in innovative and active outreach and recruiting to attract the best and brightest students to our graduate and undergraduate programs.

Primary university strategy cross-reference: 2.1.1 Proactively target high caliber prospective students pre- and post- admission

Primary university objective cross-reference: 2.2 Increase cultural and economic diversity of the student body

2.1.A.1 Fisher College Initiative: Innovative and Active Outreach to Attract Outstanding Students

Primary university initiative cross-reference: 2.1.1.2 Personalize high caliber student recruitment via parent communications, enhanced visits and faculty contacts and 2.2.1.1 Increase under-represented students, transfers from regional and community college campuses, international, out of state, etc.

Fisher College will create innovative, on-campus recruiting events for high caliber prospective students; develop effective methods to connect prospects with faculty and alumni; and use data effectively for sourcing top prospects, both domestic and international, with a focus on creating an environment of excellence.

Metrics, Milestones and Resources:

Metrics – Outstanding average standardized test scores and pre-matriculation academic performance relative to peer schools and improvement relative to aspirational peer schools. Outstanding yield statistics (e.g. percentage of admitted students accepting offer to enroll) compared to peer schools and improvement compared to aspirational peer schools.

Milestones – Develop more innovative on campus recruiting events for strong prospective students and ways to engage these prospects with faculty and alumni in both undergraduate and graduate programs and implement them by the end of calendar 2011.

Resources – Funding for additional recruitment events, funding for additional data for sourcing and analysis; and, if successful, additional FTE staff support may be required to

move to the next level of excellence at an incremental annual cost of \$400,000 in continuing funds

2.3 Objective:

Provide an exceptional undergraduate, graduate and professional student experience, and graduate students positioned for success as professionals and citizens

2.3.A Fisher College Strategy: Create a world-class environment for business education that, in addition to a strong classroom curriculum, emphasizes action-based learning or the opportunity to learn by doing. Students will put into practice (under faculty guidance) what is learned in theory prior to graduation, helping preparing them for success in their post-graduation careers.

Primary university strategy cross-references: 2.3.2 Instill life and professional preparedness skills in student to enhance post-college success, 2.3.3. Enhance the teaching and learning environment, and when the opportunities are global, 2.3.1 Provide students with an outstanding and enriching international experience

2.3.A.1 Fisher College Initiative: Integrate World-Class Action-Based Learning Opportunities into the curricula of our major degree-granting programs

Primary university initiative cross-reference: 2.3.2.1 Improve career development understanding including job placement in both number and quality of jobs for graduates, career progression and transition, 2.3.3.2 Create creative and flexible curriculum for the 21st century, 2.3.3.3 Sustain and enhance outstanding instruction, and when action-based learning is international, 2.3.1.1 Develop internationally focused curriculum and more study abroad opportunities

Fisher College will create program-appropriate opportunities for action-based learning in all major degree granting programs. These opportunities will be part of the curriculum and will be overseen by faculty and staff and involve significant engagement with outstanding practicing managers and top companies.

Metrics, Milestones and Resources:

Metrics – Increase the percentage of our graduates who have the opportunity engage in a program-appropriate action-based learning experience as part of their curriculum. Outstanding placement statistics compared to peer schools and improvement compared to aspirational peer schools (e.g., percentage receiving high quality internships in summers, percentage placed three months after graduation and compensation).

Milestones – Design and implement “industry cluster” program to provide action-based learning opportunities for undergraduate students. The first two undergraduate clusters are

projected to be launched by the end of calendar 2011, and another two by the end of 2013. The first two clusters launched will be a Health Care and an Energy and Sustainability cluster, including strong alumni and corporate partners in both sectors. Implement action-learning requirement in full- time and working-professional MBA program by end of calendar 2013 that emphasizes complex global business challenges faced by managers.

Resources – Funding for the launch of first four industry clusters, and for the implementation of the action-based learning requirement for MBA is estimated at an incremental \$400,000 per year in continuing funds

2.3.A.2 Fisher College Initiative – Increase enrollments in specialized programs to attract high-quality focused students to Fisher and Ohio State

Primary university initiative cross-reference: 2.3.2.1 Improve career development understanding including job placement in both number and quality of jobs for graduates, career progression and transition; 2.3.3.2 Create creative and flexible curriculum for the 21st. century; 2.3.3.3 Sustain and enhance outstanding instruction, and when action-based learning is international; 2.3.1.1 Develop internationally-focused curriculum and more study-abroad opportunities

Fisher College will increase enrollments in specialized programs including the Specialized Masters in Business (SMB), the Working-Professional MBA (WP-MBA), the Masters of Business and Operational Excellence (MBOE), and the undergraduate minors in business and entrepreneurship.

Metrics, Milestones and Resources:

Metrics – Increase enrollments in the above-mentioned programs

Milestones – Launch the Specialized Masters in Business, Finance track in 2011; launch a healthcare-focused version of the Masters of Business and Operational Excellence in 2011; increase marketing efforts in the Working-Professional MBA program; undertake a study of distance learning in masters of business programs, with findings available by summer 2010; and undertake further study of the resources required to scale the undergraduate minors in business and entrepreneurship, with findings available by autumn 2010

Resources (Incremental continuing annual cost) –

- Specialized Masters in Business, Finance track @ 50 students - \$900,000
- Specialized Masters in Business, Marketing track @ 50 students - \$850,000
- MBOE HealthCare track @ 20 students - \$450,000
- Working-Professional MBA @ 75 students - \$150,000
- General Business Minor @ 50 students - \$150,000

- Entrepreneurship Minor @ 50 students - \$50,000

2.3.A.3 Fisher College Initiative: Renovate Mason Hall and develop a feasibility study for a new building

Primary university initiative cross-reference: 2.3.3.1 Construct new and renovated classrooms, labs, study areas, offices, academic support facilities, and common spaces necessary to maintain and enhance the teaching and learning environment

- **Renovation of Mason Hall:** The Fisher College will renovate the first and second floors of Mason Hall to create conference, meeting, study, reading room, classroom, research space, and offices.
- **Develop feasibility study:** The Fisher College will develop a study to determine the feasibility of a new building from a program, development, and alternative funding perspective.

Metrics, Milestones and Resources:

Metrics – Renovation schedule and feasibility study for capital funding submission

Milestones – Renovation completed in 2011 and feasibility study completed by September 2012 for state capital plan submission.

Resources – Estimated cost of construction is \$6.2M to be funded by college cash reserves; unknown for new building until after feasibility study.

3. Goal:

Faculty and Staff Talent and Culture – We will further develop the talent of our highly diverse faculty and staff and reinforce a high performance culture based on principles of excellence in accountability and achievement.

3.1 Objective:

Enhance academic reputation and rankings

3.1.A Fisher College Strategy: Engage in active recruiting to attract top faculty and staff and provide appropriate support and a strong positive culture that facilitates productivity, promotion and retention.

Primary university strategy cross-references: 3.1.1. Recruit, develop and retain the best faculty and staff and promote their external recognition, 3.2.1. Advance and strengthen a comprehensive diversity plan

3.1.A.1 Fisher College Initiative: Grow our faculty through active recruitment of faculty who are engaged and productive across multiple aspects of our tripartite mission, and who

also contribute to the positive, diverse, and collegial culture necessary for the college to thrive and prosper in the future.

Primary university initiative cross-reference: Most relevant: 3.1.1.1 Closing the compensation gap, 3.1.1.3 Strengthening efforts to gain external recognition of outstanding faculty and staff and 3.2.1.2 Foster and promote an environment that supports recruitment and retention of diverse faculty and staff.

Fisher College will continue to strive to build a world-class faculty able to deliver on our tripartite mission of research, teaching and outreach. In doing so, we will actively recruit outstanding faculty talent to build and strengthen capabilities in each mission area as necessary, paying consistent attention to the importance of leadership capability and cultural fit in fulfilling our long-term mission.

Metrics, Milestones and Resources:

Metrics – Reduce the faculty size gap relative to peer and aspirational peer schools. In doing so, maintain or strengthen our strong standing in the hiring of diverse faculty including women, international faculty and under-represented domestic minorities relative to peer and aspirational peer schools. We recognize that reducing the gap will be very challenging in a situation where faculty demographics suggest significant retirements over this period and where market conditions spell salary inversion on a per course taught basis

Milestones – Define more specifically the extent of the net faculty size gap, explicitly factoring in projected faculty retirements. Balancing this need with projected resources, produce a more specific plan for faculty growth over the planning period. Knowing this gap to be significant, we will maintain, as a minimum, our commitment to increasing our net faculty size by an average of at least one additional tenure track faculty member and one non tenure track faculty member each year during the planning period and in so doing add to existing excellence and diversity. While we know that this rate of faculty growth will only slowly move toward the reduction in the size gap, it will prevent us from falling further behind

Resources – Incremental cost over the five-year period is \$2.35 million.

3.3 Objective:

Instill a high performance culture

3.3.A Fisher College Strategy: Actively engage in the further development and nurturing of a strong positive culture and performance management system that facilitates productivity, promotion and retention of top faculty and staff.

Primary university strategy cross-references: 3.3.1 Revise and create performance management policies that formally evaluate, compensate and reward high performance

3.3.A.1 Fisher College Initiative: Continue to actively manage and refine our MAX performance evaluation system for staff and our annual assessment process for faculty to ensure that it rewards individuals for contributions to the college's tripartite mission of research, teaching and outreach.

Primary university initiative cross-reference: 3.3.1.1. Recognize and reward sustained outstanding teaching, research and public engagement, 3.3.1.2 Develop multiple paths for promotion and recognition

Fisher College will continue to strive to build a world-class faculty able to deliver on our tripartite mission of research, teaching and outreach. In doing so, we will actively reward outstanding contributions by faculty in each mission area. We will also reward staff for their contributions to each of our three mission areas as appropriate. In these ways, we will continue to actively develop and nurture the strong positive culture necessary for our future success.

Metrics, Milestones and Resources:

Metrics – Maintain or strengthen our ability to attract and retain strong faculty and staff relative to peer and aspirational peer schools. Maintain or strengthen the productivity and job satisfaction of our faculty and staff relative to peer schools and aspirational peer schools.

Milestones –Revise and refine our MAX staff evaluation system and annual faculty assessment process each year as appropriate.

Resources – No new funding is required for this initiative.

3.3.A.2 Fisher College Initiative: Revisit our Appointments, Promotion And Tenure (AP&T) document, paying particular attention to issues related to the possible inclusion of multiple paths for promotion to full professor

Primary university initiative cross-reference: 3.3.1.1. Recognize and reward sustained outstanding teaching, research and public engagement, 3.3.1.2 Develop multiple paths for promotion and recognition

Metrics, Milestones and Resources:

Metrics – Acceptance of a revised document by the college faculty and by OAA. Increased harmony across the college TIUs, the college personnel committee (CPC), and the dean's office. Broader recognition of the spectrum of ways in which senior faculty can make significant contributions to the institution.

Milestones – Formation of a review committee. Passage of a revised document by college faculty vote. Assessment over time as to extent to which revisions promote harmony and recognition referenced above

Resources – No new funding is projected to be required for this initiative at the current time.

4. Goal:

Research Prominence – We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

4.1 Objective:

Foster preeminence in research

4.1.A Fisher College Strategy: Continue building a world class business school through an increasingly recognized body of high impact academic research produced within and across the college's academic departments.

Primary university strategy cross-references:

4.1.A.1 Fisher College Initiative: Focus academic department conversation around a conscious, articulated strategy for improving each department's academic standing, its programmatic reputation, and the impact of its outreach activities.

Metrics, Milestones and Resources:

Metrics – Quantity and impact measures of departmental research productivity; department contribution to academic program specialty rankings; measurement of department-wide engagement in high profile outreach activities to both professional organizations, the business community and broader society.

Milestones – Coalesce department attention and activity around 2 or 3 primary areas of departmental research focus; Actively seek strong linkages across departments in the identification of these primary areas; Develop a plan to achieve critical faculty mass in each academic department and each targeted sub-discipline, thereby facilitating increased opportunity for interdisciplinary activity in research and in academic program activity.

Resources – No new funding is projected to be required for this initiative at the current time.

5 Goal: Outreach and Collaboration

5.3 Objective: Demonstrate Leadership in Economic Development

5.3.A Fisher College Strategy: Assume lead role in commercialization of University's high priority technologies.

Fisher College assumes a lead role in the commercialization of the university's highest priority technologies. Ohio State University ranks among the top eight public institutions in the nation in total R&D expenditures and number two in sponsored research. However the university consistently ranks in the bottom tier among peer institutions in every traditional measure of commercialization effectiveness. We believe that Fisher College can help the university identify its most promising technologies; deploy a maturation fund to advance the technologies; train and assist inventors to build the business case and attract follow on capital. We believe that leveraging our university's distinct comprehensiveness in health sciences, food and agriculture, and engineering can establish Fisher College as one of the premier brands in entrepreneurship and technology commercialization and advance our reputation as a critical driver of economic development in the Region, nation, and world.

5.3.A.1 Fisher College Initiative: Train and support inventors. Launch workshops to assist inventors in critical areas such as protection of intellectual property, creation of business plans, and access to capital.

Metrics, Milestones and Resources:

Metric: Each dean of the "inventing colleges" will set a participation goal

Milestones: workshops developed and being piloted in health sciences.

Resources: TBD

5.3.A.2 Fisher College Initiative: Establish a proof of concept center. Center will have the financial and human resources to invest in the university's most promising technologies

Metrics, Milestones and Resources:

Metric: see attachment 1.

Milestones: recruit PoCC head.

Resources: \$6MM for the first three years (in addition will generate \$4.7MM commercialization revenue and \$.8 gifts and endowment income).

5.3.A.3 Fisher College Initiative: Raise \$30MM endowment for PoCC within 5 years.

Metrics, Milestones and Resources:

Metric: \$30MM raised within 5 years.

Milestones: Identify and call on top twenty potential donors by September.

Resources: N/A

6 Goal:

Operational and Financial Soundness and Simplicity – We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.

6.1 Objective:

Enhance and diversify our revenue sources

6.1.A Fisher College Strategy: Ensure success of Fisher’s fundraising activities

Primary university strategy cross-reference: 6.1.1. Implement a university-wide fundraising campaign

Fisher’s External Relations department will continue its ongoing success in annual and campaign-related fundraising activities.

6.1.A.1 Fisher College Initiative: Meet annual fundraising objectives while creating a robust campaign plan to ensure fundraising success

Primary university initiative cross-reference: 6.1.1.1. Actively track fundraising campaign at university level

Under Dean’s leadership, build the college’s campaign plan and case statement and develop staffing structure to achieve fundraising objectives.

Metrics, Milestones and Resources:

Metrics	Build the college’s campaign plan and case statement; Develop target donor list and customized strategies for each donor; 4% growth annually in spendable cash for the college; One or two committee meetings annually (through the course of the campaign) and quarterly contact with each campaign committee member
Milestones	20% increase in the number and diversity of donor base over the next 5 years; Achieve established campaign fundraising goal
Resources	No new resources needed for this initiative (\$250,000 in one-time funds required for campaign-related literature and materials)

6.2 Objective:

Improve our operating efficiency

6.2.A Fisher College Strategy: Reduce security risks and redundancies in the core business services at the Fisher College of Business

Primary university strategy cross-reference: 6.2.1 Achieve cost reductions and streamline all major academic and administrative processes

Secondary university strategy cross-reference: 6.2.2 Increase environmentally-conscious and sustainable practices

Strategy Description:

The College objectives are to create a structure that provides effective and efficient core business services that will eliminate duplicate processes and to reduce the number of users who have access to key administrative systems.

6.2.A.1 Fisher College Initiative: Develop a shared service center for the Fisher College

Primary university initiative cross-reference: 6.2.1.2 Continue streamlining initiative to reduce costs and increase customer satisfaction (e.g. financial, procurement, travel, and HR efficiencies; workforce reduction of supervision/administrative costs; streamline IT platforms, facilities operations, and construction project delivery)

Initiative Description:

The Fisher College will centralize all financial and human resource processing to a service center staffed with highly trained, skilled experts who specialize in these functions. Some of the benefits we hope to achieve are improved transaction quality and service level,

reduced risk and increased compliance, improved data quality for analysis, and aggregate cost savings over time.

Metrics, Milestones and Resources:

Metrics – Leadtime, % complete and accurate, number of call backs, cost

Milestones – Target completion date is June 30, 2010

Resources – Possible new resources needed for additional staff in service center; approximate cost is \$300,000 with \$300,000 savings due to efficiencies realized by the end of five years to net to \$0.

6.2.A.3 Fisher College Initiative: Realize IT savings over the next five years

Primary university initiative cross-reference: 6.2.1.2 Continue streamlining initiative to reduce costs and increase customer satisfaction (e.g. financial, procurement, travel, and HR efficiencies; workforce reduction of supervision/administrative costs; streamline IT platforms, facilities operations, and construction project delivery)

Initiative Description:

The Fisher College of Business IT Department will realize cost savings through printer maintenance and toner outsourcing, equipment refresh cycle-extensions, CRM system consolidation, and additional smaller expense reduction efforts. This is all part of the College's effort to streamline and improve operations.

Metrics, Milestones and Resources:

Metrics – Cost savings

Milestones – IT Savings in the next five years:

- FY 2010 - \$200,000
- FY 2011 - \$225,000
- FY 2012 - \$500,000
- FY 2013 - \$500,000
- FY 2014 - \$500,000

Resources – No new resources needed; a total of \$500,000 a year savings realized by year three